

**Bid Tabulation Packet
for
Solicitation 232452VG**

**SOLID WASTE, RECYCLABLE MATERIALS, AND YARD
TRASH COLLECTION SERVICES**

Bid Designation: Public



Sarasota County

Southwest Waste Services of Florida

Bid Contact **Wayne Zahn**
wzahn@swwsfl.com
Ph 239-413-7711

Address **12550 Professional Park Dr, Suite 11**
Fort Myers, FL 33913

Qualifications **2 CFR FL CBE IMMIGRATION JV LEGAL NAME LOCAL HIRING NO LOBBY PR PUBLIC ENTITY**

Bid Notes **All vehicles required for this ITN will be NEW and powered by B20 Biodiesel**

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch.	Docs
232452VG--01-01	Letter of Interest	Supplier Product Code:	First Offer -	1 / sheet	Y	Y
		Supplier Notes: Letter of Interest for Southwest Waste Services, LLC.				
232452VG--01-02	Resumes	Supplier Product Code:	First Offer -	1 / lot	Y	Y
		Supplier Notes: Resumes Southwest Waste Services, LLC.				
232452VG--01-03	Financial Capability	Supplier Product Code:	First Offer -	1 / lot	Y	Y
		Supplier Notes: Financial Capability Letter, Southwest Waste Services, LLC.				
232452VG--01-04	Experience	Supplier Product Code:	First Offer -	1 / lot	Y	Y
		Supplier Notes: Experience, Southwest Waste Services, LLC.				
232452VG--01-05	Service Transition History Form	Supplier Product Code:	First Offer -	1 / sheet	Y	Y
		Supplier Notes: Service Transition History Form				

232452VG--01-06	Non Performance History and Litigation	Supplier Product Code:	First Offer - 1 / lot	Y	Y
		Supplier Notes: Non Performance History and Litigation, Southwest Waste Services, LLC.			

232452VG--01-07	Comprehensive List of Government Clients	Supplier Product Code:	First Offer - 1 / lot	Y	Y
		Supplier Notes: Comprehensive List of Government Clients			

232452VG--01-08	Approach for North Service District	Supplier Product Code:	First Offer - 1 / lot	Y	Y
		Supplier Notes: Approach for North District, Southwest Waste Services, LLC.			

232452VG--01-09	Approach for South Service District	Supplier Product Code:	First Offer - 1 / lot	Y	Y
		Supplier Notes: Approach for South District, Southwest Waste Services, LLC.			

232452VG--01-10	Fee Schedule	Supplier Product Code:	First Offer - 1 / lot	Y	Y
		Supplier Notes: Fee Schedule, Southwest Waste Services, LLC.			

Supplier Total				\$0.00
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Southwest Waste Services of Florida

Item: **Letter of Interest**

Attachments

Letter of Interest.pdf



Letter of Interest

**ITN #: 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION
FRANCHISE**

4055 Edison Avenue, Fort Myers, Florida 33916

* Office: 239-939-5050 * Email: clomangino@swwsfl.com * www.southwestwastefl.com



Vianey Garcia
Procurement Professional III
Sarasota County
Sarasota County Administration Center
1660 Ringling Blvd., 3rd Floor
Sarasota, FL 34236

November 1, 2023

Subject: Letter of Interest

ITN #: 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION FRANCHISE

Dear Ms. Garcia,

I am writing on behalf of Southwest Waste Services, LLC., and I am pleased to express our strong interest in responding to Invitation to Negotiate #2342452VG for SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION FRANCHISE, as advertised on PeriscopeS2G on August 9, 2023.

At Southwest Waste Services, LLC., we are committed to delivering innovative solutions that align with the goals and vision of Sarasota County and its residents. We have reviewed the details of the Invitation to Negotiate, and we are excited about the opportunity to negotiate with Sarasota County to provide valuable insights and expertise to the Solid Waste, Recyclable Materials, and Yard Trash collection services.

Our team brings a wealth of experience in solid waste collection, and we are confident in our ability to deliver exceptional results. We understand the importance of performing the services outlined in the ITN, customer service, and overall reliability and we are dedicated to contributing to the success of this endeavor.

We appreciate the opportunity to participate in this negotiation process and believe that our collaborative efforts will lead to mutually beneficial outcomes. We are eager to discuss the details further and explore how our expertise aligns with the objectives of Sarasota County.

Sincerely,

Charles Lomangino
CEO & Manager

4055 Edison Avenue, Fort Myers, Florida 33916

* Office: 239-939-5050 * Email: clomangino@swwsfl.com * www.southwestwastefl.com

Southwest Waste Services of Florida

Item: **Resumes**

Attachments

Resumes.pdf



Resumes

**ITN #: 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION
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Anthony Lomangino, Chairman of the Board

Anthony Lomangino is a recognized leader in the US waste industry and has built a series of successful business enterprises in the New York and Florida markets. Mr. Lomangino has created operational innovations that have become industry standards. Working with his family, Anthony virtually invented the Construction & Demolition Recycling business, and mastered the art of scheduling efficient MSW collection service in New York City. Mr. Lomangino founded and developed Southern Waste Systems and Sun Recycling in Southeast Florida in 1999, and was instrumental in the Solid Waste Authority bid and successful contract startup. Mr. Lomangino also helped launch Southwest Waste Services in Ft. Myers in 2021, and continues to provide guidance and leadership from his position as Chairman of the Board.

Charlie Lomangino, President and Manager

Charlie Lomangino was born into the waste industry and has hands-on experience in every facet of the business. That said, and in addition to his experience with family operations in New York and Southeast Florida, Charlie Lomangino personally owned and operated his own roll-off company after graduating from college. Charlie Lomangino has personally owned and operated the largest portable sanitation company in Florida. Charles Lomangino has directed contracts which include the following:

- Palm Beach County Districts 4 and 5 (Commercial and Residential)
- City of Delray Beach (Commercial and Residential)
- Towns of Atlantis, Haverhill, Lauderhill, Pahokee, South Bay, and Southwest Ranches

Tony Badala, Vice President Tony Badala has been in the waste industry since he began working as a Route Helper in 1982. Over the course of his lengthy career, he has successfully managed and operated a number of increasingly complex businesses. Mr. Badala has managed and grown a 30,000-home subscription Residential business in CT/NY. He has also developed “green field” Residential businesses in GA, DE, CT, NJ, NY and VA. Tony Badala has also directed contract transitions and ongoing curbside collection operations in:

- Palm Beach County Districts 4 and 5 (Commercial and Residential)
- City of Delray Beach (Commercial and Residential)
- Towns of Atlantis, Haverhill, Lauderhill, Pahokee, South Bay, and Southwest Ranches.

Mike O’Brien, Chief Financial Officer

Mike O'Brien joined Southwest Waste Services to develop organizational synergies between the multiple waste related business across the nation. He relocated in 2015 to support the family's Long Island businesses, and now resides in Ft. Myers. Over his 40-plus year career, Mike O'Brien has managed Waste Management's Palm Beach County operations. Designed and executed startup of Recycling service for 108,000 Residential units in Palm Beach County, Delray Beach and Palm Beach Gardens. Additionally, Mr. O'Brien has managed WM's Collection and Post-Collection businesses across the Florida Panhandle and Lower Alabama including numerous municipal contracts. He has also managed Republic Services' NW Chicago business units. Responsible for 33 municipal contracts (249,000 Residential units). Implemented Automated MSW and RCY services for 180,000 homes.

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**Frank Brown, Operations Manager**

Mr. Brown has over 20 years of experience in the waste industry. He is hands-on with projects and with city staff, doing what needs to be done to implement, manage, and maintain successful municipal contracts.

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Southwest Waste Services of Florida

Item: **Financial Capability**

Attachments

Financial Capability Letter.pdf



Environmental Services Department
411 W. Lafayette Street
Detroit, MI 48226-3241
(313) 222-5950
(313) 222-9564 (fax)

Jeffrey C. Andersen
Senior Vice President

SENT VIA ELECTRONIC MAIL

October 30, 2023

Southwest Waste Services, LLC
Attn: Charlie Lomangino
2442 Rockfill Road
Fort Myers, FL 33916

Dear Charlie:

It has come to my attention that you need a letter referencing the credit relationship between Comerica Bank's Environmental Services Department and Southwest Waste Services, LLC, or "Company".

We have had an excellent relationship with the owners of Southwest Waste Services and their predecessor companies for over 17 years and counting. In April 2021, Southwest Waste Services and Comerica Bank entered into a credit relationship and today we have a mid-eight figured credit facility to the Company with availability over eight-figures.

The Company has shared with us their capital expenditure plan required for the Sarasota County North and South Service Districts contract. As of today October 30, 2023, the Company has the availability to satisfy this plan. In addition, upon Southwest Waste Services successfully being awarded the franchise contract, Comerica will seek to upsize the credit facility to assist the Company in its growth.

To date, all accounts have been handled in a satisfactory manner to the best of our knowledge. Comerica Bank has no obligation to update this letter.

Sincerely,



Jeff Andersen
Senior Vice President

Comerica Bank

Environmental Services Department, 9th Floor MC 3236 • 411 W. Lafayette, Detroit, MI 48226 • Office • 313.222.5950

Southwest Waste Services of Florida

Item: **Experience**

Attachments

Experience.pdf



Experience

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Experience

At Southwest Waste Services, providing innovative, professional, and courteous waste collection, processing and recycling services is a generational commitment. It is the legacy of the successful men and women who taught us the family business, and a continuing promise by all those who join our Southwest Florida based enterprise.

Southwest Waste's Florida commitment began in 1999 with the founding of Southern Waste Systems by Anthony Lomangino and Charles Lomangino. While Southern Waste Systems started with one location and 30 employees the business rapidly grew to 12 Florida locations, a fleet of 70 roll-off trucks, 70 municipal collection vehicles, a vast array of specialized recycling equipment and home to 760 employees.

In 2012 Southern Waste Systems was awarded the curbside collection, bulk collection and recycling franchise agreement for Areas 4 and 5 in Palm Beach County by the Solid Waste Authority of Palm Beach County. The franchise agreement included collection services to approximately 133,000 commercial and single-family residences for a period from 2012 to 2016. During the Palm Beach County four (4) year franchise agreement, Southern Waste Systems not only met all the terms of the franchise agreement it was only charged \$300.00 in liquidated damages under the contract.

In 2013 Southern Waste Systems was awarded an exclusive franchise to provide Residential Collection Service and Commercial Collection Service in the City of Delray Beach from 2013 to 2016. Southern Waste Services provided collection services for: (a) Garbage, Rubbish, Yard Waste, Bulky Waste, and Source Separated Recyclable Materials that are generated on Residential Property and collected at Curbside; (b) Garbage, Rubbish, Bulky Waste, and Source Separated Recyclable Materials that are generated on Residential Property (i.e., Multi-Family Dwellings) where the Garbage and Rubbish are collected in Mechanical Containers; and (c) Garbage, Rubbish, and Bulky Waste generated on Commercial Property. The City of Delray Beach had 65,000 residents during the term of the franchise agreement. We provided a seamless transition from the previous service provider and did not incur any liquidated damages during that transition for service disruptions, all while providing excellent customer service to the residents and businesses of the City of Delray Beach.

In 2016 the assets of Southern Waste Systems were sold to Waste Management Inc. The assets included the franchise agreements with Palm Beach County and the City of Delray Beach. After the closing of the transaction, Charles Lomangino was retained by Waste Management to provide leadership during the transition period and to assist Waste Management while transitioning into the curbside collection franchise agreements.

Upon the expiration of his non-competition agreement with Waste Management in January of 2021, Charles Lomangino founded Southwest Waste Services, LLC., whose primary business focus was the establishment of a construction and demolition debris collection, processing and recycling enterprise serving Southwest Florida, from Marco Island to Sarasota. Since January 2021, Southwest Waste Services' operations have swiftly grown to include 45 daily truck routes and 333 employees. Southwest Waste

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currently operates seven (7) recycling and transfer stations which process an average of 3,250 tons per day at our Naples, Ft. Myers, Port Charlotte, and Sarasota C&D Debris recycling locations. One benefit of this expeditious growth has been Southwest Waste's establishment of a collection, processing and recycling business infrastructure that not only assures our continued standard of excellence, but also provides a ready platform for residential curbside and commercial collection services.

The Southwest Waste Services team has successfully handled a wide range of projects, demonstrating a commitment to environmental stewardship, regulatory compliance, and operational efficiency. With a management team performance history spanning over 50 years, we have developed collection processes, truck routing, maintenance and organizational skills that position us to provide exceptional service in the waste industry.

Within Southwest Waste Services. we understand our employees are the key to our success in all businesses we operate. Safety-focused operations is our utmost priority. We maintain rigorous safety protocols, conduct regular training sessions, and invest in state-of-the-art equipment to protect our workforce and the environment.

Southwest Waste Services is also dedicated to providing cost effective solutions through strategic planning and process optimization and we have consistently delivered cost savings to our clients. We are dedicated to maximizing efficiency and minimizing operational expense. A client centered approach to crafting service needs at competitive rates demonstrates our understanding that every project and customer has unique requirements. Our team is skilled in tailoring our services to meet specific needs, ensuring customer satisfaction and building long-lasting relationships.

Southwest Waste Services possess a combined experience of over 50 years in the waste and recycling industry. With a specialization in waste collection and C&D recycling, Southwest Waste Services, LLC is always seeking new opportunities for growth and innovation. In addition to Southwest Waste Services. the Lomangino family currently owns and manages the daily operations of the following companies in Florida and New York:

MAGGIO ENVIRONMENTAL and PAUMANOK ENVIRONMENTAL (Yaphank, New York)

Maggio Environmental provides solid waste and recycling collection services for some 4,200 commercial and industrial customers, and 11,000 residential customers in eastern Long Island. Our Paumanok transfer facility processes 240,000 annual tons of MSW and C&D materials for both internal and 3rd-party customers.

SOUTHOLD RECYCLING, d/b/a Mattituck Environmental, and PECONIC RECYCLING & TRANSFER, (Cutchogue, New York)

Mattituck Environmental provides solid waste and recycling collection services for 2,000 Commercial and Industrial customers, and 3,500 Residential customers on the North Fork of Long Island's east end. Our Peconic Recycling & Transfer facility processes 25,000 annual tons of MSW and C&D materials for both internal and 3rd-party customers.

GREAT NORTHERN FIBERS, (Babylon, New York)

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Great Northern Fibers is the premier paper/fiber recycling facility on Long Island, processing and shipping 48,000 annual tons of cardboard, newspaper and hi-grade fiber materials. In addition, Great Northern Fibers operates a C&D transfer and recycling facility, processing approximately 54,000 annual tons of waste.

LGL RECYCLING, LLC, d/b/a All Star Aggregates, (West Palm Beach, Florida)

All Star Aggregates accepts clean concrete from commercial and industrial customers. Concrete is crushed and screened to various sizes, such as #57 Rock, #4 Rock, 1-1/2" Base Rock, Paver Sand and 1/2" Base Rock, and sold. All products adhere to industry standards and are quality-control-inspected.

LGL RECYCLING, LLC, d/b/a ReSource Metal Recycling, (Pompano Beach, Florida)

ReSource Metal Recycling accepts metals and aluminum scrap that is processed through a Wendt 60/90 shredder for re-sale. A downstream system was installed in 2022 to further recover ferrous and non-ferrous products from the shredder "fluff." ReSource sells recovered metal products to both domestic and export customers.

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Southwest Waste Services of Florida

Item: **Service Transition History Form**

Attachments

Service Transition History Form.pdf

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History

Proposer shall complete and submit this form providing a complete listing of all transitions of which the Proposer has been a part, including both entering and existing contractor transitions in the State of Florida for the past two (2) years. If Proposer does not have transition experience in Florida, then a nationwide transition performance history should be submitted.

Proposer is required to provide a self-evaluation of each transition identifying the smoothness of the transition by qualifying the level of service disruption. Since the Franchisee is responsible for providing a smooth transition in service to minimize inconvenience to customers, successful transition experience is important to the County. These forms may be duplicated as needed to ensure a complete history. Any omissions within the service transition history may be cause for disqualification at the County's discretion.

Municipality/County/State: Soild Waste Authority of Palm Beach County

Date of Transition: 2012

Contact Name/Title: John Archambo

Entering Contract [checked] Exiting Contract []

Contact Phone: 561-697-2700

This transition had minimal service disruption:

Contact Email: jarchambo23@gmail.com

[checked]-----[]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [checked] No. of units: 110,000

Commercial [checked] No. of Customers: 23,000

Carted Garbage (automated) [checked] Carted Recycling (automated) [checked]

Service Verification/RFID [] Conducted Cart A&D []

Municipality/County/State: City of Delray Beach

Date of Transition: 2013

Contact Name/Title: Shelly Petrolia

Entering Contract [checked] Exiting Contract []

Contact Phone: 561-243-7000

This transition had minimal service disruption:

Contact Email: petrolia@mydelraybeach.com

[]-----[checked]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [checked] No. of units: 60,000

Commercial [checked] No. of Customers: 3,000

Carted Garbage (automated) [] Carted Recycling (automated) []

Service Verification/RFID [] Conducted Cart A&D []

Municipality/County/State:

Date of Transition:

Contact Name/Title:

Entering Contract [] Exiting Contract []

Contact Phone:

This transition had minimal service disruption:

Contact Email:

[]-----[]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [] No. of units:

Commercial [] No. of Customers:

Carted Garbage (automated) [] Carted Recycling (automated) []

Service Verification/RFID [] Conducted Cart A&D []

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History Continued (Page ____ of ____)

Municipality/County/State: _____

Date of Transition: _____

Contact Name/Title: _____

Entering Contract Exiting Contract

Contact Phone: _____

This transition had minimal service disruption:

Contact Email: _____

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: _____

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____

Date of Transition: _____

Contact Name/Title: _____

Entering Contract Exiting Contract

Contact Phone: _____

This transition had minimal service disruption:

Contact Email: _____

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: _____

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____

Date of Transition: _____

Contact Name/Title: _____

Entering Contract Exiting Contract

Contact Phone: _____

This transition had minimal service disruption:

Contact Email: _____

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: _____

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____

Date of Transition: _____

Contact Name/Title: _____

Entering Contract Exiting Contract

Contact Phone: _____

This transition had minimal service disruption:

Contact Email: _____

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: _____

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Southwest Waste Services of Florida

Item: **Non Performance History and Litigation**

Attachments

Non Performance and Litigation.pdf



Non-Performance History & Litigation

**ITN #: 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION
FRANCHISE**

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Non-Performance History and Litigation

Description of all criminal actions against the Respondent during the last five years:

None

Description of all civil actions against the Respondent during the last five years:

None

Early terminations of service contracts:

None

Bid bond claims:

None

Performance bond claims:

None

Liquidated damages related to previous waste services:

None

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Southwest Waste Services of Florida

Item: **Comprehensive List of Government Clients**

Attachments

Comprehensive List of Government Clients.pdf



Comprehensive List of Government Clients

**ITN #: 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION
FRANCHISE**

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List of Government Clients

Government Client #1

Customer Name: Solid Waste Authority of Palm Beach County

Description of Services Provided:

Provided curbside collection, yard waste collection, and recycling collection services for Areas 4 & 5 IN Palm Beach County. Franchise agreement included approximately 133,000 residential and multi family units combined.

Contract Start Date: 2012 **Contract End Date:** 2016

Dollar Value of Contract:

Contact Information: Name: John Archambo
Phone: 561-697-2700
Email: jarchambo23@gmail.com

Government Client #2

Customer Name: City of Delray Beach

Description of Services Provided:

Provided collection services for: (a) Garbage, Rubbish, Yard Waste, Bulky Waste, and Source Separated Recyclable Materials that are generated on Residential Property and collected at Curbside; (b) Garbage, Rubbish, Bulky Waste, and Source Separated Recyclable Materials that are generated on Residential Property (i.e., Multi-Family Dwellings) where the Garbage and Rubbish are collected in Mechanical Containers; and (c) Garbage, Rubbish, and Bulky Waste generated on Commercial Property. Collection services were provided for approximately 65,000 residents.

Contract Start Date: 2013 **Contract End Date:** 2016

Dollar Value of Contract:

Contact Information: Name: Shelly Petrolia
Phone: 561-243-7000
Email: Petrolia@mydelraybeach.com

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Southwest Waste Services of Florida

Item: **Approach for North Service District**

Attachments

Approach North District.pdf



Approach (North Service District)

**ITN #: 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION
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Collection Services

Residential (Class I) and Multi-Family (Class II) Solid Waste Collection

Equipment: Southwest Waste Services intends to supply a total of fifteen (15) automated side loading collection trucks for Class I customers which will be operated on a total of thirteen (13) collection routes, Class II customers will be serviced using two (2) front end loading collection trucks which will be operated on one (1) collection route. The trucks will be operated by seventeen (17) dedicated drivers with two (2) swing drivers available each route day to cover any unplanned driver absence. All vehicles required for the ITN will be new and powered by B20 Biodiesel.

Description: The primary method for residential curbside collection involves the systematic pickup of household waste from designated locations in residential neighborhoods. Establishment of specific routes for garbage collection in different neighborhoods will be designed to maximize collection efficiency while also providing exceptional service to the residents. The collection schedule will be communicated to residents through official channels like municipal websites, mailers, or mobile applications. Residents will be instructed to place their garbage containers at specific locations, usually near the curb or at the edge of their property, this ensures easy access for automated collection trucks. Regular monitoring of the collection routes will be made to ensure that the residents are adhering to the guidelines for waste separation and disposal. This may involve issuing warnings or fines for non-compliance.

Collection trucks equipped with specialized mechanisms for lifting and emptying containers are dispatched to each designated pickup location. Trained personnel operate these trucks to efficiently collect and transport the waste to the approved disposal facility. Collected waste will be transported to designated waste management facilities where the collected waste will be ultimately disposed of according to local and state regulations.

The collection trucks and equipment require regular maintenance to ensure they function efficiently. This includes servicing, cleaning, and occasional repairs.

This primary method for residential curbside collection involves a coordinated effort between residents, municipal authorities, and waste management personnel to ensure the safe and efficient removal of household waste from residential areas. It is a critical component of maintaining public health and environmental sustainability.

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Residential (Class I) and Multi Family (Class II) Recyclables Collection

Equipment: Southwest Waste Services intends to supply a total of fourteen (14) automated side loading collection trucks for Class I customers which will be operated on a total of twelve (12) collection routes, Class II customers will be serviced using one (1) manual side loading collection trucks which will be operated on one (1) collection route. The trucks will be operated by fifteen (15) dedicated drivers with two (2) swing drivers available each route day to cover any unplanned driver absence. All vehicles required for the ITN will be new and powered by B20 Biodiesel.

Description: Single stream recyclable collection allows residents to place all recyclable materials into a single container, rather than separating them by type. This approach aims to make recycling more convenient for residents and increase overall recycling rates. Residents are provided with a single recycling container for all recyclable materials. This container is designed to hold various types of recyclables without the need for sorting. Residents are educated about what can and cannot be recycled in the single stream system through informational materials, community outreach, and sometimes even labels on the recycling container. Residents deposit recyclables directly into the single stream recycling container. This can include items like paper, cardboard, glass bottles, plastic containers, aluminum cans, and metal cans. One of the main advantages of single stream recycling is that residents do not need to sort the recyclables themselves. This simplifies the recycling process and encourages more participation. Establishment of specific routes for recyclable collection in different neighborhoods will be designed to maximize collection efficiency while also providing exceptional service to the residents establish specific days or a regular schedule for single stream recyclable collection in different neighborhoods. This schedule is communicated to residents through official channels like municipal websites, mailers, or mobile applications. Dedicated collection trucks will be used for single stream recycling. Trained personnel operate these trucks. The collected recyclables are transported to a material recovery facility (MRF), where they undergo a sorting process. Single stream recyclable collection is a popular method for recycling in many communities because of its convenience for residents.

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Residential (Class I) and Multi Family (Class II) Yard Trash and Bulk Collection

Equipment: Southwest Waste Services intends to supply a total of seven (7) rear end loading collection trucks for Class I customers which will be operated on a total of six (6) collection routes. The trucks will be operated by eight (8) dedicated drivers with one (1) swing driver available each route day to cover any unplanned driver absence. All vehicles required for the ITN will be new and powered by B20 Biodiesel.

Description: Yard trash and bulk collection is a method of waste collection that allows residents dispose of excess yard waste and bulk waste by placing it on the curb for collection. This approach aims to make yard waste and bulk waste removal more convenient for residents and increase overall participation. The residents can use customer provided containers or simply place items by the curb. Residents are educated about what can and cannot be disposed of as yard trash and bulk waste and how it must be bundled and weight limitations. This simplifies the yard trash and bulk waste collection process and encourages more participation. Establishment of specific routes for yard trash and bulk waste collection in different neighborhoods will be designed to maximize collection efficiency while also providing exceptional service to the residents establish specific days or a regular schedule for yard trash and bulk waste collection in different neighborhoods. This schedule is communicated to residents through official channels like municipal websites, mailers, or mobile applications. Dedicated collection trucks will be used for yard trash and bulk waste collection which will be operated by trained personnel. The collected yard trash and bulk waste is transported to an approved disposal facility.

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Commercial Collection

Equipment: Southwest Waste Services intends to supply a total of six (6) front end loading collection trucks for Commercial customers which will be operated on a total of five (5) collection routes, and one (1) manual side loading collection truck which will be operated on one (1) collection route. The trucks will be operated by seven (7) dedicated drivers with one (1) swing driver available each route day to cover any unplanned driver absence. Roll Off service will be provided using two (2) roll off trucks with drivers operating two (2) routes. All vehicles required for the ITN will be new and powered by B20 Biodiesel.

Description: Commercial waste collection services allow commercial customers to dispose of waste by utilizing collection containers or placing it on the curb for collection. This approach aims to make commercial waste removal more convenient for commercial customers and increase overall participation. The commercial customers can use dumpsters/containers or simply place items by the curb. Commercial customers are educated about what can and cannot be disposed of as commercial waste. This simplifies the commercial waste collection process and encourages more participation. Establishment of specific routes for commercial collection in different neighborhoods will be designed to maximize collection efficiency while also providing exceptional service to the commercial customers in different neighborhoods. This schedule is communicated to commercial customers through official channels like municipal websites, mailers, or mobile applications. Dedicated collection trucks will be used for commercial collection which will be operated by trained personnel. The collected commercial waste is transported to an approved disposal facility.

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Transition Plan and Customer Service

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Transition Plan and Customer Service

Changing franchise providers for curbside garbage collection services is a complex process that requires careful planning and coordination to ensure minimal disruption to Sarasota County Solid Waste department and the Sarasota County customers. This plan outlines the steps and considerations involved in transitioning from the current franchise provider to Southwest Waste Services, LLC. while maintaining and improving service quality and customer satisfaction.

1. Communication Strategy:

- Develop a comprehensive communication plan to inform residents, commercial customers, and other stakeholders about the upcoming transition.

2. Service Continuity:

- Southwest Waste Services will collaborate with the outgoing franchise provider and Sarasota County to ensure a smooth transfer of services.
- Establish a clear plan to avoid service disruptions during the transition period.

3. Data and Information Transfer:

- Coordinate the transfer of relevant data, including customer information, collection schedules, and route maps, from the current provider or Sarasota County to Southwest Waste Services.

4. Equipment and Resources:

- Ensure that the Southwest Waste Services has the necessary equipment, vehicles, and personnel to effectively take over waste collection services with minimal disruption to current levels of services.
- Arrange for the seamless transfer of equipment from the outgoing service provider to Southwest Waste Services.
- Arrange for the seamless transfer of equipment from the outgoing service provider to Southwest Waste Services.

Transition Execution Phase

5. Operational Readiness:

- Conduct joint training sessions with Southwest Waste Services, Sarasota County and the existing workforce to familiarize them with collection routes, schedules, safety protocols, and customer interactions.

6. Route and Schedule Optimization:

- Southwest Waste Services will collaborate with Sarasota County and the current franchisee to optimize collection routes and schedules, taking into account factors such as efficiency, traffic patterns, and waste generation rates.

7. Customer Outreach and Support:

- Implement an extensive customer outreach campaign to inform residents of the transition, including new collection schedules, contact information, and any changes in waste separation guidelines.

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8. Monitoring and Feedback:

- Establish regular communication channels with residents to address any concerns or questions that arise during the transition.
- Monitor service quality and customer satisfaction closely during the initial weeks of the transition.

Post-Transition Phase

9. Performance Evaluation:

- Regularly assess Southwest Waste Services, LLC. performance against the terms outlined in the contract.
- Address any issues promptly and work with Sarasota County to implement improvements.

10. Continuous Improvement:

- Collect feedback from residents and other stakeholders to identify areas for improvement and fine-tuning of services.
- Implement necessary changes to enhance the quality and efficiency of the waste collection process.

11. Contract Management:

- Maintain open lines of communication with Southwest Waste Services, LLC. and Sarasota County to ensure contract compliance and address any contractual matters.

At Southwest Waste Services we take pride in ensuring that customer service and satisfaction is at the forefront of all we do. All inbound calls are answered by a Live Customer Service Representative. Southwest Waste Services customers will never wait in a queue, and will receive friendly and efficient resolutions for all inquiries. We plan to hire six (6) new Customer Service Representatives (“CSR’s”) who will be solely dedicated to serving Sarasota County customers. With assistance from all of the members of the Leadership Team, the new CSRs will be trained by our Customer Service Manager and will have a robust understanding of the Sarasota County contract requirements, our route operations and our company culture, as further discussed below. All newly hired CSRs complete intensive training prior to handling live calls. Ongoing customer service training is provided in regular monthly sessions. Additionally, every one of our Customer Service Representatives spends time in our field facilities and on actual collection routes in order to gain firsthand knowledge of customer touchpoints and day-to-day operations.

Transitioning between franchise providers in curbside garbage collection demands careful planning, effective communication, and a collaborative approach. By following this transition plan, Southwest Waste Services will assure a seamless shift while maintaining the quality of services and preserving customer satisfaction.

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Service and Verification Asset Management System

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Service and Verification Asset Management System

Southwest Waste Services utilizes an advanced technology service verification system comprised of 3rd-Eye Fleet Management Solutions and Soft-Pak Route Management. This state-of-the-art technology empowers Southwest Waste Services to offer real-time, web-based access to the Sarasota Solid Waste Management department, ensuring seamless monitoring and reporting of waste management activities. The 3rd-Eye Fleet Management Solutions enables us to efficiently track and manage our fleet, enhancing service reliability and optimizing resource allocation. By harnessing the power of this advanced system, Southwest Waste Services not only ensures transparency in its operations but also reaffirms its commitment to providing efficient and responsive waste management services to the community.

3rd-Eye's system, with the inclusion of Eye-Site, excels in its capacity to deliver real-time, live reports through online platforms, catering to the diverse reporting needs of the Sarasota County. With a seamless interface, authorized personnel can easily access and retrieve these reports in user-friendly formats, including PDF and Excel. There would be no installs required to access the service verification back-office software. This versatility ensures that the data collected by 3rd-Eye can be effortlessly incorporated into various reporting mechanisms, facilitating informed decision-making and comprehensive analysis of our waste management services.

The 3rd-Eye service verification system is poised to revolutionize waste management operations by leveraging a sophisticated web-based map interface. This innovative tool not only displays the precise locations of our valued customers and collection containers but also offers real-time insights into the whereabouts of our fleet through GPS tracking technology. Moreover, with the inclusion of Soft-Pak, it provides a comprehensive view of the progress made by each unit as they navigate their designated routes, utilizing GPS tracking to monitor their movements. This dynamic system goes beyond location data, as it also meticulously documents collection events in real-time, enhancing our ability to track and verify services rendered. With 3rd-Eye's integrated capabilities, Southwest Waste Services is equipped to optimize our operations, improve route efficiency, and provide our customers with reliable, accountable, and responsive waste management services.

The integration of 3rd-Eye with Soft-Pak's advanced routing system heralds a new era of data-driven waste management. This powerful combination allows us to generate tailored reports on-demand, offering in-depth insights into Collection Service activities. Whether it's tracking successful collection events or identifying non-collection incidents, the system provides a comprehensive view of our operations. For non-collection events, the reasons behind such occurrences can be documented within user accounts, enabling swift resolution of any missed collections. Furthermore, this synergy empowers us to gather accurate rate information based on the services performed for each specific customer and address. With this level of detail, we are not only enhancing our operational

efficiency but also ensuring that our waste collection services are precisely tailored to meet the unique needs of our customers.

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Information Management and Reporting

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Information Management and Reporting

An effective information reporting and management plan is essential for Southwest Waste Services and Sarasota County to collect, process, analyze, and utilize data efficiently and strategically. This plan outlines the strategies and processes needed to ensure accurate, timely, and actionable information reporting and management.

1. Data Collection and Sources:
 - Identify the types of data required for decision-making and performance evaluation.
 - Define the sources of data, including internal systems, external partners, surveys, and other relevant sources.
2. Data Governance:
 - Establish data governance policies to ensure data accuracy, consistency, security, and compliance with contract requirements.
3. Data Collection Methods:
 - Determine the methods for collecting data, such as manual entry, automated systems, sensors, or surveys.
4. Data Storage and Accessibility:
 - Choose appropriate data storage solutions, whether on-premises or cloud-based, ensuring data security and accessibility for authorized personnel.
5. Data Processing and Analysis:
 - Define procedures for processing and analyzing collected data to extract valuable insights and trends.
6. Key Performance Indicators (KPIs):
 - Identify relevant KPIs to measure organizational performance and success, aligning them with business goals.
7. Reporting Frequency and Channels:
 - Specify the frequency of reporting (daily, weekly, monthly) and the channels (dashboards, reports, presentations) for sharing information.
8. Data Visualization:
 - Utilize data visualization tools to present complex information in a clear and understandable manner.
9. Automated Reporting:
 - Implement automated reporting systems to streamline the generation and distribution of contract required reports.
10. Customized Reporting:
 - Provide the flexibility to create customized reports for specific county employees and Southwest Waste Services with varying information needs.
11. Quality Control:
 - Establish a process to validate and verify data accuracy before it is included in reports or analyses.

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12. Data Security and Privacy:
 - Ensure compliance with data protection regulations by implementing security measures and anonymizing sensitive information when necessary.
13. Access Control:
 - Define roles and permissions for accessing different levels of information to maintain data confidentiality.
14. Risk Management:
 - Identify potential risks related to data accuracy, security breaches, or system failures, and develop mitigation strategies.
15. Continuous Improvement:
 - Regularly review and refine the reporting process based on feedback, changing requirements, and emerging technologies.
16. Training and Skill Development:
 - Provide training to staff members involved in data collection, analysis, and reporting to enhance their skills.
17. Documentation:
 - Maintain clear documentation of reporting processes, data sources, methodologies, and definitions.
18. Feedback Loop:
 - Establish a mechanism for Southwest Waste Services and Sarasota County stakeholders to provide feedback on the usefulness and relevance of the information provided.
19. Integration with Strategic Planning:
 - Align the reporting and management plan with Sarasota County's strategic goals and objectives.
20. Performance Reviews:
 - Regularly assess the effectiveness of the information reporting and management plan in supporting decision-making and achieving business objectives.

The details described above in our information management and reporting process will be used to produce management reports which will include equipment maintenance logs, non-collection notice logs, customer call logs, program recycling logs, bulk waste logs, daily reports, monthly reports, and the annual report. An information reporting and management plan plays a pivotal role in enabling informed decision-making and achieving organizational goals. By implementing the strategies and practices outlined in this plan, Southwest Waste Services and Sarasota County will ensure that data is collected, processed, and presented in a manner that supports effective administration of the contracted services outlined in this ITN.



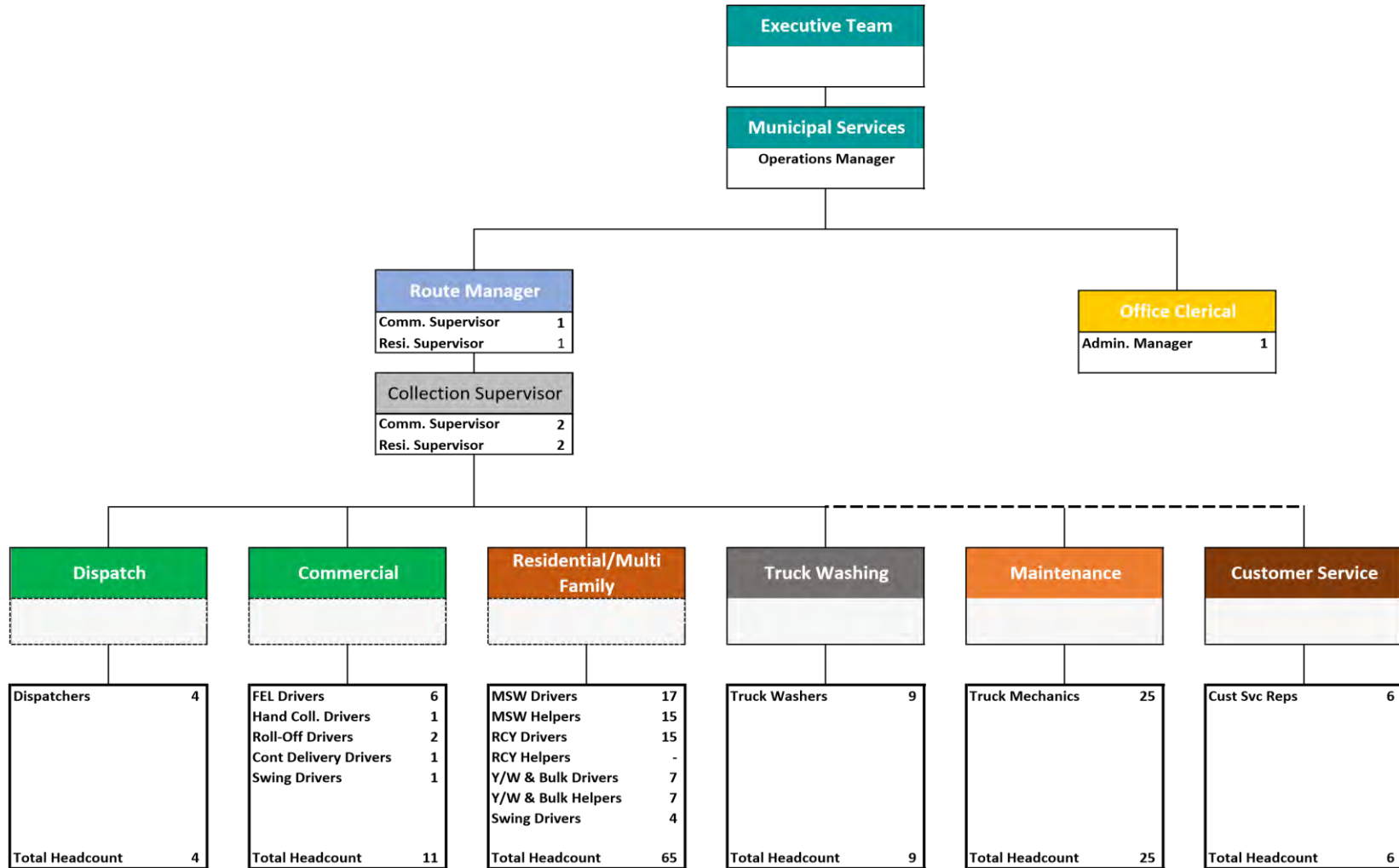
Organization

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Sarasota County Organizational Chart



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Staffing

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Staffing Plan

Southwest Waste Services has experienced tremendous growth since beginning operations in Southwest Florida. We currently employ a team of in-house recruiters that have proven to be very effective at attracting the high skill level employees necessary to the success of our business. The recruiting team utilizes a number of approaches and mediums to find, recruit, and hire qualified employees. We currently advertise openings in trade specific publications such as Waste Recycling Magazine and driver job boards. In addition to printed media, we also utilize Facebook and other internet based recruiting platforms which include job boards such as LinkedIn, Zip, Indeed, Google and others. We receive employees from customer referrals, employee referrals, and our web page careers tab. Southwest Waste Services also participates in local job fairs in Collier County, Lee County, Charlotte County, and Sarasota County. The table below shows our historic employment growth during the past three years:

County	Year		
	2021	2022	2023
Out of State	2	3	6
Charlotte	1	4	8
Collier	11	11	26
Dade	0	1	1
Hendry	0	2	9
Highlands	1	1	2
Lee	68	137	238
Manatee	0	1	6
Marion	0	1	3
Martin	0	0	1
Miami Dade	1	2	3
Palm Beach	2	3	8
Polk	0	0	13
Sarasota	0	2	9
Total	86	168	333

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Operations Manager

The operations manager will be fully dedicated to overseeing and implementing the Collection Services provided pursuant to the Franchise Agreement, ensuring compliance with the terms of the Agreement. The operations manager will have the authority to make significant decisions regarding all collection services. The Operations Manager shall have at least ten years of prior managerial experience with solid waste collections of this nature and size. The Operations Manager will be the primary point of official contact on behalf of Sarasota County for all technical and administrative matters pertaining to the Franchise Agreement. At all times during the term of the Agreement, the County shall have access to the Operations Manager. The Operations Manager has direct access to Southwest Waste Services' entire management team and will be fully supported for resolving problems on behalf of Southwest Waste Services.

Route Managers

Southwest Waste Services will designate two collection supervisors, who shall oversee provision of the Collection Services according to the terms of the Agreement. Additional route managers may be added if requested by Sarasota County. All of our route supervisors are trained to be customer-focused and listen intently to the needs of our customers, community, and local business owners. Our supervisors are capable of responding professionally to all customer issues and developing solutions for individual situations, solving current problems and preventing repeat issues.

Collection Supervisors

The collection supervisors will oversee and participate in the Solid Waste Services Department's Collections operations functions, which include: budgeting, customer service, and coordinating and managing residential refuse, recycling, brush/bulky waste, and special waste collection and disposal activities. Further, to assist in the development and implementation of an education, outreach, and marketing program for the customers and community. All of our route supervisors are trained to be customer-focused and listen intently to the needs of our customers, community, and local business owners. Our supervisors are capable of responding professionally to all customer issues and developing solutions for individual situations, solving current problems and preventing repeat issues.

Customer Service

A Customer Service Office will be established and maintained within Sarasota County with a local number that is answered by staff located at the customer service office. The customer service office will be open between the hours of 8:00 a.m. and 5:00 p.m. Monday through Saturday for the transaction of business. The customer service office will allow for an office location which will be used for dispatch, complaint resolution, and other matters between the hours of 6:00 a.m. and 5:00 p.m., Monday through Saturday. The office will be capable of communicating with all necessary employees and route trucks via cellular phones and in truck display systems. The office shall be equipped with enough telephones and operators to address any citizen driven issues during collection hours. After hours calls will be addressed by having a recorded message system available for callers to leave a message with their concern. Any messages left during the non-collection hours will be addressed immediately on the first business day after the message was left. A system for handling emergency calls during both collection and non-collection hours will be established. The customer service office will also have adequate space available for relevant Sarasota County employee(s) when needed.

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**Safety Manager**

Southwest Waste Services has a full-time safety manager which is responsible for developing safety plans, enforcing policies, conducting risk assessments, providing training, investigating accidents, ensuring legal compliance, and promoting a culture of safety in the workplace.

Maintenance Manager

The maintenance manager is responsible for managing all aspects of the maintenance department. This includes managing the upkeep of all manufacturing assets, managing maintenance budget and resources. In addition, this position is responsible for managing multiple shifts of Maintenance Supervisors and Mechanics. The maintenance manager and vehicle maintenance staff will be located in Sarasota County in a dedicated repair and maintenance facility. Southwest Waste Services will employ at least one (1) maintenance manager in connection with the services provided in Sarasota County.

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Transition Timeline

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Sarasota County Transition Timeline

	Jan '24	Feb '24	Mar '24	Apr '24	May '24	Jun '24	Jul '24	Aug '24	Sep '24	Oct '24	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25
Truck Selection Process															
Truck Procurement	█														
Identify Truck Type/Quantity	█														
Secure Vendor Delivery Commitments	█														
Order all trucks for Q1 2025 delivery	█														
Obtain Manufacturers Recommendations for Replacement Parts Inventory													█		
Pre order Replacement Parts														█	
Commercial Container Orders															
Identify Container Site/Quantity Requirements	█														
Secure Vendor Delivery Commitments & Pricing	█														
Order containers for Q1 '25 Delivery				█											
Residential Solid Waste Route Development															
Obtain Mapping Software for Route Design						█									
Upload Sarasota County Address Records & Create master Service Maps by Area.							█								
Create Balanced Daily Service Maps by District. Review Preliminary Maps with Sarasota County							█	█							
Create Daily Route Maps for MSW, RCY, YW									█	█	█	█	█	█	
Finalize Route Maps and Provide to Sarasota County for Approval.														█	

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Sarasota County Transition Timeline

	Jan '24	Feb '24	Mar '24	Apr '24	May '24	Jun '24	Jul '24	Aug '24	Sep '24	Oct '24	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25
Commercial Solid Waste Collection															
Upload Sarasota County Business Records into Soft Pak			█												
Create Individual Customer Profiles				█											
Secure Customer Service Agreements						█	█	█	█	█	█				
"Pin" all Commercial Stops to Mapping Software by Service Day.												█	█		
Create New Commercial Route Days. Update Soft-Pak with Route Assignments													█	█	
Miscellaneous Activities															
Secure Property for Staging Delivery										█					
Secure Property for Customer Service Center and Maintenance Facility										█					
Receive Containers & Deliver to Customers, Coordinate Removals with Prior Contractor											█	█	█	█	
Employee Training															
Hire New Route Employees or Receive Written Commitments from Turnover Employees							█	█	█	█	█	█	█	█	
Hire New Maintenance Employees or Receive Written Commitments from Turnover Employees											█	█	█	█	
Hire New Customer Service Employees or Receive Written Commitments from Turnover Employees											█	█	█	█	
Equipment Delivery															
Receive Route and Spare Trucks												█	█	█	
Obtain Truck Tags & Titles. Road Test and De-Bug Trucks. Receive Replacement Parts.												█	█	█	
Kickoff															
Initiate Collection Services															█

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Southwest Waste Services of Florida

Item: **Approach for South Service District**

Attachments

Approach South District.pdf



Approach (South Service District)

**ITN #: 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION
FRANCHISE**

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Collection Services

Residential (Class I) and Multi-Family (Class II) Solid Waste Collection

Equipment: Southwest Waste Services intends to supply a total of sixteen (16) automated side loading collection trucks for Class I customers which will be operated on a total of fourteen (14) collection routes, Class II customers will be serviced using two (2) front end loading collection trucks which will be operated on two (2) collection routes. The trucks will be operated by eighteen (18) dedicated drivers with two (2) swing drivers available each route day to cover any unplanned driver absence. All vehicles required for the ITN will be new and powered by B20 Biodiesel.

Description: The primary method for residential curbside collection involves the systematic pickup of household waste from designated locations in residential neighborhoods. Establishment of specific routes for garbage collection in different neighborhoods will be designed to maximize collection efficiency while also providing exceptional service to the residents. The collection schedule will be communicated to residents through official channels like municipal websites, mailers, or mobile applications. Residents will be instructed to place their garbage containers at specific locations, usually near the curb or at the edge of their property, this ensures easy access for automated collection trucks. Regular monitoring of the collection routes will be made to ensure that the residents are adhering to the guidelines for waste separation and disposal. This may involve issuing warnings or fines for non-compliance.

Collection trucks equipped with specialized mechanisms for lifting and emptying containers are dispatched to each designated pickup location. Trained personnel operate these trucks to efficiently collect and transport the waste to the approved disposal facility. Collected waste will be transported to designated waste management facilities where the collected waste will be ultimately disposed of according to local and state regulations.

The collection trucks and equipment require regular maintenance to ensure they function efficiently. This includes servicing, cleaning, and occasional repairs.

This primary method for residential curbside collection involves a coordinated effort between residents, municipal authorities, and waste management personnel to ensure the safe and efficient removal of household waste from residential areas. It is a critical component of maintaining public health and environmental sustainability.

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Residential (Class I) and Multi Family (Class II) Recyclables Collection

Equipment: Southwest Waste Services intends to supply a total of fifteen (15) automated side loading collection trucks for Class I customers which will be operated on a total of thirteen (13) collection routes, Class II customers will be serviced using one (1) manual side loading collection truck which will be operated on two (2) collection routes. The trucks will be operated by eighteen (18) dedicated drivers with two (2) swing drivers available each route day to cover any unplanned driver absence. All vehicles required for the ITN will be new and powered by B20 Biodiesel.

Description: Single stream recyclable collection allows residents to place all recyclable materials into a single container, rather than separating them by type. This approach aims to make recycling more convenient for residents and increase overall recycling rates. Residents are provided with a single recycling container for all recyclable materials. This container is designed to hold various types of recyclables without the need for sorting. Residents are educated about what can and cannot be recycled in the single stream system through informational materials, community outreach, and sometimes even labels on the recycling container. Residents deposit recyclables directly into the single stream recycling container. This can include items like paper, cardboard, glass bottles, plastic containers, aluminum cans, and metal cans. One of the main advantages of single stream recycling is that residents do not need to sort the recyclables themselves. This simplifies the recycling process and encourages more participation. Establishment of specific routes for recyclable collection in different neighborhoods will be designed to maximize collection efficiency while also providing exceptional service to the residents establish specific days or a regular schedule for single stream recyclable collection in different neighborhoods. This schedule is communicated to residents through official channels like municipal websites, mailers, or mobile applications. Dedicated collection trucks will be used for single stream recycling. Trained personnel operate these trucks. The collected recyclables are transported to a material recovery facility (MRF), where they undergo a sorting process. Single stream recyclable collection is a popular method for recycling in many communities because of its convenience for residents.

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Residential (Class I) and Multi Family (Class II) Yard Trash and Bulk Collection

Equipment: Southwest Waste Services. intends to supply at total of nine (9) rear end loading collection trucks for Class I customers which will be operated on a total of eight (8) collection routes. The trucks will be operated by nine (9) dedicated drivers with one (1) swing drivers available each route day to cover any unplanned driver absence. All vehicles required for the ITN will be new and powered by B20 Biodiesel.

Description: Yard trash and bulk collection is a method of waste collection that allows residents dispose of excess yard waste and bulk waste by placing it on the curb for collection. This approach aims to make yard waste and bulk waste removal more convenient for residents and increase overall participation. The residents can use customer provided containers or simply place items by the curb. Residents are educated about what can and cannot be disposed of as yard trash and bulk waste and how it must be bundled and weight limitations. This simplifies the yard trash and bulk waste collection process and encourages more participation. Establishment of specific routes for yard trash and bulk waste collection in different neighborhoods will be designed to maximize collection efficiency while also providing exceptional service to the residents establish specific days or a regular schedule for yard trash and bulk waste collection in different neighborhoods. This schedule is communicated to residents through official channels like municipal websites, mailers, or mobile applications. Dedicated collection trucks will be used for yard trash and bulk waste collection which will be operated by trained personnel. The collected yard trash and bulk waste is transported to an approved disposal facility.

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Commercial Collection

Equipment: Southwest Waste Services. intends to supply at total of four (4) front end loading collection trucks for Commercial customers which will be operated on a total of three (3) collection routes, and one (1) manual side loading collection truck which will be operated on one (1) collection route. The trucks will be operated by five (5) dedicated drivers with one (1) swing driver available each route day to cover any unplanned driver absence. Roll Off service will be provided using two (2) roll off trucks with drivers operating two (2) routes. All vehicles required for the ITN will be new and powered by B20 Biodiesel.

Description: Commercial waste collection services allow commercial customers to dispose of waste by utilizing collection containers or placing it on the curb for collection. This approach aims to make commercial waste removal more convenient for commercial customers and increase overall participation. The commercial customers can use dumpsters/containers or simply place items by the curb. Commercial customers are educated about what can and cannot be disposed of as commercial waste. This simplifies the commercial waste collection process and encourages more participation. Establishment of specific routes for commercial collection in different neighborhoods will be designed to maximize collection efficiency while also providing exceptional service to the commercial customers in different neighborhoods. This schedule is communicated to commercial customers through official channels like municipal websites, mailers, or mobile applications. Dedicated collection trucks will be used for commercial collection which will be operated by trained personnel. The collected commercial waste is transported to an approved disposal facility.

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Transition Plan and Customer Service

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Transition Plan and Customer Service

Changing franchise providers for curbside garbage collection services is a complex process that requires careful planning and coordination to ensure minimal disruption to Sarasota County Solid Waste department and the Sarasota County customers. This plan outlines the steps and considerations involved in transitioning from the current franchise provider to Southwest Waste Services, LLC. while maintaining and improving service quality and customer satisfaction.

1. Communication Strategy:

- Develop a comprehensive communication plan to inform residents, commercial customers, and other stakeholders about the upcoming transition.

2. Service Continuity:

- Southwest Waste Services. will collaborate with the outgoing franchise provider and Sarasota County to ensure a smooth transfer of services.
- Establish a clear plan to avoid service disruptions during the transition period.

3. Data and Information Transfer:

- Coordinate the transfer of relevant data, including customer information, collection schedules, and route maps, from the current provider or Sarasota County to Southwest Waster Services.

4. Equipment and Resources:

- Ensure that the Southwest Waste Services has the necessary equipment, vehicles, and personnel to effectively take over waste collection services with minimal disruption to current levels of services.
- Arrange for the seamless transfer of equipment from the outgoing service provider to Southwest Waste Services.
- Arrange for the seamless transfer of equipment from the outgoing service provider to Southwest Waste Services.

Transition Execution Phase

5. Operational Readiness:

- Conduct joint training sessions with Southwest Waste Services, Sarasota County and the existing workforce to familiarize them with collection routes, schedules, safety protocols, and customer interactions.

6. Route and Schedule Optimization:

- Southwest Waste Services will collaborate with Sarasota County and the current franchisee to optimize collection routes and schedules, taking into account factors such as efficiency, traffic patterns, and waste generation rates.

7. Customer Outreach and Support:

- Implement an extensive customer outreach campaign to inform residents of the transition, including new collection schedules, contact information, and any changes in waste separation guidelines.

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8. Monitoring and Feedback:

- Establish regular communication channels with residents to address any concerns or questions that arise during the transition.
- Monitor service quality and customer satisfaction closely during the initial weeks of the transition.

Post-Transition Phase:

9. Performance Evaluation:

- Regularly assess Southwest Waste Services, LLC. performance against the terms outlined in the contract.
- Address any issues promptly and work with Sarasota County to implement improvements.

10. Continuous Improvement:

- Collect feedback from residents and other stakeholders to identify areas for improvement and fine-tuning of services.
- Implement necessary changes to enhance the quality and efficiency of the waste collection process.

11. Contract Management:

- Maintain open lines of communication with Southwest Waste Services, LLC. and Sarasota County to ensure contract compliance and address any contractual matters.

At Southwest Waste Services we take pride in ensuring that customer service and satisfaction is at the forefront of all we do. All inbound calls are answered by a Live Customer Service Representative. Southwest Waste Services Customers will never wait in a queue, and will receive friendly and efficient resolutions for all inquiries. We plan to hire six (6) new Customer Service Representatives (“CSR’s”) who will be solely dedicated to serving Sarasota County customers. With assistance from all of the members of the Leadership Team, the new CSRs will be trained by our Customer Service Manager and will have a robust understanding of the Sarasota County contract requirements, our route operations and our company culture, as further discussed below. All newly hired CSRs complete intensive training prior to handling live calls. Ongoing customer service training is provided in regular monthly sessions. Additionally, every one of our Customer Service Representatives spends time in our field facilities and on actual collection routes in order to gain firsthand knowledge of customer touchpoints and day-to-day operations.

Transitioning between franchise providers in curbside garbage collection demands careful planning, effective communication, and a collaborative approach. By following this transition plan, Southwest Waste Services will assure a seamless shift while maintaining the quality of services and preserving customer satisfaction.

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Service and Verification Asset Management System

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Service and Verification Asset Management System

Southwest Waste Services utilizes an advanced technology service verification system comprised of 3rd-Eye Fleet Management Solutions and Soft-Pak Route Management. This state-of-the-art technology will empower Southwest Waste Services, LLC. to offer real-time, web-based access to the Sarasota Solid Waste Management department, ensuring seamless monitoring and reporting of waste management activities. The 3rd-Eye Fleet Management Solutions enables us to efficiently track and manage our fleet, enhancing service reliability and optimizing resource allocation. By harnessing the power of this advanced system, Southwest Waste Services not only ensures transparency in its operations but also reaffirms its dedication to providing efficient and responsive waste management services to the community.

3rd-Eye's system, with the inclusion of Eye-Site, excels in its capacity to deliver real-time, live reports through online platforms, catering to the diverse reporting needs of the Sarasota County. With a seamless interface, authorized personnel can easily access and retrieve these reports in user-friendly formats, including PDF and Excel. There would be no installs required to access the service verification back-office software. This versatility ensures that the data collected by 3rd-Eye can be effortlessly incorporated into various reporting mechanisms, facilitating informed decision-making and comprehensive analysis of our waste management services.

The 3rd-Eye service verification system is poised to revolutionize waste management operations by leveraging a sophisticated web-based map interface. This innovative tool not only displays the precise locations of our valued customers and collection containers but also offers real-time insights into the whereabouts of our fleet through GPS tracking technology. Moreover, with the inclusion of Soft-Pak, it provides a comprehensive view of the progress made by each unit as they navigate their designated routes, utilizing GPS tracking to monitor their movements. This dynamic system goes beyond location data, as it also meticulously documents collection events in real-time, enhancing our ability to track and verify services rendered. With 3rd-Eye's integrated capabilities, Southwest Waste Services is equipped to optimize our operations, improve route efficiency, and provide our customers with reliable, accountable, and responsive waste management services.

The integration of 3rd-Eye with Soft-Pak's advanced routing system heralds a new era of data-driven waste management. This powerful combination allows us to generate tailored reports on-demand, offering in-depth insights into Collection Service activities. Whether it's tracking successful Collection events or identifying non-collection incidents, the system provides a comprehensive view of our operations. For non-collection events, the reasons behind such occurrences can be meticulously documented within user accounts, enabling swift resolution of any missed collections. Furthermore, this synergy empowers us to gather accurate rate information based on the services performed for each specific customer and address. With this level of detail, we are not only enhancing our operational efficiency but also ensuring that our waste collection services are precisely tailored to meet the unique needs of our customers.

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Information Management and Reporting

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Information Management and Reporting

An effective information reporting and management plan is essential for Southwest Waste Services and Sarasota County to collect, process, analyze, and utilize data efficiently and strategically. This plan outlines the strategies and processes needed to ensure accurate, timely, and actionable information reporting and management.

1. Data Collection and Sources:
 - Identify the types of data required for decision-making and performance evaluation.
 - Define the sources of data, including internal systems, external partners, surveys, and other relevant sources.
2. Data Governance:
 - Establish data governance policies to ensure data accuracy, consistency, security, and compliance with contract requirements.
3. Data Collection Methods:
 - Determine the methods for collecting data, such as manual entry, automated systems, sensors, or surveys.
4. Data Storage and Accessibility:
 - Choose appropriate data storage solutions, whether on-premises or cloud-based, ensuring data security and accessibility for authorized personnel.
5. Data Processing and Analysis:
 - Define procedures for processing and analyzing collected data to extract valuable insights and trends.
6. Key Performance Indicators (KPIs):
 - Identify relevant KPIs to measure organizational performance and success, aligning them with business goals.
7. Reporting Frequency and Channels:
 - Specify the frequency of reporting (daily, weekly, monthly) and the channels (dashboards, reports, presentations) for sharing information.
8. Data Visualization:
 - Utilize data visualization tools to present complex information in a clear and understandable manner.
9. Automated Reporting:
 - Implement automated reporting systems to streamline the generation and distribution of contract required reports.
10. Customized Reporting:
 - Provide the flexibility to create customized reports for specific county employees and Southwest Waste Services with varying information needs.
11. Quality Control:
 - Establish a process to validate and verify data accuracy before it is included in reports or analyses.

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12. Data Security and Privacy:
 - Ensure compliance with data protection regulations by implementing security measures and anonymizing sensitive information when necessary.
13. Access Control:
 - Define roles and permissions for accessing different levels of information to maintain data confidentiality.
14. Risk Management:
 - Identify potential risks related to data accuracy, security breaches, or system failures, and develop mitigation strategies.
15. Continuous Improvement:
 - Regularly review and refine the reporting process based on feedback, changing requirements, and emerging technologies.
16. Training and Skill Development:
 - Provide training to staff members involved in data collection, analysis, and reporting to enhance their skills.
17. Documentation:
 - Maintain clear documentation of reporting processes, data sources, methodologies, and definitions.
18. Feedback Loop:
 - Establish a mechanism for Southwest Waste Services and Sarasota County stakeholders to provide feedback on the usefulness and relevance of the information provided.
19. Integration with Strategic Planning:
 - Align the reporting and management plan with Sarasota County's strategic goals and objectives.
20. Performance Reviews:
 - Regularly assess the effectiveness of the information reporting and management plan in supporting decision-making and achieving business objectives.

The details described above in our information management and reporting process will be used to produce management reports which will include equipment maintenance logs, non-collection notice logs, customer call logs, program recycling logs, bulk waste logs, daily reports, monthly reports, and the annual report. An information reporting and management plan plays a pivotal role in enabling informed decision-making and achieving organizational goals. By implementing the strategies and practices outlined in this plan, Southwest Waste Services and Sarasota County will ensure that data is collected, processed, and presented in a manner that supports effective administration of the contracted services outlined in this ITN.



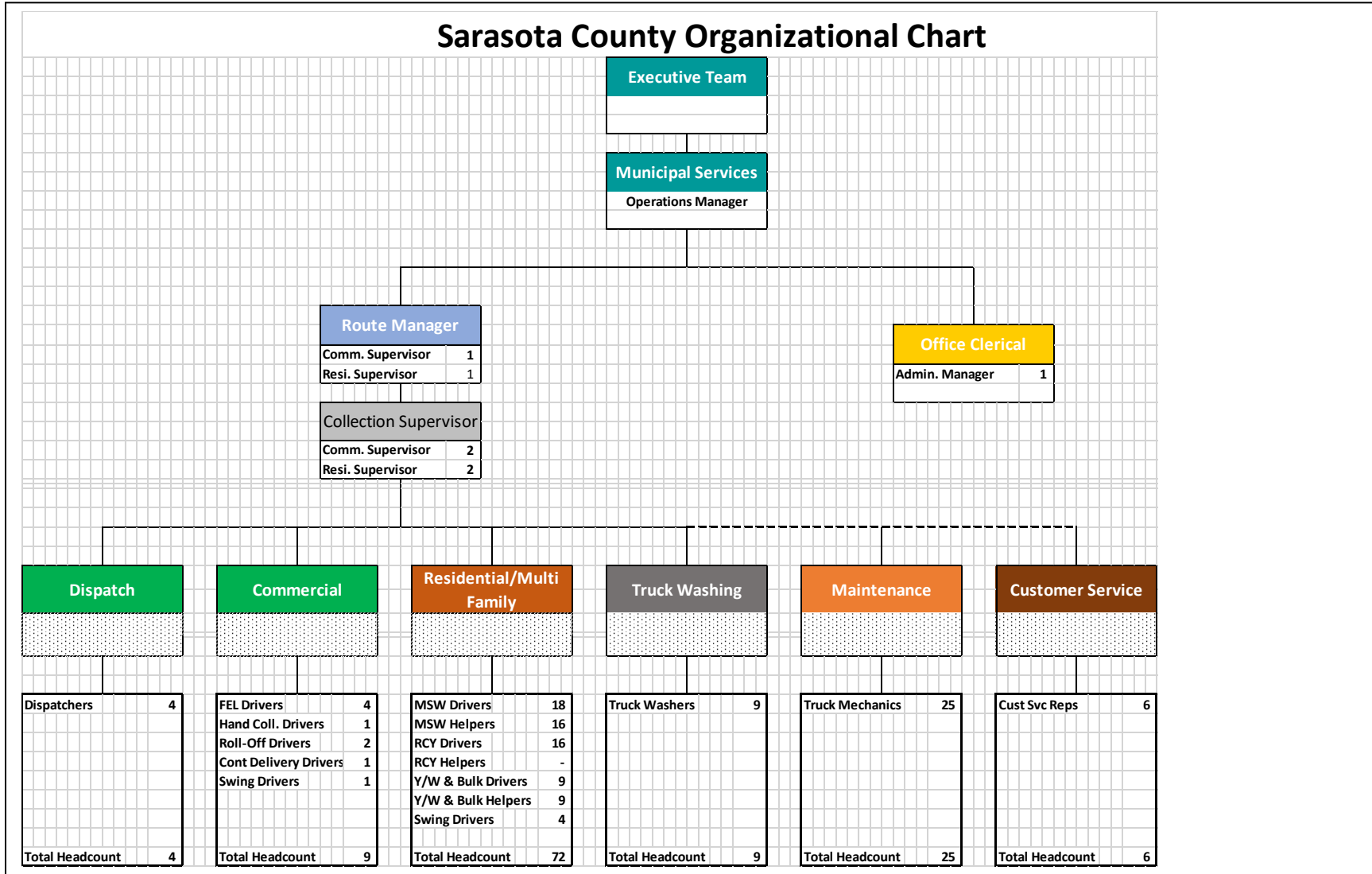
Organization

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Sarasota County Organizational Chart



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Staffing

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Staffing Plan

Southwest Waste Services has experienced tremendous growth since beginning operations in Southwest Florida. We currently employ a team of in-house recruiters that have proven to be very effective at attracting the high skill level employees necessary to the success of our business. The recruiting team utilizes a number of approaches and mediums to find, recruit, and hire qualified employees. We currently advertise openings in trade specific publications such as Waste Recycling Magazine and driver job boards. In addition to printed media, we also utilize Facebook and other internet based recruiting platforms which include job boards such as LinkedIn, Zip, Indeed, Google and others. We receive employees from customer referrals, employee referrals, and our web page careers tab. Southwest Waste Services also participates in local job fairs in Collier County, Lee County, Charlotte County, and Sarasota County. The table below shows our historic employment growth during the past three years:

County	Year		
	2021	2022	2023
Out of State	2	3	6
Charlotte	1	4	8
Collier	11	11	26
Dade	0	1	1
Hendry	0	2	9
Highlands	1	1	2
Lee	68	137	238
Manatee	0	1	6
Marion	0	1	3
Martin	0	0	1
Miami Dade	1	2	3
Palm Beach	2	3	8
Polk	0	0	13
Sarasota	0	2	9
Total	86	168	333

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Operations Manager

The operations manager will be fully dedicated to overseeing and implementing the Collection Services provided pursuant to the Franchise Agreement, ensuring compliance with the terms of the Agreement. The operations manager will have the authority to make significant decisions regarding all collection services. The Operations Manager shall have at least ten years of prior managerial experience with solid waste collections of this nature and size. The Operations Manager will be the primary point of official contact on behalf of Sarasota County for all technical and administrative matters pertaining to the Franchise Agreement. At all times during the term of the Agreement, the County shall have access to the Operations Manager. The Operations Manager has direct access to Southwest Waste Service' entire management team and will be fully supported for resolving problems on behalf of Southwest Waste Services.

Route Managers

Southwest Waste Services will designate two collection supervisors, who shall oversee provision of the Collection Services according to the terms of the Agreement. Additional route managers may be added if requested by Sarasota County. All of our route supervisors are trained to be customer-focused and listen intently to the needs of our customers, community, and local business owners. Our supervisors are capable of responding professionally to all customer issues and developing solutions for individual situations, solving current problems and preventing repeat issues.

Collection Supervisors

The collection supervisors will oversee and participate in the Solid Waste Services Department's Collections operations functions, which include: budgeting, customer service, and coordinating and managing residential refuse, recycling, brush/bulky waste, and special waste collection and disposal activities. Further, to assist in the development and implementation of an education, outreach, and marketing program for the customers and community. All of our route supervisors are trained to be customer-focused and listen intently to the needs of our customers, community, and local business owners. Our supervisors are capable of responding professionally to all customer issues and developing solutions for individual situations, solving current problems and preventing repeat issues.

Customer Service

A Customer Service Office will be established and maintained within Sarasota County with a local number that is answered by staff located at the customer service office. The customer service office will be open between the hours of 8:00 a.m. and 5:00 p.m. Monday through Saturday for the transaction of business. The customer service office will allow for an office location which will be used for dispatch, complaint resolution, and other matters between the hours of 6:00 a.m. and 5:00 p.m., Monday through Saturday. The office will be capable of communicating will all necessary employees and route trucks via cellular phones and in truck display systems. The office shall be equipped with enough telephones and operators to address any citizen driven issues during Collection hours. After hours calls will be addressed by having a recorded message system available for callers to leave a message with their concern. Any messages left during the non-collection hours will be addressed immediately on the first business day after the message was left. A system for handling emergency calls during both collection and non-collection hours will be established. The customer service office will also have adequate space available for relevant Sarasota County employee(s) when needed.

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**Safety Manager**

Southwest Waste Services has a full-time safety manager which is responsible for developing safety plans, enforcing policies, conducting risk assessments, providing training, investigating accidents, ensuring legal compliance, and promoting a culture of safety in the workplace.

Maintenance Manager

The maintenance manager is responsible for managing all aspects of the maintenance department. This includes managing the upkeep of all manufacturing assets, managing maintenance budget and resources. In addition, this position is responsible for managing multiple shifts of Maintenance Supervisors and Mechanics. The maintenance manager and vehicle maintenance staff will be located in Sarasota County in a dedicated repair and maintenance facility. Southwest Waste Services will employ at least one (1) maintenance manager in connection with the services provided in Sarasota County.

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Transition Timeline

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Sarasota County Transition Timeline

	Jan '24	Feb '24	Mar '24	Apr '24	May '24	Jun '24	Jul '24	Aug '24	Sep '24	Oct '24	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25
Truck Selection Process															
Truck Procurement	█														
Identify Truck Type/Quantity	█														
Secure Vendor Delivery Commitments	█														
Order all trucks for Q1 2025 delivery	█														
Obtain Manufacturers Recommendations for Replacement Parts Inventory													█		
Pre order Replacement Parts														█	
Commercial Container Orders															
Identify Container Site/Quantity Requirements	█														
Secure Vendor Delivery Commitments & Pricing	█														
Order containers for Q1 '25 Delivery				█											
Residential Solid Waste Route Development															
Obtain Mapping Software for Route Design						█									
Upload Sarasota County Address Records & Create master Service Maps by Area.							█								
Create Balanced Daily Service Maps by District. Review Preliminary Maps with Sarasota County							█	█							
Create Daily Route Maps for MSW, RCY, YW									█	█	█	█	█	█	
Finalize Route Maps and Provide to Sarasota County for Approval.														█	

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Sarasota County Transition Timeline

	Jan '24	Feb '24	Mar '24	Apr '24	May '24	Jun '24	Jul '24	Aug '24	Sep '24	Oct '24	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25
Commercial Solid Waste Collection															
Upload Sarasota County Business Records into Soft Pak			█												
Create Individual Customer Profiles				█											
Secure Customer Service Agreements						█	█	█	█	█	█				
"Pin" all Commercial Stops to Mapping Software by Service Day.												█	█		
Create New Commercial Route Days. Update Soft-Pak with Route Assignments													█	█	
Miscellaneous Activities															
Secure Property for Staging Delivery										█					
Secure Property for Customer Service Center and Maintenance Facility										█					
Receive Containers & Deliver to Customers, Coordinate Removals with Prior Contractor											█	█	█	█	
Employee Training															
Hire New Route Employees or Receive Written Commitments from Turnover Employees							█	█	█	█	█	█	█	█	
Hire New Maintenance Employees or Receive Written Commitments from Turnover Employees											█	█	█	█	
Hire New Customer Service Employees or Receive Written Commitments from Turnover Employees											█	█	█	█	
Equipment Delivery															
Receive Route and Spare Trucks												█	█	█	
Obtain Truck Tags & Titles. Road Test and De-Bug Trucks. Receive Replacement Parts.												█	█	█	
Kickoff															
Initiate Collection Services															█

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Southwest Waste Services of Florida

Item: **Fee Schedule**

Attachments

232452VG_Fee_Schedule_Addendum_1.xlsx

PRICE FORM - PAGE 1 of 7**PROPOSER'S NAME: Southwest Waste Services, LLC.****Class I Residential Collection Service
(Curbside Service)**

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. The County will be responsible for billing all Residential Customers. All unit prices must be rounded to the nearest cent. Unit numbers provided are estimated and for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the option and level of service as provided in Part II Scope of Services.

CLASS I and CLASS II (Curbside Service) OPTION #1: Automated Solid Waste Collection with Single Stream Carted Recycling			
Line	Type of Service	North District Monthly Service Rate per Unit	South District Monthly Service Rate per Unit
1	Solid Waste: 1x per week carted collection in County provided carts ¹	\$12.83	\$14.78
2	Recyclables: 1x per week single stream collection in County provided carts ¹	\$2.00	\$2.00
3	Yard Trash: 1x per week unlimited collection	\$2.00	\$2.00
4	Bulk/Special Waste: Up to 4x per year collection of up to 10 cubic yards (includes collection of Bulk Waste, White Goods, E-Waste, used oil, used oil filters, and Tires)	\$2.00	\$2.00
5	Total Monthly Fee per Unit	\$18.83	\$20.78
6	Estimated Units	64,277	74,037
7	Estimated Annualized Cost for Option #1 [Line 5 x Line 6 x 12 months]	\$14,524,030.92	\$18,461,866.32
8	¹ Franchisee responsible for cart maintenance and replacement.		

PRICE FORM - PAGE 2 of 7

PROPOSER'S NAME: Southwest Waste Services, LLC.

**Class II Residential Collection Service
(Site Service)**

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. The County will be responsible for billing all Residential Customers. All unit prices must be rounded to the nearest cent. Unit numbers provided are estimated and for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the option and level of service as provided in Part II Scope of Services.

**CLASS II (Site Service) OPTION #1:
Solid Waste Collection with Single Stream Recycling**

Line	Type of Service	North District Monthly Service Rate per Unit	South District Monthly Service Rate per Unit
9	Solid Waste: Minimum of 1x per week collection in Franchisee-provided or Customer-provided containers (includes collection of Bulk Waste, White Goods, used oil, used oil filters, and Tires)	\$10.25	\$10.25
10	Recyclables: Minimum of 1x per week single stream collection	\$2.00	\$2.00
11	Yard Trash: Minimum of 1x per week ¹ in Franchisee-provided or Customer-provided containers.	\$2.00	\$2.00
12	Bulk/Special Waste: Collection up to 4x per year of up to 20 cubic yards per complex (includes collection of Bulk Waste, White Goods, E-Waste, used oil, used oil filters, and Tires) ²	\$2.00	\$2.00
13	Total Monthly Fee per Unit	\$16.25	\$16.25
14	Estimated Complexes ³	163	284
15	Estimated Units	17,172	11,365
16	Estimated Annualized Cost for Option #1 [(Line 13 x Line 15) x 12 months]	\$3,348,540.00	\$2,216,175.00
17	¹ Customers may elect to use Commercial Lawn Care Service, which is not part of the Agreement.		
18	² Collection shall be coordinated between complex owner/manager and Franchisee.		
19	³ Estimated complexes not utilized in annualized cost. Provided to assist proposers in calculating Bulk/Special Waste monthly service rate per unit.		

Class I and Class II (Curbside and Site) Residential Supplemental Collection Services

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. Franchisee is responsible for billing for Residential Supplemental Collection Services. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the options and level of service as provided in Part II Scope of Services.

Note: Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost for scoring of Compensation (Price Form) Evaluation per Part I Section 11.6 of the ITN.

Line	Type of Service	North District	South District
	Class I & II (Curbside) Residential Supplemental Collection Services	Monthly Service Rate per Unit	Monthly Service Rate per Unit
20	Second collection day	\$27.50	\$27.50
21	Rear door service for non-handicapped	\$15.00	\$15.00
22	Each additional roll cart	\$18.00	\$18.00
23	In ground container service	\$12.00	\$12.00
24		Service Rate per cubic yard	Service Rate per cubic yard
25	Improperly prepared Solid Waste	\$10.00	\$10.00
26	Improperly prepared Yard Trash	\$10.00	\$10.00
	Class II (Site) Residential Supplemental Collection Services	Service Rate per occurrence	Service Rate per occurrence
28	Rolling out container(s) and returning to original location	\$5.00	\$5.00
29	Estimated Annualized Cost for Residential Supplemental Collection Services [((Line 20 x 1)+(Line 21 x 1)+(Line 22 x 1)+(Line 23 x 1)+(Line 25 x 1)+(Line 26 x 1)+(Line 28 x 1)) x 12 months]	\$1,170.00	\$1,170.00

PRICE FORM - PAGE 3 of 7

PROPOSER'S NAME: Southwest Waste Services, LLC.

Commercial Solid Waste and Yard Trash Collection Services - Non-Compaction Containers

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		=((axb)+(cxd)+(exf)+(gxh) + (ixj)+(kxl)+(mxn)+(oxp)+(qxr))x12
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Pickups/ Month	
30	1 cubic yard	\$78.74	1	\$150.39	1	\$214.17	1	\$276.38	1	\$337.01	1	\$391.34	1	\$25.97	1					\$17,688.00
31	2 cubic yard	\$126.30	418	\$241.24	48	\$343.55	19	\$443.33	1	\$540.58	3	\$627.73	1	\$41.52	1	\$57.80	1	\$41.52	1	\$884,808.12
32	3 cubic yard	\$179.61	85	\$343.05	21	\$488.53	15	\$630.42	1	\$768.72	1	\$892.65	1	\$58.95	1	\$66.10	1	\$58.95	1	\$387,295.68
33	4 cubic yard	\$225.80	362	\$431.28	77	\$614.18	44	\$792.57	5	\$966.43	5	\$1,122.24	1	\$74.09	1	\$74.60	1	\$74.09	1	\$1,825,345.20
34	6 cubic yard	\$305.42	179	\$583.35	74	\$830.73	39	\$1,072.01	3	\$1,307.18	9	\$1,517.92	2	\$100.14	1	\$82.75	1	\$100.14	1	\$1,782,432.84
35	8 cubic yard	\$366.87	192	\$700.73	142	\$997.89	104	\$1,287.72	26	\$1,570.22	46	\$1,823.36	27	\$119.98	1	\$90.90	1	\$119.98	1	\$5,147,948.16
Customer-Owned Containers																				
36	1 cubic yard	\$77.00	1	\$147.07	1	\$209.44	1	\$270.27	1	\$329.56	1	\$382.69	1	\$25.97	1					\$17,304.00
37	2 cubic yard	\$123.00	1	\$234.93	1	\$334.56	1	\$431.73	1	\$526.44	1	\$611.31	1	\$41.52	1					\$27,641.88
38	3 cubic yard	\$174.60	1	\$333.49	1	\$474.91	1	\$612.85	1	\$747.29	1	\$867.76	1	\$58.95	1					\$39,238.20
39	4 cubic yard	\$219.20	1	\$418.67	1	\$596.22	1	\$769.39	1	\$938.18	1	#####	1	\$74.09	1					\$49,262.04
40	6 cubic yard	\$295.60	1	\$564.60	1	\$804.03	1	#####	1	#####	1	#####	1	\$100.14	1					\$66,434.76
41	8 cubic yard	\$353.60	1	\$675.38	1	\$961.79	1	#####	1	#####	1	#####	1	\$119.98	1					\$79,472.28
42	Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers (Sum of Lines 30-41)																			\$10,324,871.16

SOUTH DISTRICT - NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		=((axb)+(cxd)+(exf)+(gxh) + (ixj)+(kxl)+(mxn)+(oxp)+(qxr))x12
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Pickups/ Month	
43	1 cubic yard	\$78.74	1	\$150.39	1	\$214.17	1	\$276.38	1	\$337.01	1	\$391.34	1	\$25.97	1					\$17,688.00
44	2 cubic yard	\$126.30	225	\$241.24	26	\$343.55	8	\$443.33	12	\$540.58	2	\$627.73	1	\$41.52	4	\$57.80	1	\$41.52	1	\$536,788.68
45	3 cubic yard	\$179.61	24	\$343.05	4	\$488.53	2	\$630.42	1	\$768.72	1	\$892.65	1	\$58.95	1	\$66.10	1	\$58.95	1	\$109,628.28
46	4 cubic yard	\$225.80	195	\$431.28	47	\$614.18	9	\$792.57	1	\$966.43	2	\$1,122.24	2	\$74.09	1	\$74.60	2	\$74.09	2	\$902,041.92
47	6 cubic yard	\$305.42	94	\$583.35	39	\$830.73	10	\$1,072.01	3	\$1,307.18	7	\$1,517.92	1	\$100.14	1	\$82.75	2	\$100.14	2	\$889,410.72
48	8 cubic yard	\$366.87	84	\$700.73	61	\$997.89	51	\$1,287.72	18	\$1,570.22	12	\$1,823.36	7	\$119.98	1	\$90.90	1	\$119.98	1	\$2,154,839.76
Customer-Owned Containers																				
49	1 cubic yard	\$77.00	1	\$147.07	1	\$209.44	1	\$270.27	1	\$329.56	1	\$382.69	1	\$25.97	1					\$17,304.00
50	2 cubic yard	\$123.00	1	\$234.93	1	\$334.56	1	\$431.73	1	\$526.44	1	\$611.31	1	\$41.52	1					\$27,641.88
51	3 cubic yard	\$174.60	1	\$333.49	1	\$474.91	1	\$612.85	1	\$747.29	1	\$867.76	1	\$58.95	1					\$39,238.20
52	4 cubic yard	\$219.20	1	\$418.67	1	\$596.22	1	\$769.39	1	\$938.18	1	#####	1	\$74.09	1					\$49,262.04
53	6 cubic yard	\$295.60	1	\$564.60	1	\$804.03	1	#####	1	#####	1	#####	1	\$100.14	1					\$66,434.76
54	8 cubic yard	\$353.60	1	\$675.38	1	\$961.79	1	#####	1	#####	1	#####	1	\$119.98	1					\$79,472.28
55	Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers (Sum of Lines 43-54)																			\$4,889,750.52

PRICE FORM - PAGE 4 of 7

PROPOSER'S NAME: Southwest Waste Services, LLC.

Commercial Solid Waste and Yard Trash Collection Services - Compaction Containers

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - COMPACTION CONTAINERS																
Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickups		=((axb)+(cxd)+(exf)+(gxh)+(ixj)+(kxl)+(mxn))x12 Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	
56	1 cubic yard		1		1		1		1		1		1		1	\$0.00
57	2 cubic yard	\$227.50	1	\$455.00	3	\$682.50	1	\$910.00	1	\$1,137.50	1	\$1,365.00	1	\$75.10	1	\$58,231.20
58	3 cubic yard	\$344.70	1	\$689.40	1	\$1,034.10	1	\$1,378.80	1	\$1,723.50	1	\$2,068.20	1	\$113.70	1	\$71,683.20
59	4 cubic yard	\$424.00	1	\$848.00	1	\$1,272.00	1	\$1,696.00	1	\$2,120.00	1	\$2,544.00	1	\$139.90	1	\$88,174.80
60	6 cubic yard	\$685.90	1	\$1,371.80	3	\$2,057.70	4	\$2,743.60	2	\$3,429.50	2	\$4,115.40	2	\$226.30	1	\$340,178.40
61	8 cubic yard	\$949.60	1	\$1,899.20	2	\$2,848.80	1	\$3,798.40	1	\$4,748.00	1	\$5,697.60	1	\$313.40	1	\$220,269.60
	Customer-Owned Containers															
62	1 cubic yard		1		1		1		1		1		1		1	\$0.00
63	2 cubic yard	\$222.95	1	\$445.90	1	\$668.85	1	\$891.80	1	\$1,114.75	1	\$1,337.70	1	\$75.10	1	\$46,383.00
64	3 cubic yard	\$337.81	1	\$675.61	1	\$1,013.42	1	\$1,351.22	1	\$1,689.03	1	\$2,026.84	1	\$113.70	1	\$70,276.92
65	4 cubic yard	\$415.52	1	\$831.04	1	\$1,246.56	1	\$1,662.08	1	\$2,077.60	1	\$2,493.12	1	\$139.90	1	\$86,444.88
66	6 cubic yard	\$672.18	1	\$1,344.36	1	\$2,016.55	1	\$2,688.73	1	\$3,360.91	1	\$4,033.09	1	\$226.30	1	\$139,840.68
67	8 cubic yard	\$930.61	1	\$1,861.22	1	\$2,791.82	1	\$3,722.43	1	\$4,653.04	1	\$5,583.65	1	\$313.40	1	\$193,604.88
	Estimated Annualized Cost for Commercial Collection in Compaction Containers (Sum of Lines 56-67)															\$1,315,087.56

SOUTH DISTRICT - COMPACTION CONTAINERS																
Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickups		=((axb)+(cxd)+(exf)+(gxh)+(ixj)+(kxl)+(mxn))x12 Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	
68	1 cubic yard		1		1		1		1		1		1		1	\$0.00
69	2 cubic yard	\$227.50	1	\$455.00	1	\$682.50	1	\$910.00	1	\$1,137.50	1	\$1,365.00	1	\$75.10	1	\$47,311.20
70	3 cubic yard	\$344.70	1	\$689.40	1	\$1,034.10	1	\$1,378.80	1	\$1,723.50	1	\$2,068.20	1	\$113.70	1	\$71,683.20
71	4 cubic yard	\$424.00	3	\$848.00	1	\$1,272.00	1	\$1,696.00	1	\$2,120.00	1	\$2,544.00	1	\$139.90	1	\$98,350.80
72	6 cubic yard	\$685.90	1	\$1,371.80	4	\$2,057.70	1	\$2,743.60	1	\$3,429.50	1	\$4,115.40	1	\$226.30	1	\$192,024.00
73	8 cubic yard	\$949.60	1	\$1,899.20	1	\$2,848.80	1	\$3,798.40	1	\$4,748.00	1	\$5,697.60	1	\$313.40	1	\$197,479.20
	Customer-Owned Containers															
74	1 cubic yard		1		1		1		1		1		1		1	\$0.00
75	2 cubic yard	\$222.95	1	\$445.90	1	\$668.85	1	\$891.80	1	\$1,114.75	1	\$1,337.70	1	\$75.10	1	\$46,383.00
76	3 cubic yard	\$337.81	1	\$675.61	1	\$1,013.42	1	\$1,351.22	1	\$1,689.03	1	\$2,026.84	1	\$113.70	1	\$70,276.92
77	4 cubic yard	\$415.52	1	\$831.04	1	\$1,246.56	1	\$1,662.08	1	\$2,077.60	1	\$2,493.12	1	\$139.90	1	\$86,444.88
78	6 cubic yard	\$672.18	1	\$1,344.36	1	\$2,016.55	1	\$2,688.73	1	\$3,360.91	1	\$4,033.09	1	\$226.30	1	\$139,840.68
79	8 cubic yard	\$930.61	1	\$1,861.22	1	\$2,791.82	1	\$3,722.43	1	\$4,653.04	1	\$5,583.65	1	\$313.40	1	\$193,604.88
80	Estimated Annualized Cost for Commercial Collection in Compaction Containers (Sum of Lines 68-79)															\$1,143,398.76

PRICE FORM - PAGE 5 of 7

PROPOSER'S NAME: Southwest Waste Services, LLC.

Commercial Solid Waste and Yard Trash Collection Services - Hand Pickups

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - COMMERCIAL REAR LOAD CONTAINERS

Line	Container	(a)	(b)	(c)	(d)	= ((axb)+(cxd)) x 12 months
		Monthly Rate for 1x/Week Pickup	Est. Billing Units/ Month	Monthly Rate/ 2x/Week Pickup	Est. Billing Units/ Month	Annual Price Proposal
81	1 - 3 cans/bags	\$47.00	97	\$127.00	19	\$83,664.00
82	4 cans	\$67.70	8	\$170.00	2	\$10,579.20
83	5 cans	\$88.50	1	\$220.00	2	\$6,342.00
84	Each additional can	\$18.00	1	\$30.00	1	\$576.00
85	1 96-gal Roll Cart	\$47.00	309	\$127.00	6	\$183,420.00
86	2 96-gal Roll Carts	\$94.00	3	\$170.00	1	\$5,424.00
87	Each additional Roll Cart	\$47.00	1	\$94.00	1	\$1,692.00
88	Estimated Annualized Cost for Commercial Collection in curbside cans/bags and carts (Sum of Lines 81-87)					\$291,697.20

SOUTH DISTRICT - COMMERCIAL REAR LOAD CONTAINERS

Line	Container	(a)	(b)	(c)	(d)	= ((axb)+(cxd)) x 12 months
		Monthly Rate for 1x/Week Pickup	Est. Billing Units/ Month	Monthly Rate/ Additional Weekly Pickup	Est. Billing Units/ Month	Annual Price Proposal
89	1 - 3 cans/bags	\$47.00	10	\$127.00	6	\$14,784.00
90	4 cans	\$67.70	1	\$170.00	1	\$2,852.40
91	5 cans	\$88.50	1	\$220.00	1	\$3,702.00
92	Each additional can	\$18.00	1	\$30.00	1	\$576.00
93	1 96-gal Roll Cart	\$47.00	280	\$127.00	5	\$165,540.00
94	2 96-gal Roll Carts	\$94.00	1	\$170.00	1	\$3,168.00
95	Each additional Roll Cart	\$47.00	1	\$94.00	1	\$1,692.00
96	Estimated Annualized Cost for Commercial Collection in curbside cans/bags and carts (Sum of Lines 89-95)					\$192,314.40

Collection of Debris from Disaster Events (as Defined in ITN Part II Sec. 20.4)

Proposer must fill in all proposed pricing (yellow highlighted cells); all other cells are locked. Prices are for collection service only. See Section 20.4 of the ITN Part II Scope of Services for additional information regarding this service. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced.

Line	Type of Service	North District	South District
97	Collection of debris (\$/ton)	\$142.50	\$142.50
98	Estimated tons/year (for RFP purposes only)	50	50
99	Estimated Annualized Cost for Debris Collection (Line 97 x Line 98)	\$7,125.00	\$7,125.00

Commercial Supplemental Collection Services

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced.

Note: Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost for scoring of Compensation (Price Form) Evaluation per Part I Section 11.6 of the ITN.

Line	Type of Service	North District	South District
		Service Rate per Occurance	Service Rate per Occurance
100	Rolling out container(s) and returning to original location	\$5.00	\$5.00
101	Unlocking and locking containers	\$2.50	\$2.50
102	Moving container location per Customer request (if more than 2x per year)	\$75.00	\$75.00
103	Changing out container size (if more than 2x per year)	\$75.00	\$75.00
104		One-time fee	One-time fee
105	Locks for containers	\$25.00	\$25.00
106	Estimated Annualized Cost for Commercial Supplemental Collection Services (((Line 100 x 1)+(Line 101 x 1)+(Line 102 x 1)+(Line 103 x 1)+(Line 105 x 1)) x 12 months)	\$2,190.00	\$2,190.00

PRICE FORM - PAGE 6 of 7

PROPOSER'S NAME: Southwest Waste Services, LLC.

Commercial Collection Service - Roll-Offs

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service for roll-offs as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal rates or Drop-off Charges to Commercial Customers for roll-off containers shall be based upon scale tickets and shall not be a component to the Commercial Base Rate provided for roll-off containers.

NORTH DISTRICT/ ROLL-OFFS

Line	Container Size	(a)	(b)	(c)	(d)	= ((axb) + (cxd)) x 12 months
		Monthly Container & Maintenance Fee	Est. Billing Units/Month	Fee per Pull	Est. Pulls/ Month	Annual Price Proposal
107	Non-Compaction: 15 cy	\$120.00	5	\$255.00	10	\$37,800.00
108	Non-Compaction: 20 cy	\$145.00	5	\$255.00	10	\$39,300.00
109	Non-Compaction: 25 cy	\$165.00	5	\$255.00	10	\$40,500.00
110	Non-Compaction: 30 cy	\$240.00	5	\$255.00	5	\$29,700.00
111	Non-Compaction: 40 cy	\$290.00	5	\$255.00	20	\$78,600.00
112	Compaction: 30 cubic yards	\$700.00	5	\$255.00	20	\$103,200.00
113	Compaction: 36 cubic yards	\$838.00	5	\$255.00	10	\$80,880.00
114	Compaction: 40 cubic yards	\$930.00	5	\$255.00	5	\$71,100.00
115	Estimated Annualized Cost for Commercial Collection in Roll-Offs (Sum of Lines 107-113)					\$481,080.00

SOUTH DISTRICT / ROLL-OFFS

Line	Container Size	(a)	(b)	(c)	(d)	= ((axb) + (cxd)) x 12 months
		Monthly Container & Maintenance Fee	Est. Billing Units/Month	Fee per Pull	Est. Pulls/ Month	Annual Price Proposal
116	Non-Compaction: 15 cy	\$120.00	5	\$255.00	10	\$37,800.00
117	Non-Compaction: 20 cy	\$145.00	5	\$255.00	10	\$39,300.00
118	Non-Compaction: 25 cy	\$165.00	5	\$255.00	10	\$40,500.00
119	Non-Compaction: 30 cy	\$240.00	5	\$255.00	5	\$29,700.00
120	Non-Compaction: 40 cy	\$290.00	5	\$255.00	20	\$78,600.00
121	Compaction: 30 cubic yards	\$700.00	5	\$255.00	20	\$103,200.00
122	Compaction: 36 cubic yards	\$838.00	5	\$255.00	10	\$80,880.00
123	Compaction: 40 cubic yards	\$930.00	5	\$255.00	5	\$71,100.00
124	Estimated Annualized Cost for Commercial Collection in Roll-Offs (Sum of Lines 116-123)					\$481,080.00

PRICE FORM - PAGE 7 of 7

PROPOSER'S NAME: Southwest Waste Services, LLC.

Total Proposed Annual Contract Value

NORTH DISTRICT	
Service	Est. Annualized Cost
Class I & II (Curbside) Residential Collection Service	
(a) Class I & II Option #1: Automated Solid Waste Collection with Single Stream Recycling	\$14,524,030.92
Class II (Site) Residential Collection Service	
(b) Class II Option #1: Solid Waste Collection with Single Stream Recycling	\$3,348,540.00
Commercial Collection Service	
(c) All Container Types and Services	\$12,412,735.92
Other Collection Services	
(d) Residential Supplemental Collection Services	\$1,170.00
(e) Commercial Supplemental Collection Services	\$2,190.00
(f) Collection of Debris from Non-Declared Emergency Events	\$7,125.00
Total Class I & II Option #1 with all other Services (a + b + c + d + e + f)	\$30,295,791.84

SOUTH DISTRICT	
Service	Est. Annualized Cost
Class I & II (Curbside) Residential Collection Service	
(a) Class I & II Option #1: Automated Solid Waste Collection with Single Stream Recycling	\$18,461,866.32
Class II (Site) Residential Collection Service	
(b) Class II Option #1: Solid Waste Collection with Single Stream Recycling	\$2,216,175.00
Commercial Collection Service	
(c) All Container Types and Services	\$6,706,543.68
Other Collection Services	
(d) Residential Supplemental Collection Services	\$1,170.00
(e) Commercial Supplemental Collection Services	\$2,190.00
(f) Collection of Debris from Non-Declared Emergency Events	\$7,125.00
Total Class I & II Option #1 with all other Services (a + b + c + d + e + f)	\$27,395,070.00

Supplier: Southwest Waste Services of Florida



PROPOSER INFORMATION

Proposer Information:

Proposer (legal name of firm submitting proposal): **Southwest Waste Services, LLC.**
 # of Years in Business: **3** MBE? (check if yes)
 Contact Name: **Wayne Zahn**
 Contact Email: **wzahn@swwsfl.com** Contact Phone: **239-413-7711**

Proposer's Headquarters:

Headquarters Address: **4055 Edison Avenue**
 City: **Fort Myers** State: **FL** Zip: **33916** # of years @ location: **3**

Location of Personnel's Office:

Address: **12550 Professional Park Dr., Unit 11**
 City: **Fort Myers** State: **FL** Zip: **33193** # of years @ location: **3**

Summary of Qualifications:

Provide a high level overview of your firm's qualifications and interest in providing services related to this RPS.

An established collection company with over 50 years in waste collection n Florida and New York

Disclosure:

List all private sector clients with who you have an active or pending contract and who have an interest within the areas affected by this scope of services. Also include any properties or interests held by your firm, or officers of your firm within the areas affected by this scope of services.

None

The person named below certifies that the information provided above is true and correct. Proposers who submit falsified data shall be subject to Section 2-213 of the Sarasota County Procurement Code and subject to suspension and debarment pursuant to Chapter 13 of the Sarasota County Procurement Manual.

Business Name: **Southwest Waste Services, LLC.**
 Authorized Representative: **Wayne C. Zahn** Title: **VP, Business Development**
 Solicitation #: **232452VG** Date: **11/2/2023**

FCC Environmental Services

Bid Contact **Robert Canciamille**
rcanciamille@yahoo.com
Ph 813-743-8064

Address **5619 E Columbus Dr**
Tampa, FL 33619

Qualifications **2 CFR FL CBE IMMIGRATION JV LEGAL NAME LOCAL HIRING NO LOBBY PR PUBLIC ENTITY**

Bid Notes **FCC has completed the RPS-INFO form link, Required Qualifications link and Additional Qualifications link within the Periscope platform.**

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch.	Docs
232452VG--01-01	Letter of Interest	<p>Supplier Product Code:</p> <p>Supplier Notes: As a reference for the County, FCC has supplied the Cover Page and Table of Contents for reference and clarification of Chapter, Section, and Page indications of further uploads.</p>	First Offer -	1 / sheet	Y	Y

232452VG--01-02	Resumes	<p>Supplier Product Code:</p> <p>Supplier Notes: Although the same team will be responsible for overseeing the North and South District services for Sarasota County, FCC has uploaded 2 files - 1 for each District as outlined within the RFP.</p>	First Offer -	1 / lot	Y	Y
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232452VG--01-03	Financial Capability	Supplier Product Code:	First Offer -	1 / lot	Y	Y
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Supplier Notes: FCC has uploaded separate documents that include the full financial details for the company in the fiscal years of 2021 and 2022 for the County's benefit.

232452VG--01-04	Experience	Supplier Product Code:	First Offer -	1 / lot	Y	Y
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Supplier Notes: FCC's Experience tab from our proposal

232452VG--01-05	Service Transition History Form	Supplier Product Code: Supplier Notes: Transition summary for City of Port St. Lucie, Hillsborough County, Village of Wellington, Lake County, City of Palm Coast Both the pages as they show within our proposal and the official form in its entirety have been uploaded	First Offer - 1 / sheet	Y	Y
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232452VG--01-06	Non Performance History and Litigation	Supplier Product Code: Supplier Notes: FCC's Performance History and Litigation	First Offer - 1 / lot	Y	Y
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Section

232452VG--01-07		Supplier Product Code:	First Offer -	1 / lot	Y	Y
	Comprehensive List of Government Clients	Supplier Notes: FCC's Comprehensive List of Government Clients				

232452VG--01-08	Approach for North Service District	Supplier Product Code:	First Offer -	1 / lot	Y	Y
		Supplier Notes: FCC's response for the North Service District Approach includes 3 pages of example reports not to be counted toward the 30-page limit.				

232452VG--01-09	Approach for South Service District	Supplier Product Code:	First Offer -	1 / lot	Y	Y
		Supplier Notes: FCC's response for the South Service District Approach includes 3 pages of example reports not to be counted toward the 30-page limit.				

232452VG--01-10	Fee Schedule	Supplier Product Code:	First Offer -	1 / lot	Y	Y
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Supplier Notes: FCC's Fee Schedule for both North Service District and South Service District.

As it pertains to commercial collection of Front Load containers, FCC's pricing includes cost of disposal as outlined within the answer to question 124 of the Q&A section of the platform

Supplier Total	\$0.00
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FCC Environmental Services

Item: **Letter of Interest**

Attachments

LETTER OF INTEREST.pdf

COVER TABLE OF CONTENTS.pdf



1. CHAPTER - QUALIFICATIONS

1.1. LETTER OF INTEREST

November 2nd, 2023

RE: ITN No. 232452VG; Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Dear Ms. Garcia,

FCC Environmental Services Florida, LLC is pleased to provide our response to Sarasota County for the Solid Waste, Recyclable Materials; and Yard Trash Collection Services ITN No. 232452VG. FCC understands the requirements as well as the scope of this solicitation and **is willing to perform these services requested in the ITN, in compliance with the terms in the Service Contract, for the Rates submitted within the proposal.**

1) Right Partner

FCC is an international corporation that has been providing waste collection and disposal services since 1911. FCC's regional corporate address is 5840 Corporate Way Suite 250 West Palm Beach, FL 33407. Today, FCC is proud to provide environmental services across the United States, United Kingdom, Spain, and other countries across Europe that are tailored to the needs of its partners using the latest technologies and environmentally friendly equipment. **FCC has the experience and capability to provide the equipment and labor to perform solid waste and recycle collection services for Sarasota County.**

2) Solid Waste Collection Qualifications and Experience

FCC's Local Management, Performance, Dedication, and our Ability to Adapt to Different Environments are the key factors that have allowed us to provide collection and disposal services for 112 years. Over 60 million people in more than 5,000 municipalities around the world benefit from the services that FCC provides. Employing the most advanced technologies, we continuously improve our ability to manage more than 25 million tons of solid waste collected every day in some of the world's largest cities per year. We employ a variety of **collection plans customized to the needs of each City/County**, using a combination of vehicles and containers that are designed to maximize efficiency and minimize the environmental impact in terms of noise and emissions.

3) Dedicated and Personalized Approach

As with every RFP, FCC takes time and care to ensure that every service proposed is the very best service for that specific community. Our team has taken the same approach for Sarasota County, completing **multiple scouting trips** to develop an exhaustive analysis of the County in order to identify key parameters such as street types, proper equipment, and participation rates for each line of business. Due to these efforts, FCC has proposed the following concepts specifically for Sarasota County:

- **Brand New Equipment Powered by CNG.** In order to provide the very best partnership to the County, all equipment described within our proposal will be new and run on CNG fuel. FCC believes in Sarasota County's green initiatives as described within the RFP and will partner with the County in those efforts to help achieve those goals.
- **Ample, Dedicated Resources.** All personnel and equipment described within our proposal will be fully dedicated to Sarasota County. Furthermore, we have ensured that we will have the proper number of



SARASOTA COUNTY, FL
ITN NO. 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION SERVICES

employees and equipment to provide the very best service that the County deserves. With FCC, the County can take comfort in knowing that they have a partner that will never sacrifice the quality of their service.

- **Local, On-Site Customer Service and Site Personnel.** To ensure that Sarasota County receives a service that has been developed specifically for the County, FCC will utilize local, on-site customer service personnel. FCC will prioritize hiring displaced employees from the incumbent as well as local individuals from the Sarasota County area. With on-site customer service, FCC will have the unique advantage of ensuring that every representative will be subject experts on the service expectations for the County. Therefore, citizens in the County will receive efficient and accurate resolutions to any question or inquiry.
- **Tailor-made Service for Sarasota County.** FCC believes in providing the County with the equipment that you need, not just the equipment that we have. Therefore, we have proposed optimal type and amount of equipment to provide each type of service described within the RFP. As an example, FCC has proposed Satellite Pup-Style Rear Load trucks in addition to ASL equipment to service the entirety of the County's carted garbage and recycling. With sections of the County having older, narrow roadways and dead ends with no clear space to turnaround, FCC has eliminated the unnecessary risk of multiple backing and property damage by proposing the use of these specialty vehicles for each of these waste streams. By proposing an enhanced level of service, the County can know that FCC fully understands the unique opportunities within the Sarasota County and has proposed the proper equipment for a satisfactory service.
- **Advanced Technology Systems with an Emphasis on Service.** FCC implements service-focused technology into each and every community in which we provide service. From all aspects including monitoring of customer service communications, GPS tracking, Service Confirmation with RFID, and Route Optimization. As a show of transparency, County staff will have untethered access to our programs in order to obtain any information that they may desire.

4) Financial Strength

One of the most important items to be considered is the financial strength of the company that is proposing the service. FCC is one of the largest and most established waste management companies in the world. Most recently, the company has been assigned ratings of BBB- by Fitch. The ratings are based on expectations that FCC will maintain good liquidity, pursue a moderate financial policy, and allocate capital in a disciplined manner. In most instances, FCC finances new capital requests internally using cash flow from existing operations, allowing our company to purchase new trucks, carts, containers, and facilities without the constraints of third-party creditors.

5) Representation as to Accuracy and Completeness of Proposal

The information contained in this Proposal or any part thereof, including exhibits, schedules, and other documents and instruments delivered or to be delivered to Sarasota County, are true, accurate, and complete to the Proposer's knowledge. This proposal includes all information necessary to ensure that the statements herein do not in whole or in part mislead the County as to any material facts. Please direct any questions about this submission to Charles Merkley – Director of Municipal Sales: (407) 504-8505 (T) or charles.merkley@fccenvironmental.com.

Sincerely,

Dan Brazil - Chief Operating Officer

5840 Corporate Way Suite 250 West Palm Beach, FL 33407

(832) 404-2597 (T) - (832) 442-3636 (F) dan.brazil@fccenvironmental.com



Response for:

ITN #232452VG

**SOLID WASTE, RECYCLABLE MATERIALS,
AND YARD TRASH COLLECTION
SERVICES**

Submitted by

FCC Environmental Services Florida, LLC

November 2, 2023



**Partnering for a more
sustainable future**

Charles Merkley
Director of Municipal Sales



5840 Corporate Way Suite 250
West Palm Beach, FL 33407

Cell: (407) 504-8505
charles.merkley@fccenvironmental.com
www.fccenvironmental.com



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FCC Environmental Services

Item: **Resumes**

Attachments

RESUMES-NORTH DISTRICT.pdf

RESUMES-SOUTH DISTRICT.pdf

1.2. RESUMES OF KEY PERSONNEL (NORTH DISTRICT)

Providing an excellent collection service and skillfully implementing the transition of these services has been a core feature of FCC's success. A primary reason for all of these past and future successes are the personnel that oversee these projects. **From our Chief Executive Officer to the regional support team, our managers have a significant number of years of experience in the solid waste industry and in providing services similar to the ones requested for Sarasota County.** These key individuals will be directly responsible for the services to the County, and all have proven records of successful service transitions.

FCC's management team is committed to bringing Sarasota County excellent service, ample resources, and reliable communication throughout the entire process. **Charles Merkley, Director of Municipal Sales for FCC, will be the primary contact for the County** throughout the transition and commencement of this contract.

1.2.1. INIGO SANZ – CHIEF EXECUTIVE OFFICER

E-mail: inigo.sanz@fccenvironmental.com

Phone: 832-404-2597

Inigo boasts **20+ years of experience** in the solid waste industry, including 11 years as the Chief Operating Officer of the Waste Management Division for FCC in Spain. Trusted to begin the company's solid waste operations within the US in 2013, Inigo instilled a culture of maintaining an industry leading quality of providing excellent service which has translated to the award of over 47 contracts and expansion to multiple states within the US. As Chief Executive Officer, Inigo has been an integral part of the transitions for all of FCC's contracts.

1.2.2. DAN BRAZIL – CHIEF OPERATING OFFICER

E-mail: dan.brazil@fccenvironmental.com

Phone: 832-404-2597

Dan has **15+ years of experience** in transportation operations and environmental services with UPS and Waste Management before joining FCC. He has vast knowledge in operations, safety, and customer focus environments driving continuous improvement through employee engagement and performance management. As Chief Operating Officer, Dan is responsible and manages all the US operations. Dan oversaw the transitions of the City of Omaha, Hillsborough County, Village of Wellington, Volusia County, City of Edgewood, Palm Beach County, Lake County, and City of Palm Coast.

1.2.3. CHARLES MERKLEY – DIRECTOR OF MUNICIPAL SALES

E-mail: charles.merkley@fccenvironmental.com

Phone: 407-504-8505

Charles brings **40+ years of experience** to FCC. As Director of Municipal Sales, Charles is responsible for the strategy and delivery of FCC's municipal contract business efforts across the US, focusing on contracts which include collection, recycling processing, and MRF's as well as post collection activities. Prior to his current role, as Regional Director of Operations, Charles has been directly involved in all the collection contracts identified in this document.

Charles directly oversaw the transition of Orange County, Polk County, City of Edgewood, Volusia County, Palm Beach County, Village of Wellington, Hillsborough County, Lake County, and City of Palm Coast. In his current role Charles works with the contract administrators to ensure all contractual requirements are exceeded. Charles will also play an important role in the transition process and will act as one of the Project Managers for the County.

1.2.4. MITCHELL DAHLSTROM – REGIONAL DIRECTOR OF OPERATIONS

E-mail: mitchell.dahlstrom@fccenvironmental.com

Phone: 407-504-8001

Mitch has **14+ years of experience** in waste and recycling collection operations. As the Regional Director of Operations, Mitch oversees all aspects of the Florida team to include HSE compliance and culture, analyzing routes, customer inquiries, equipment maintenance, and scheduling, contractual obligations, and the training and development of staff. Also, Mitch manages DOT compliance, tailgate safety team meetings, risk assessment and management, and maintaining and building relationships with our clients. Mitch will be a Project Manager for the service transitions of this contract to ensure that the process is seamless for Sarasota County Staff and that all steps taken are communicated to put the County at ease. Mitch has overseen several successful transitions with a range of time to complete including Hillsborough County (6 months), Port St Lucie (3 months), Lake County (6 weeks), and City of Palm Coast (11 months).

1.2.5. BRIAN CLIFFORD – REGIONAL FLEET MANAGER

E-mail: brian.clifford@fccenvironmental.com

Phone: 321-368-5570

Brian brings over **10 years of experience** with a proven track record of successfully implementing systems, policies, procedures and managing multi-million-dollar budgets of multiple locations. As Regional Fleet Manager, Brian manages the repair and maintenance of all the Florida Region vehicles and equipment. He also analyzes the vehicle and equipment replacement schedule, maintains records per federal and state law, and oversees and retains our relationships with vendors for all equipment and services. Before joining the FCC team, Brian worked with Waste Management as a Senior Fleet Manager. As Regional Fleet Manager, Brian has overseen many of collection operation transitions.

1.2.6. DOUG PHILP – REGIONAL OPERATIONS PERFORMANCE MANAGER

E-mail: douglas.philp@fccenvironmental.com

Phone: 813-388-1481

Doug has **8+ years of experience** in waste and recycling collection operations. As the FL Regional Operations Performance Manager, Doug ensures all locations are operating within FCC's operating guidelines. He works with operational staff on improving processes and helping drive efficiencies while increasing the level of quality service for all contracts.

These Senior Managers will be responsible for hiring the dedicated staff for Sarasota County. Below are the descriptions of each position that will provide service to the County so that the County Staff may feel confident in knowing that FCC is committed to providing the very best collection for County residents and businesses.

1.2.7. GENERAL MANAGER

FCC's General Manager will **act as the primary contact for Sarasota County** and will have the ability to properly respond to any and all of the County's requests. Our General Manager will interact with our Operations Manager, Route Managers, and Fleet Manager on a daily basis to ensure that all collection expectations are exceeded, and that the site's fleet is well-maintained. Additionally, the General Manager will hold P&L responsibility and will make sure that the site operates safely and efficiently.

FCC's General Manager will have at least 10 years of managerial experience providing for the Collection of Residential Waste in a community similar in scope and size to Sarasota County. Preferably, this individual will have additional experience in providing collection services to commercial businesses. This team member will have the authority to make significant decisions relevant to the day-to-day operation and will be immediately available to the County's Director. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

1.2.8. OPERATIONS MANAGER

FCC's Operations Manager will be directly responsible for the total completion of all residential and commercial routes for the County. The Operations Manager will work with the site's Route Managers on a daily basis, providing necessary support and guidance so that all hours of service are adhered to, efficiency and safety goals are exceeded, and the County receives a satisfactory service each and every day. Additionally, FCC's Operations Manager will be present and in charge of the site's office and administrative/customer service personnel, ensuring that each member is familiar with the County and FCC's obligations under the agreement.

FCC's Operations Manager will have at least 10 years of managerial experience providing for the Collection of Residential in a community similar in scope and size to Sarasota County. Preferably, this individual will have additional experience in providing commercial services to businesses including front load and roll off collection. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

1.2.9. ROUTE MANAGERS

FCC's Route Managers will be directly responsible for the routes that provide all collection services within the County. The Route Managers will conduct observations on route drivers for safe operations of the collection vehicles and monitor all routes to ensure completion. The Route Managers will work closely with maintenance to ensure that the needed number of collection vehicles are available for each operational day. Additionally, the Route Managers will work closely with the administrative assistants in order to analyze and correct performance issues for any specific route.

FCC's Route Managers will have experience supervising drivers and other employees that are responsible for collecting the commercial and/or residential solid waste in a community similar in size and scope to Sarasota County. Route Managers will be assigned a work vehicle and will be available between 6:00 a.m. and 8:00 p.m. Monday through Friday and on Saturdays during Holiday weeks. Additionally, FCC will ensure that a route manager will be available on every Saturday between 6:00 a.m. and 8:00 p.m. so that the County receives exemplary service.



The County's staff will have immediate access to all Route Managers by telephone and email. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

1.2.10. FLEET MANAGER

FCC's Fleet Manager will be directly responsible for the maintenance of the dedicated fleet for Sarasota County. The Fleet Manager will work closely with the technicians to ensure that the preventative maintenance schedule is closely adhered to so that all equipment is available to service the County. Additionally, the Fleet Manager will assign and prioritize repairs of vehicles while also adhering to P&L budgets.

FCC's Fleet Manager will have extensive experience within the solid waste industry with specific experience in the operation and maintenance of solid waste equipment. Preferably, FCC's Fleet Manager will have past experience in fleet management. Additionally, FCC's Fleet Manager will have extensive experience in the maintaining a fleet for contracts with government entities similar in scope to Sarasota County. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

1.2.11. DRIVERS

FCC's Drivers will be primarily responsible for the safe and efficient completion of their assigned route. Drivers will have a valid CDL and medical card for the state of Florida. Drivers will have experience in driving CDL-B requiring vehicles with a preference of experience in operating solid waste equipment. Although it is preferable, FCC will have the ability to train personnel on the safe and efficient operation of the assigned collection vehicle. If possible, FCC will hire Drivers from the incumbent in order to avoid any displacement.

1.2.12. HELPERS

FCC's Helpers will be responsible for safely and efficiently loading material into the collection vehicle or applying tags to material that is outside of the specifications outlined for the County contract. FCC's Helpers will also be responsible for working with their partnered Driver to help safely back for any situation. FCC's Helpers will have a clean background check and will be fit for duty.

1.2.13. ADMINISTRATIVE ASSISTANTS

FCC's Administrative Assistants will accept all calls from County residents and properly respond to all inquiries/issues. Furthermore, the Administrative Assistants will work with the Route Managers for any perceived misses and will resolve the work order. Finally, the Administrative Assistants will monitor the route completion data including vehicle metrics and confirm for accuracy.

FCC's Administrative Assistants will have experience in customer service with a preference of this experience within the solid waste industry. Additionally, it is preferable that the Administrative Assistants will have experience with contracts for government entities similar in scope to Sarasota County. If possible, FCC will hire personnel from the incumbent in order to avoid any displacement.



1.2.14. TECHNICIANS

FCC's Technicians will be directly responsible to respond and resolve any mechanical issues regarding the collection equipment at FCC's site. Additionally, the Technicians will practice proper communication and teamwork in order to complete all preventative maintenance workorders in order to ensure that all equipment is safe to operate and adequate to complete all services within the County.

FCC's Technicians will have experience within the solid waste industry with specific experience in the operation and maintenance of solid waste equipment. Preferably, FCC's Technicians will have past experience in repairing a fleet similar in size as the one that will be dedicated to Sarasota County. If possible, FCC will hire personnel from the incumbent in order to avoid any displacement.

As a significant factor in FCC's success with each contract, all proposed as described above and throughout this written document will be solely and fully dedicated to Sarasota County, ensuring that for our site and staff, the primary motivation will be to consistently provide excellent collection services to the County's residents and businesses on a daily basis.

Inigo.sanz@fccenvironmental.com

INIGO SANZ

SKILLS & ABILITIES

Highly motivated and experienced management professional skilled in orchestrating business strategy, operations, and fiscal excellence for successful organizations in the waste management industry, with experience in Europe and the Americas. Offers a demonstrated record of results in multiple business environments. Excels in the leadership and implementation of business planning processes while developing strategies to meet future challenges; leads major projects focused on revenue growth and improved collaboration, as well as internal process improvement and efficiency.



SELECTED CAREER ACHIEVEMENTS

- Launched the first integral industrial waste management facility in Latin America in 1996, participating in permitting, construction and start-up of a fully integrated facility in Santiago de Chile.
- Led the largest decontamination project in Europe, a \$210M project to remove chemical contamination from the Ebro River in Spain that threatened the drinking water supply for over 500,000 individuals.
- Secured an \$86M agreement for the largest decontamination project in Italy, focused on the collection, transportation, disposal and /or recovery/reuse of toxic sludge produced by the biological treatment of the POWT of Syracuse, Sicily.

PROFESSIONAL EXPERIENCE

CHIEF EXECUTIVE OFFICER, FCC

2013 - Present

Promoted to create from scratch a new market in the United States, with authority over 1000 employees, all US (United States) business operations and sales, and full P&L accountability. Exercises responsibility for financials, business development, production, human resources, and administrative affairs. Has accomplished outstanding results, cementing the company as a key competitor in the United States and securing 47 large-value contracts over a ten-year period.

CHIEF OPERATIONS OFFICER – WASTE MANAGEMENT DIVISION, FCC, SPAIN

2002 – 2013

Led vision, strategy, and execution for all aspects of operations at the corporate headquarters in Spain, with 1,600 employees and \$400M in annual revenue. Maintained accountability for the financial performance and operations of 130 waste treatment facilities throughout Europe and the United States, as well as all recycling facilities in South Europe. Exercised the authority to negotiate the key terms and conditions of high-level contracts, while administering multimillion dollar budgets with full P&L responsibility. Innovated groundbreaking strategic plans and ideas that served as the foundation for sustained growth.

Successfully grew operations by 300% through the demands of the Bakken Oilfield Boom. Reduced recordable injuries by 50% by introducing an employee driven safety committee focused on peer-to-peer coaching. Improved employee retention by working with Corporate Compensation to develop a bonus incentive pay structure along with cultural change items to improve workplace satisfaction.

EDUCATION

INSTITUTO DE ECONOMIA APLICADA EN LA EMPRESA – MASTERS OF BUSINESS ADMINISTRATION

UNIVERSIDAD DEL PAIS VASCO – M.S. CHEMICAL SCIENCE

UNIVERSIDAD POLITECNICA DE VALENCIA – MASTER’S IN ENVIRONMENTAL LAWS

Dan.Brazil@fccenvironmental.com

DANIEL M. BRAZIL

SKILLS & ABILITIES

Highly accomplished leadership professional with experience in operations, team management, safety compliance, strategic planning and tactical execution. Results-oriented, decisive leader with proven success in implementing effective process improvements and cultural change.



PROFESSIONAL EXPERIENCE

CHIEF OPERATING OFFICER, FCC

Feb 2019 - Present

Overall responsibility of 11 hauling sites totaling over 600 collection routes, recycling, and post-collection operations at FCC's Material Recycling Facilities, and a team of more than 1,000 employees. Full P&L responsibility, and responsible to lead organic open market growth strategy for the US.

SENIOR DISTRICT MANAGER – WASTE MANAGEMENT, MN

Feb 2017 – Feb 2019

Responsible for 2 hauling sites totaling 100 collection routes, 2 transfer stations, and 2 centralized container/compactor repair shops including 4 direct reports and 170 indirect reports. \$56MM annual P&L responsibility in a highly competitive market. Partnered with sales to ensure customers received service while driving organic growth. SDO and MSDO Certified with focus on Container Shop Optimization.

OPERATIONS IMPROVEMENT MANAGER – WASTE MANAGEMENT, MN

May 2013 – Feb 2017

Managed the efficiency, service and safety of 350 routes over 29 hauling sites and 4 states. Partnered with Corporate headquarters to implement and drive sustainable enhancements through technology offerings. Initiated and developed the routing and logistics team for WI/MN area focused on routing and optimization. SDO Master Certifier focused on change management and team engagement to drive continuous improvement through improved processes and mindset coaching.

BUSINESS MANAGER - UNITED PARCEL SERVICE, ND

May 2012 – May 2013

Successfully grew operations by 300% through the demands of the Bakken Oilfield Boom. Reduced recordable injuries by 50% by introducing an employee driven safety committee focused on peer-to-peer coaching. Improved employee retention by working with Corporate Compensation to develop a bonus incentive pay structure along with cultural change items to improve workplace satisfaction.

ON-ROAD SUPERVISOR - UNITED PARCEL SERVICE, ND

Nov 2010 – May 2012

Improved quality of service by reducing late air service by 15%. Reduced 10 operational hours per day through performance management and route optimization. Developed lead driver trainers to provide improved quality of training for new drivers.

DISPATCH SUPERVISOR - UNITED PARCEL SERVICE, ND

Mar 2008 – Nov 2010

Reduced operation mileage by 10% through route optimization. Improved customer response contact time to 1 hour by training local specialists with customer focused mindset.

EDUCATION

NORTH DAKOTA STATE UNIVERSITY – FARGO, ND – MANAGEMENT INFORMATION SYSTEMS

Charles.Merkley@fccenvironmental.com

CHARLES MERKLEY

SKILLS & ABILITIES

Highly accomplished leadership professional with experience in operations, team management, safety compliance, implementing systems and acquisitions. Results-oriented, with proven success in solid waste and recycling hauling facilities.



**PROFESSIONAL
EXPERIENCE**

DIRECTOR OF MUNICIPAL SALES, FCC

Jan 2022 - Present

Responsible for the strategy and delivery of all municipal contract business efforts in the US. Assists in the continual growth of FCC contracts including collection, recycling processing, and MRF's as well as other post collection activities such as landfills and composting operations.

REGIONAL DIRECTOR OF OPERATIONS, FCC

Aug 2015 - Dec 2021

Responsible for all lines of business to include FCC's curbside residential waste, recyclables, commercial, front load, and roll-off collection contracts as well as open market work within Florida.

DIRECTOR OF OPERATIONS FOR STARTUP HAULING AND RECYCLING – TRASH TAXI, AL

Apr 2014 – Apr 2015

Directly responsible for financial, compliance and governmental relations for the new startups in Pelham AL.

GENERAL/DISTRICT MANAGER – ADVANCED DISPOSAL SERVICES, FL & GA

Feb 2008 – Feb 2014

Directly responsible for financial, compliance and governmental relations for two large hauling districts located in Jacksonville, St. John's and Clay County FL; between three facilities they serviced over 100,000 residential units as well as 5,000 commercial and 2,500 industrial accounts.

VICE PRESIDENT OF OPERATIONS – CHOICE ENVIRONMENTAL SERVICES, FL

Mar 2007- Feb 2008

Directly responsible for financial, compliance and governmental relations for South FL solid waste hauling and recycling facilities.

NORTH FLORIDA MARKET AREA SENIOR DISTRICT MANAGER – WASTE MANAGEMENT, FL

Dec 1999 – Mar 2007

Directly responsible for financial, compliance and governmental relations for transfer stations and landfills in the North Florida Market.

GENERAL MANAGER - EASTERN ENVIRONMENTAL SERVICES

Nov 1996 – Dec 1999

REGIONAL MANAGER – BROWNING FERRIS INDUSTRIES

Dec 1994 – Oct 1996

REGIONAL OPERATIONS MANAGER – ATTWOOD/IWS

Oct 1983 – Dec 1994

EDUCATION

DAYTONA BEACH COMMUNITY COLLEGE – DAYTONA, FL – BUSINESS ADMINISTRATION

mitchell.dahlstrom@fccenvironmental.com

MITCHELL DAHLSTROM

SKILLS & ABILITIES

Highly accomplished leadership professional with excellent management, safety/environmental, and public relation skills with a commitment to human development. A talent for identifying, analyzing, and resolving both procedural and customer issues.



PROFESSIONAL EXPERIENCE

REGIONAL DIRECTOR OF OPERATIONS FOR FLORIDA, FCC

2022 - Present

Responsible for the strategy and delivery of all municipal contract business efforts in the US. Assists in the continual growth of FCC contracts including collection, recycling processing, and MRF's as well as other post collection activities such as landfills and composting operations.

CENTRAL FLORIDA GENERAL MANAGER, FCC

2021 - 2022

Manage all aspects of Waste and Recycling Collection Operations and provide support to all route members of the team, in all aspects of daily operations. Primary duties included:

- Manage P&L for internal and external sales, procurement, operations, transportation, safety etc.
- Establish and manage long term goals that align with FCC's Standards
- Manage 9 direct reports and over 100 Indirect Reports
- Manage all relationships with vendors to ensure overall contract compliance and client satisfaction
- Establishes, implements, and promotes a World Class Safety Culture amongst all employees
- Manages all transportation and logistics functions for collection route operations.

SENIOR DISTRICT MANAGER – WASTE MANAGEMENT, ND

2009 - 2021

Managed and responsible for all Waste Collection, Environmental, and Safety Operations in the State of North Dakota and NW Minnesota. Executed/Created the Strategic Business Plan for growth in the State of North Dakota, which included several Acquisitions. Created a World Class Safety Culture, which led the Wisconsin/Minnesota/Dakota Market Area. Responsible for ensuring compliance for all OSHA, DOT, and other State regulatory agencies.

This Operation set Benchmark's which consists of a \$42+ Million Dollar Business, with EBITDA over \$17.5 Million/or over 41%. Revenues have grown over 250% and EBITDA has grown over 300% since 2009

Accomplishments:

- Circle of Excellence Winner in 2018 and 2019 (Top 1% Performer in Waste Management)
- World Class Safety Results in 2017, 2018, 2019, and 2020 (TRIR/HARR/VARR)
- Injury Free in 2010, 2011, 2012, 2015, and 2017
- Selected and Completed the first Leadership Forum for the Market Area in 2018
- Both Districts fully Certified in Service Delivery Optimization (SDO)
- Ten straight years of Revenue Growth and Growth in EBITDA
- Selected/Trained/Developed one of most talented Managerial Teams in the Market Area

EDUCATION

UNIVERSITY OF NORTH DAKOTA – GRAND FORKS, ND – BACHELOR OF BUSINESS – ADMINISTRATION IN BUSINESS MANAGEMENT

brian.clifford@fccenvironmental.com

BRIAN CLIFFORD

SKILLS & ABILITIES

Highly accomplished manager with a proven record of successfully implementing systems, policies, procedures, and acquisitions. Capable of managing small or large fleets, facility, and staff, with past experience of monthly budgets and multiple locations.



PROFESSIONAL EXPERIENCE

REGIONAL FLEET MANAGER, FCC, FL

Aug 2022 - Present

Responsible for managing multiple staff and shops located throughout Florida. Ensures that Fleet Managers properly managed and schedule staff, budgets and part inventories and PM's.

FLEET MANAGER – WASTE PRO, FL

Feb 2022 – Aug 2022

Oversaw and managed 20 mechanics, and over 120 assets. Ensured all assets were meeting companies' maintenance standards, while ensuring that the maintenance budgets are met or exceeded.

REGIONAL FLEET DIRECTOR – VORTEX COMPANIES, FL

Feb 2021 – Feb 2022

Fleet Director for Florida, South Carolina, and Georgia facilities. Overseeing implementation of all fleet processes and DOT related compliance. Creating PM processes to reduce breakdowns and improve customer service. Training technicians on proper repair procedures. Responsible for over 120 pieces of equipment from commercial vehicles to trailers to light duty pickups. Creating maintenance budgets.

SENIOR FLEET MANAGER – WASTE MANAGEMENT, FL

2017 – 2021

Responsible for the Maintenance and Fleet reliability for the 175 collection vehicles maintained at the district. Well versed in CNG assets and fuel delivery systems. Provided CNG safety training to local fire rescue teams. Responsible for performance management, safety, coaching, mentoring of 24 maintenance employees. Responsible for providing Operations and our drivers with safe, reliable, DOT compliant equipment to service our customers. Implemented MSDO. (Maintenance Service Delivery Optimization). Responsible for managing maintenance budget.

SOUTH FLORIDA AREA FLEET MANAGER – WASTE MANAGEMENT, FL

2015 – 2017

Senior Fleet Manager with four Fleet Managers reporting directly to me. Responsible for four maintenance locations in South Florida to include 650 assets. Responsible for employee safety, managing maintenance spend and CPH targets, maintaining shop cleanliness and truck washing standards Maintaining OSHA, DOT, WM compliance.

AREA FLEET SUPPORT MANAGER – WASTE MANAGEMENT, FL

2013 – 2015

Responsible for providing Fleet Managers with maintenance support, process implementation, process sustainment, financial reviews. Site Inspections, audits, technician coaching and training for the East Coast of Florida. MSDO Coach (Maintenance Service Delivery Optimization).

Douglas.Philp@fccenvironmental.com

DOUG PHILP

SKILLS & ABILITIES

Operations Manager with extensive business management and compliance experience in a broad spectrum of operational positions possessing a track record of continuously successful process improvement initiatives directly impacting financial goals. Some successful projects have included execution of route optimization, development of functional metrics and implementation of digital solutions



PROFESSIONAL EXPERIENCE

OPERATIONS PERFORMANCE MANAGER, FCC, FL

December 2022 - Present

Responsible for evaluating performance, implementing strategies, and analyzing results in detail of all Florida waste collection operations from start to finish.

- Develop all collections operational metrics that driver efficiency performance goals.
- Maintains all systems that the organization currently utilizes. Vets current systems for performance enhancements and new system for potential upgrades.
- Cross functions between Safety, IT, Fleet, and HR to establish guidelines that lead to overall process improvements.

ROUTE MANAGER – WASTE MANAGEMENT, FL

March 2017 - June 2022

Monitored daily operations and routes to resolve issues and drive operational effectiveness within team of up to 60 direct reports. Established, implemented, and managed strong safety culture amongst all employees. Trained new staff on job duties, company policies, and safety procedures for rapid onboarding. Perform periodic route audits to ensure the routes are safe, efficient, and cost effective. Managed P&L as applicable to operations, brokerage, contract labor, and safety.

OPERATIONS MANAGER – PROMED WASTE SOLUTIONS, FL

June 2015 - March 2017

Established positive and effective communication among unit staff and organization leadership. Identified and resolved unauthorized, unsafe, or ineffective practices. Increased route profitability by engineering most cost effective, profitable, and efficient routes while achieving service and compliance requirements.

EDUCATION

JOHNSON & WALES UNIVERSITY – PROVIDENCE, RI – INTERNATIONAL BUSINESS, B.S.

1.2. RESUMES OF KEY PERSONNEL (SOUTH DISTRICT)

Providing an excellent collection service and skillfully implementing the transition of these services has been a core feature of FCC's success. A primary reason for all of these past and future successes are the personnel that oversee these projects. **From our Chief Executive Officer to the regional support team, our managers have a significant number of years of experience in the solid waste industry and in providing services similar to the ones requested for Sarasota County.** These key individuals will be directly responsible for the services to the County, and all have proven records of successful service transitions.

FCC's management team is committed to bringing Sarasota County excellent service, ample resources, and reliable communication throughout the entire process. **Charles Merkley, Director of Municipal Sales for FCC, will be the primary contact for the County** throughout the transition and commencement of this contract.

1.2.1. INIGO SANZ – CHIEF EXECUTIVE OFFICER

E-mail: inigo.sanz@fccenvironmental.com

Phone: 832-404-2597

Inigo boasts **20+ years of experience** in the solid waste industry, including 11 years as the Chief Operating Officer of the Waste Management Division for FCC in Spain. Trusted to begin the company's solid waste operations within the US in 2013, Inigo instilled a culture of maintaining an industry leading quality of providing excellent service which has translated to the award of over 47 contracts and expansion to multiple states within the US. As Chief Executive Officer, Inigo has been an integral part of the transitions for all of FCC's contracts.

1.2.2. DAN BRAZIL – CHIEF OPERATING OFFICER

E-mail: dan.brazil@fccenvironmental.com

Phone: 832-404-2597

Dan has **15+ years of experience** in transportation operations and environmental services with UPS and Waste Management before joining FCC. He has vast knowledge in operations, safety, and customer focus environments driving continuous improvement through employee engagement and performance management. As Chief Operating Officer, Dan is responsible and manages all the US operations. Dan oversaw the transitions of the City of Omaha, Hillsborough County, Village of Wellington, Volusia County, City of Edgewood, Palm Beach County, Lake County, and City of Palm Coast.

1.2.3. CHARLES MERKLEY – DIRECTOR OF MUNICIPAL SALES

E-mail: charles.merkley@fccenvironmental.com

Phone: 407-504-8505

Charles brings **40+ years of experience** to FCC. As Director of Municipal Sales, Charles is responsible for the strategy and delivery of FCC's municipal contract business efforts across the US, focusing on contracts which include collection, recycling processing, and MRF's as well as post collection activities. Prior to his current role, as Regional Director of Operations, Charles has been directly involved in all the collection contracts identified in this document.

Charles directly oversaw the transition of Orange County, Polk County, City of Edgewood, Volusia County, Palm Beach County, Village of Wellington, Hillsborough County, Lake County, and City of Palm Coast. In his current role Charles works with the contract administrators to ensure all contractual requirements are exceeded. Charles will also play an important role in the transition process and will act as one of the Project Managers for the County.

1.2.4. MITCHELL DAHLSTROM – REGIONAL DIRECTOR OF OPERATIONS

E-mail: mitchell.dahlstrom@fccenvironmental.com

Phone: 407-504-8001

Mitch has **14+ years of experience** in waste and recycling collection operations. As the Regional Director of Operations, Mitch oversees all aspects of the Florida team to include HSE compliance and culture, analyzing routes, customer inquiries, equipment maintenance, and scheduling, contractual obligations, and the training and development of staff. Also, Mitch manages DOT compliance, tailgate safety team meetings, risk assessment and management, and maintaining and building relationships with our clients. Mitch will be a Project Manager for the service transitions of this contract to ensure that the process is seamless for Sarasota County Staff and that all steps taken are communicated to put the County at ease. Mitch has overseen several successful transitions with a range of time to complete including Hillsborough County (6 months), Port St Lucie (3 months), Lake County (6 weeks), and City of Palm Coast (11 months).

1.2.5. BRIAN CLIFFORD – REGIONAL FLEET MANAGER

E-mail: brian.clifford@fccenvironmental.com

Phone: 321-368-5570

Brian brings over **10 years of experience** with a proven track record of successfully implementing systems, policies, procedures and managing multi-million-dollar budgets of multiple locations. As Regional Fleet Manager, Brian manages the repair and maintenance of all the Florida Region vehicles and equipment. He also analyzes the vehicle and equipment replacement schedule, maintains records per federal and state law, and oversees and retains our relationships with vendors for all equipment and services. Before joining the FCC team, Brian worked with Waste Management as a Senior Fleet Manager. As Regional Fleet Manager, Brian has overseen many of collection operation transitions.

1.2.6. DOUG PHILP – REGIONAL OPERATIONS PERFORMANCE MANAGER

E-mail: douglas.philp@fccenvironmental.com

Phone: 813-388-1481

Doug has **8+ years of experience** in waste and recycling collection operations. As the FL Regional Operations Performance Manager, Doug ensures all locations are operating within FCC's operating guidelines. He works with operational staff on improving processes and helping drive efficiencies while increasing the level of quality service for all contracts.

These Senior Managers will be responsible for hiring the dedicated staff for Sarasota County. Below are the descriptions of each position that will provide service to the County so that the County Staff may feel confident in knowing that FCC is committed to providing the very best collection for County residents and businesses.

1.2.7. GENERAL MANAGER

FCC's General Manager will act as the primary contact for Sarasota County and will have the ability to properly respond to any and all of the County's requests. Our General Manager will interact with our Operations Manager, Route Managers, and Fleet Manager on a daily basis to ensure that all collection expectations are exceeded, and that the site's fleet is well-maintained. Additionally, the General Manager will hold P&L responsibility and will make sure that the site operates safely and efficiently.

FCC's General Manager will have at least 10 years of managerial experience providing for the Collection of Residential Waste in a community similar in scope and size to Sarasota County. Preferably, this individual will have additional experience in providing collection services to commercial businesses. This team member will have the authority to make significant decisions relevant to the day-to-day operation and will be immediately available to the County's Director. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

1.2.8. OPERATIONS MANAGER

FCC's Operations Manager will be directly responsible for the total completion of all residential and commercial routes for the County. The Operations Manager will work with the site's Route Managers on a daily basis, providing necessary support and guidance so that all hours of service are adhered to, efficiency and safety goals are exceeded, and the County receives a satisfactory service each and every day. Additionally, FCC's Operations Manager will be present and in charge of the site's office and administrative/customer service personnel, ensuring that each member is familiar with the County and FCC's obligations under the agreement.

FCC's Operations Manager will have at least 10 years of managerial experience providing for the Collection of Residential in a community similar in scope and size to Sarasota County. Preferably, this individual will have additional experience in providing commercial services to businesses including front load and roll off collection. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

1.2.9. ROUTE MANAGERS

FCC's Route Managers will be directly responsible for the routes that provide all collection services within the County. The Route Managers will conduct observations on route drivers for safe operations of the collection vehicles and monitor all routes to ensure completion. The Route Managers will work closely with maintenance to ensure that the needed number of collection vehicles are available for each operational day. Additionally, the Route Managers will work closely with the administrative assistants in order to analyze and correct performance issues for any specific route.

FCC's Route Managers will have experience supervising drivers and other employees that are responsible for collecting the commercial and/or residential solid waste in a community similar in size and scope to Sarasota County. Route Managers will be assigned a work vehicle and will be available between 6:00 a.m. and 8:00 p.m. Monday through Friday and on Saturdays during Holiday weeks. Additionally, FCC will ensure that a route manager will be available on every Saturday between 6:00 a.m. and 8:00 p.m. so that the County receives exemplary service.



The County's staff will have immediate access to all Route Managers by telephone and email. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

1.2.10. FLEET MANAGER

FCC's Fleet Manager will be directly responsible for the maintenance of the dedicated fleet for Sarasota County. The Fleet Manager will work closely with the technicians to ensure that the preventative maintenance schedule is closely adhered to so that all equipment is available to service the County. Additionally, the Fleet Manager will assign and prioritize repairs of vehicles while also adhering to P&L budgets.

FCC's Fleet Manager will have extensive experience within the solid waste industry with specific experience in the operation and maintenance of solid waste equipment. Preferably, FCC's Fleet Manager will have past experience in fleet management. Additionally, FCC's Fleet Manager will have extensive experience in the maintaining a fleet for contracts with government entities similar in scope to Sarasota County. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

1.2.11. DRIVERS

FCC's Drivers will be primarily responsible for the safe and efficient completion of their assigned route. Drivers will have a valid CDL and medical card for the state of Florida. Drivers will have experience in driving CDL-B requiring vehicles with a preference of experience in operating solid waste equipment. Although it is preferable, FCC will have the ability to train personnel on the safe and efficient operation of the assigned collection vehicle. If possible, FCC will hire Drivers from the incumbent in order to avoid any displacement.

1.2.12. HELPERS

FCC's Helpers will be responsible for safely and efficiently loading material into the collection vehicle or applying tags to material that is outside of the specifications outlined for the County contract. FCC's Helpers will also be responsible for working with their partnered Driver to help safely back for any situation. FCC's Helpers will have a clean background check and will be fit for duty.

1.2.13. ADMINISTRATIVE ASSISTANTS

FCC's Administrative Assistants will accept all calls from County residents and properly respond to all inquiries/issues. Furthermore, the Administrative Assistants will work with the Route Managers for any perceived misses and will resolve the work order. Finally, the Administrative Assistants will monitor the route completion data including vehicle metrics and confirm for accuracy.

FCC's Administrative Assistants will have experience in customer service with a preference of this experience within the solid waste industry. Additionally, it is preferable that the Administrative Assistants will have experience with contracts for government entities similar in scope to Sarasota County. If possible, FCC will hire personnel from the incumbent in order to avoid any displacement.



1.2.14. TECHNICIANS

FCC's Technicians will be directly responsible to respond and resolve any mechanical issues regarding the collection equipment at FCC's site. Additionally, the Technicians will practice proper communication and teamwork in order to complete all preventative maintenance workorders in order to ensure that all equipment is safe to operate and adequate to complete all services within the County.

FCC's Technicians will have experience within the solid waste industry with specific experience in the operation and maintenance of solid waste equipment. Preferably, FCC's Technicians will have past experience in repairing a fleet similar in size as the one that will be dedicated to Sarasota County. If possible, FCC will hire personnel from the incumbent in order to avoid any displacement.

As a significant factor in FCC's success with each contract, all proposed as described above and throughout this written document will be solely and fully dedicated to Sarasota County, ensuring that for our site and staff, the primary motivation will be to consistently provide excellent collection services to the County's residents and businesses on a daily basis.

Inigo.sanz@fccenvironmental.com

INIGO SANZ

SKILLS & ABILITIES

Highly motivated and experienced management professional skilled in orchestrating business strategy, operations, and fiscal excellence for successful organizations in the waste management industry, with experience in Europe and the Americas. Offers a demonstrated record of results in multiple business environments. Excels in the leadership and implementation of business planning processes while developing strategies to meet future challenges; leads major projects focused on revenue growth and improved collaboration, as well as internal process improvement and efficiency.



SELECTED CAREER ACHIEVEMENTS

- Launched the first integral industrial waste management facility in Latin America in 1996, participating in permitting, construction and start-up of a fully integrated facility in Santiago de Chile.
- Led the largest decontamination project in Europe, a \$210M project to remove chemical contamination from the Ebro River in Spain that threatened the drinking water supply for over 500,000 individuals.
- Secured an \$86M agreement for the largest decontamination project in Italy, focused on the collection, transportation, disposal and /or recovery/reuse of toxic sludge produced by the biological treatment of the POWT of Syracuse, Sicily.

PROFESSIONAL EXPERIENCE

CHIEF EXECUTIVE OFFICER, FCC

2013 - Present

Promoted to create from scratch a new market in the United States, with authority over 1000 employees, all US (United States) business operations and sales, and full P&L accountability. Exercises responsibility for financials, business development, production, human resources, and administrative affairs. Has accomplished outstanding results, cementing the company as a key competitor in the United States and securing 47 large-value contracts over a ten-year period.

CHIEF OPERATIONS OFFICER – WASTE MANAGEMENT DIVISION, FCC, SPAIN

2002 – 2013

Led vision, strategy, and execution for all aspects of operations at the corporate headquarters in Spain, with 1,600 employees and \$400M in annual revenue. Maintained accountability for the financial performance and operations of 130 waste treatment facilities throughout Europe and the United States, as well as all recycling facilities in South Europe. Exercised the authority to negotiate the key terms and conditions of high-level contracts, while administering multimillion dollar budgets with full P&L responsibility. Innovated groundbreaking strategic plans and ideas that served as the foundation for sustained growth.

Successfully grew operations by 300% through the demands of the Bakken Oilfield Boom. Reduced recordable injuries by 50% by introducing an employee driven safety committee focused on peer-to-peer coaching. Improved employee retention by working with Corporate Compensation to develop a bonus incentive pay structure along with cultural change items to improve workplace satisfaction.

EDUCATION

INSTITUTO DE ECONOMIA APLICADA EN LA EMPRESA – MASTERS OF BUSINESS ADMINISTRATION

UNIVERSIDAD DEL PAIS VASCO – M.S. CHEMICAL SCIENCE

UNIVERSIDAD POLITECNICA DE VALENCIA – MASTER’S IN ENVIRONMENTAL LAWS

Dan.Brazil@fccenvironmental.com

DANIEL M. BRAZIL

SKILLS & ABILITIES

Highly accomplished leadership professional with experience in operations, team management, safety compliance, strategic planning and tactical execution. Results-oriented, decisive leader with proven success in implementing effective process improvements and cultural change.



PROFESSIONAL EXPERIENCE

CHIEF OPERATING OFFICER, FCC

Feb 2019 - Present

Overall responsibility of 11 hauling sites totaling over 600 collection routes, recycling, and post-collection operations at FCC's Material Recycling Facilities, and a team of more than 1,000 employees. Full P&L responsibility, and responsible to lead organic open market growth strategy for the US.

SENIOR DISTRICT MANAGER – WASTE MANAGEMENT, MN

Feb 2017 – Feb 2019

Responsible for 2 hauling sites totaling 100 collection routes, 2 transfer stations, and 2 centralized container/compactor repair shops including 4 direct reports and 170 indirect reports. \$56MM annual P&L responsibility in a highly competitive market. Partnered with sales to ensure customers received service while driving organic growth. SDO and MSDO Certified with focus on Container Shop Optimization.

OPERATIONS IMPROVEMENT MANAGER – WASTE MANAGEMENT, MN

May 2013 – Feb 2017

Managed the efficiency, service and safety of 350 routes over 29 hauling sites and 4 states. Partnered with Corporate headquarters to implement and drive sustainable enhancements through technology offerings. Initiated and developed the routing and logistics team for WI/MN area focused on routing and optimization. SDO Master Certifier focused on change management and team engagement to drive continuous improvement through improved processes and mindset coaching.

BUSINESS MANAGER - UNITED PARCEL SERVICE, ND

May 2012 – May 2013

Successfully grew operations by 300% through the demands of the Bakken Oilfield Boom. Reduced recordable injuries by 50% by introducing an employee driven safety committee focused on peer-to-peer coaching. Improved employee retention by working with Corporate Compensation to develop a bonus incentive pay structure along with cultural change items to improve workplace satisfaction.

ON-ROAD SUPERVISOR - UNITED PARCEL SERVICE, ND

Nov 2010 – May 2012

Improved quality of service by reducing late air service by 15%. Reduced 10 operational hours per day through performance management and route optimization. Developed lead driver trainers to provide improved quality of training for new drivers.

DISPATCH SUPERVISOR - UNITED PARCEL SERVICE, ND

Mar 2008 – Nov 2010

Reduced operation mileage by 10% through route optimization. Improved customer response contact time to 1 hour by training local specialists with customer focused mindset.

EDUCATION

NORTH DAKOTA STATE UNIVERSITY – FARGO, ND – MANAGEMENT INFORMATION SYSTEMS

Charles.Merkley@fccenvironmental.com

CHARLES MERKLEY

SKILLS & ABILITIES

Highly accomplished leadership professional with experience in operations, team management, safety compliance, implementing systems and acquisitions. Results-oriented, with proven success in solid waste and recycling hauling facilities.



**PROFESSIONAL
EXPERIENCE**

DIRECTOR OF MUNICIPAL SALES, FCC

Jan 2022 - Present

Responsible for the strategy and delivery of all municipal contract business efforts in the US. Assists in the continual growth of FCC contracts including collection, recycling processing, and MRF's as well as other post collection activities such as landfills and composting operations.

REGIONAL DIRECTOR OF OPERATIONS, FCC

Aug 2015 - Dec 2021

Responsible for all lines of business to include FCC's curbside residential waste, recyclables, commercial, front load, and roll-off collection contracts as well as open market work within Florida.

DIRECTOR OF OPERATIONS FOR STARTUP HAULING AND RECYCLING – TRASH TAXI, AL

Apr 2014 – Apr 2015

Directly responsible for financial, compliance and governmental relations for the new startups in Pelham AL.

GENERAL/DISTRICT MANAGER – ADVANCED DISPOSAL SERVICES, FL & GA

Feb 2008 – Feb 2014

Directly responsible for financial, compliance and governmental relations for two large hauling districts located in Jacksonville, St. John's and Clay County FL; between three facilities they serviced over 100,000 residential units as well as 5,000 commercial and 2,500 industrial accounts.

VICE PRESIDENT OF OPERATIONS – CHOICE ENVIRONMENTAL SERVICES, FL

Mar 2007- Feb 2008

Directly responsible for financial, compliance and governmental relations for South FL solid waste hauling and recycling facilities.

NORTH FLORIDA MARKET AREA SENIOR DISTRICT MANAGER – WASTE MANAGEMENT, FL

Dec 1999 – Mar 2007

Directly responsible for financial, compliance and governmental relations for transfer stations and landfills in the North Florida Market.

GENERAL MANAGER - EASTERN ENVIRONMENTAL SERVICES

Nov 1996 – Dec 1999

REGIONAL MANAGER – BROWNING FERRIS INDUSTRIES

Dec 1994 – Oct 1996

REGIONAL OPERATIONS MANAGER – ATTWOOD/IWS

Oct 1983 – Dec 1994

EDUCATION

DAYTONA BEACH COMMUNITY COLLEGE – DAYTONA, FL – BUSINESS ADMINISTRATION

mitchell.dahlstrom@fccenvironmental.com

MITCHELL DAHLSTROM

SKILLS & ABILITIES

Highly accomplished leadership professional with excellent management, safety/environmental, and public relation skills with a commitment to human development. A talent for identifying, analyzing, and resolving both procedural and customer issues.



PROFESSIONAL EXPERIENCE

REGIONAL DIRECTOR OF OPERATIONS FOR FLORIDA, FCC

2022 - Present

Responsible for the strategy and delivery of all municipal contract business efforts in the US. Assists in the continual growth of FCC contracts including collection, recycling processing, and MRF's as well as other post collection activities such as landfills and composting operations.

CENTRAL FLORIDA GENERAL MANAGER, FCC

2021 - 2022

Manage all aspects of Waste and Recycling Collection Operations and provide support to all route members of the team, in all aspects of daily operations. Primary duties included:

- Manage P&L for internal and external sales, procurement, operations, transportation, safety etc.
- Establish and manage long term goals that align with FCC's Standards
- Manage 9 direct reports and over 100 Indirect Reports
- Manage all relationships with vendors to ensure overall contract compliance and client satisfaction
- Establishes, implements, and promotes a World Class Safety Culture amongst all employees
- Manages all transportation and logistics functions for collection route operations.

SENIOR DISTRICT MANAGER – WASTE MANAGEMENT, ND

2009 - 2021

Managed and responsible for all Waste Collection, Environmental, and Safety Operations in the State of North Dakota and NW Minnesota. Executed/Created the Strategic Business Plan for growth in the State of North Dakota, which included several Acquisitions. Created a World Class Safety Culture, which led the Wisconsin/Minnesota/Dakota Market Area. Responsible for ensuring compliance for all OSHA, DOT, and other State regulatory agencies.

This Operation set Benchmark's which consists of a \$42+ Million Dollar Business, with EBITDA over \$17.5 Million/or over 41%. Revenues have grown over 250% and EBITDA has grown over 300% since 2009

Accomplishments:

- Circle of Excellence Winner in 2018 and 2019 (Top 1% Performer in Waste Management)
- World Class Safety Results in 2017, 2018, 2019, and 2020 (TRIR/HARR/VARR)
- Injury Free in 2010, 2011, 2012, 2015, and 2017
- Selected and Completed the first Leadership Forum for the Market Area in 2018
- Both Districts fully Certified in Service Delivery Optimization (SDO)
- Ten straight years of Revenue Growth and Growth in EBITDA
- Selected/Trained/Developed one of most talented Managerial Teams in the Market Area

EDUCATION

UNIVERSITY OF NORTH DAKOTA – GRAND FORKS, ND – BACHELOR OF BUSINESS – ADMINISTRATION IN BUSINESS MANAGEMENT

brian.clifford@fccenvironmental.com

BRIAN CLIFFORD

SKILLS & ABILITIES

Highly accomplished manager with a proven record of successfully implementing systems, policies, procedures, and acquisitions. Capable of managing small or large fleets, facility, and staff, with past experience of monthly budgets and multiple locations.



PROFESSIONAL EXPERIENCE

REGIONAL FLEET MANAGER, FCC, FL

Aug 2022 - Present

Responsible for managing multiple staff and shops located throughout Florida. Ensures that Fleet Managers properly managed and schedule staff, budgets and part inventories and PM's.

FLEET MANAGER – WASTE PRO, FL

Feb 2022 – Aug 2022

Oversaw and managed 20 mechanics, and over 120 assets. Ensured all assets were meeting companies' maintenance standards, while ensuring that the maintenance budgets are met or exceeded.

REGIONAL FLEET DIRECTOR – VORTEX COMPANIES, FL

Feb 2021 – Feb 2022

Fleet Director for Florida, South Carolina, and Georgia facilities. Overseeing implementation of all fleet processes and DOT related compliance. Creating PM processes to reduce breakdowns and improve customer service. Training technicians on proper repair procedures. Responsible for over 120 pieces of equipment from commercial vehicles to trailers to light duty pickups. Creating maintenance budgets.

SENIOR FLEET MANAGER – WASTE MANAGEMENT, FL

2017 – 2021

Responsible for the Maintenance and Fleet reliability for the 175 collection vehicles maintained at the district. Well versed in CNG assets and fuel delivery systems. Provided CNG safety training to local fire rescue teams. Responsible for performance management, safety, coaching, mentoring of 24 maintenance employees. Responsible for providing Operations and our drivers with safe, reliable, DOT compliant equipment to service our customers. Implemented MSDO. (Maintenance Service Delivery Optimization). Responsible for managing maintenance budget.

SOUTH FLORIDA AREA FLEET MANAGER – WASTE MANAGEMENT, FL

2015 – 2017

Senior Fleet Manager with four Fleet Managers reporting directly to me. Responsible for four maintenance locations in South Florida to include 650 assets. Responsible for employee safety, managing maintenance spend and CPH targets, maintaining shop cleanliness and truck washing standards Maintaining OSHA, DOT, WM compliance.

AREA FLEET SUPPORT MANAGER – WASTE MANAGEMENT, FL

2013 – 2015

Responsible for providing Fleet Managers with maintenance support, process implementation, process sustainment, financial reviews. Site Inspections, audits, technician coaching and training for the East Coast of Florida. MSDO Coach (Maintenance Service Delivery Optimization).

Douglas.Philp@fccenvironmental.com

DOUG PHILP

SKILLS & ABILITIES

Operations Manager with extensive business management and compliance experience in a broad spectrum of operational positions possessing a track record of continuously successful process improvement initiatives directly impacting financial goals. Some successful projects have included execution of route optimization, development of functional metrics and implementation of digital solutions



PROFESSIONAL EXPERIENCE

OPERATIONS PERFORMANCE MANAGER, FCC, FL

December 2022 - Present

Responsible for evaluating performance, implementing strategies, and analyzing results in detail of all Florida waste collection operations from start to finish.

- Develop all collections operational metrics that driver efficiency performance goals.
- Maintains all systems that the organization currently utilizes. Vets current systems for performance enhancements and new system for potential upgrades.
- Cross functions between Safety, IT, Fleet, and HR to establish guidelines that lead to overall process improvements.

ROUTE MANAGER – WASTE MANAGEMENT, FL

March 2017 - June 2022

Monitored daily operations and routes to resolve issues and drive operational effectiveness within team of up to 60 direct reports. Established, implemented, and managed strong safety culture amongst all employees. Trained new staff on job duties, company policies, and safety procedures for rapid onboarding. Perform periodic route audits to ensure the routes are safe, efficient, and cost effective. Managed P&L as applicable to operations, brokerage, contract labor, and safety.

OPERATIONS MANAGER – PROMED WASTE SOLUTIONS, FL

June 2015 - March 2017

Established positive and effective communication among unit staff and organization leadership. Identified and resolved unauthorized, unsafe, or ineffective practices. Increased route profitability by engineering most cost effective, profitable, and efficient routes while achieving service and compliance requirements.

EDUCATION

JOHNSON & WALES UNIVERSITY – PROVIDENCE, RI – INTERNATIONAL BUSINESS, B.S.

FCC Environmental Services

Item: **Financial Capability**

Attachments

FINANCIAL CAPABILITY.pdf

2021 - Full Annual Report.pdf

2022 - Full Annual Report.pdf

1.3. FINANCIAL CAPABILITY

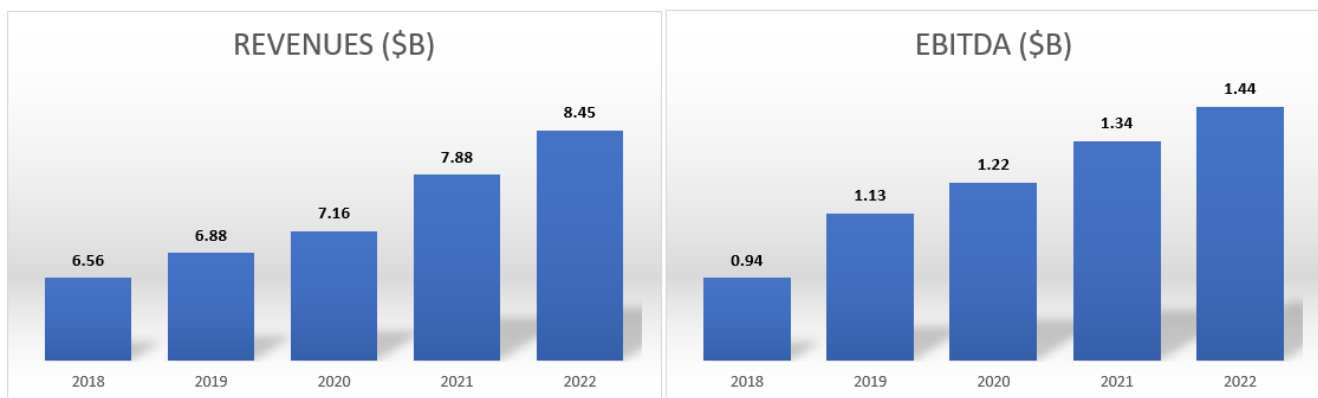
FCC is a sound company from the financial standpoint as can be determined from the Audited Financial Statements. Net Equity as of Dec 31, 2022, was \$5.3 Billion, compared to \$5.1B at the end of fiscal 2021.

It is publicly traded on the European stock exchange, and the main shareholders as of the last Annual Report are (largest to smallest) the Carso Group, the Melinda and Bill Gates Foundation, and the founding Koplowitz family. This core of investors brings long-term stability to FCC.

Total revenues in 2022 were \$8.45B, and the EBITDA margin remained stable to 17% amounting \$1.44B in the year. The Environmental Area stayed consistent in their growth, accounting for \$3.9B in Gross Revenues (12% growth YOY). It also remains the largest EBITDA contributor in FCC (45%), and together with the End-to-End Water Management represents 72% of total EBITDA. Cyclical (construction, cement) and other minor business areas such as Concessions contribute the remaining 28%.

FCC has never filed for bankruptcy during its 123 years as a company.

FCC KEY FIGURES SNAPSHOT



FCC holds various financial instruments, including bank borrowings for \$3B and other instruments for an additional \$2.3B. Total net interest-bearing debt at the end of 2022 amounted to \$3.4 Billion. A portion of that, albeit lower than the cash and equivalents position of the Group, is classified as short-term.

As of the last Audited Financial Statements (December 31, 2022), the Group had availability of cash and cash equivalents of \$1.7 Billion. These funds, together with available lines of credit, would be available to procure all needed equipment and resources to provide the services offered for this contract.

As a Publicly Traded Company, all information contained in those reports and statements is publicly available on our website and is non-confidential <https://www.fcc.es/en/informacion-publica-periodica>

1.3.1. FINANCIAL STATEMENTS FOR FISCAL YEAR 2022

1 2 3 4 5 A1 A2

FCC _ Annual Report 2022 | Financial Statements | Consolidated Group | Consolidated Balance Sheet | Page 1 of 2

Consolidated balance sheet

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2022 (in thousands of euros)

ASSETS	Notes	31/12/2022	31/12/2021
NON-CURRENT ASSETS		9,874,542	9,074,069
Intangible assets		2,342,148	2,445,233
Concessions	6	1,512,644	1,439,706
Goodwill	6 and 10	761,683	948,976
Other intangible fixed and non-current assets		67,821	56,551
Property, plant and equipment	7	3,496,804	2,862,556
Land and buildings		1,027,556	987,119
Plant and other items of property, plant and equipment		2,469,248	1,875,437
Investment property	8	2,122,854	2,069,187
Investments accounted for using the equity method	11	502,629	533,842
Non-current financial assets	13	910,567	604,020
Deferred tax assets	23	499,540	559,231
CURRENT ASSETS		5,407,999	5,168,089
Inventory	14	1,143,202	1,107,262
Trade and other receivables	15	2,409,262	2,277,734
Trade receivables for sales and services		2,020,809	1,845,214
Other loans		301,935	258,165
Current tax assets	23	86,518	174,355
Other current financial assets	13	221,252	184,365
Other current assets	15	58,745	63,203
Cash and cash equivalents	16	1,575,538	1,535,525
TOTAL ASSETS		15,282,541	14,242,158

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

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Consolidated balance sheet

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2022 (in thousands of euros)

LIABILITIES AND EQUITY	Notes	31/12/2022	31/12/2021
EQUITY	17	4,938,993	4,440,665
Equity attributable to the Parent Company		3,387,882	3,007,094
Shareholders' equity		3,415,724	3,121,227
Capital		438,345	425,174
Accumulated earnings and other reserves		2,689,461	2,142,592
Shares and equity interests		(27,264)	(26,674)
Profit for the year attributable to the Parent company		315,182	589,135
Valuation adjustments		(27,842)	(114,133)
Non-controlling interests		1,551,111	1,433,571
NON-CURRENT LIABILITIES		6,046,615	5,565,941
Grants		202,864	192,185
Non-current provisions	18	1,141,750	1,167,340
Non-current financial liabilities	19	4,271,282	3,732,997
Debt instruments and other marketable securities		1,267,584	1,878,804
Bank borrowings		2,471,818	1,284,368
Other financial liabilities		531,880	569,825
Deferred tax liabilities	23	281,977	322,219
Other non-current liabilities	20	148,742	151,200
CURRENT LIABILITIES		4,296,933	4,235,552
Current provisions	18	148,074	147,874
Current financial liabilities	19	1,333,125	1,820,176
Debt instruments and other marketable securities		773,163	1,152,739
Bank borrowings		306,531	458,189
Other financial liabilities		253,431	209,248
Trade and other payables	21	2,815,734	2,267,502
Suppliers		1,232,393	1,072,129
Other payables		1,559,731	1,167,215
Current tax liabilities	23	23,610	28,158
TOTAL EQUITY AND LIABILITIES		15,282,541	14,242,158

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

1 Introduction | 2 Management Discussion and Analysis | 3 Strategy | 4 Corporate Governance | 5 Compensation | **A1 Financial Statements** | A2 Supplementary Report

FCC _ Annual Report 2022 | Financial Statements | Consolidated Group | Consolidated income statement

Consolidated income statement

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2022 (in thousands of euros)

	Notes	31/12/2022	31/12/2021
Revenue	26	7,705,687	6,659,283
Self-constructed assets		74,137	53,323
Other operating income	26	288,480	247,999
Changes in finished goods and work in progress inventories		26,656	(13,631)
Procurements	26	(3,004,337)	(2,476,145)
Staff costs	26	(2,238,733)	(2,040,229)
Other operating expenses		(1,540,539)	(1,304,013)
Depreciation of fixed and non-current assets and allocation of grants for non-financial fixed and non-current assets, and other assets	6, 7 and 8	(511,989)	(443,936)
Impairment and gains/(losses) on disposal of fixed assets	26	(174,895)	123,577
Other gains/(losses)	26	(13,941)	(4,018)
OPERATING PROFIT/(LOSS)		610,526	802,210
Financial income	26	45,148	24,819
Financial expenses	26	(164,240)	(135,321)
Other financial profit/(loss)	26	29,605	57,519
FINANCIAL GAINS/(LOSSES)		(89,487)	(52,983)
Profit/(loss) of entities valued using the equity method	26	29,614	58,233
PROFIT/(LOSS) BEFORE TAX FROM CONTINUING OPERATIONS		550,653	807,460
Corporate income tax	23	(72,723)	(130,180)
PROFIT/(LOSS) FOR THE YEAR FROM CONTINUING OPERATIONS		477,930	677,280
CONSOLIDATED PROFIT/(LOSS) FOR THE YEAR		477,930	677,280
Profit/(loss) attributable to the Parent		315,182	580,135
Profit attributable to non-controlling interests	17	162,748	97,145
EARNINGS PER SHARE (euros)	17		
Basic		0.73	1.40
Diluted		0.73	1.40

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

1 Introduction | 2 Management Discussion and Analysis | 3 Strategy | 4 Corporate Governance | 5 Compensation | **A1 Financial Statements** | A2 Supplementary Report

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Consolidated statements of recognised income and expense

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2022 (in thousands of euros)

	31/12/2022	31/12/2021
CONSOLIDATED PROFIT/(LOSS) FOR THE YEAR	477,930	677,280
Other comprehensive income - Items that are not reclassified to profit/(loss) for the period	2,839	7,002
Actuarial profits and losses (*)	3,803	8,066
Tax effect	(964)	(1,064)
Other comprehensive income - items that can subsequently be reclassified to profit/(loss) for the period	144,801	203,643
Financial assets at fair value with changes in other comprehensive income	6,147	(26)
Valuation gains/(losses)	6,133	-
Amounts transferred to the income statement	14	(26)
Cash flow hedges	64,330	23,086
Valuation gains/(losses)	60,182	28,841
Amounts transferred to the income statement	4,148	(5,755)
Translation differences	55,424	65,569
Valuation gains/(losses)	55,424	65,569
Amounts transferred to the income statement	-	-
Participation in other comprehensive profit recognised by investments in joint ventures and associates	34,040	122,983
Valuation gains/(losses)	33,629	18,049
Amounts transferred to the income statement	411	104,934
Tax effect	(15,140)	(7,969)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	625,570	887,925
Attributable to the Parent	409,501	755,291
Attributable to non-controlling interests	216,069	132,634

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

(*) Amounts that under no circumstances will be charged to the statement of profit and loss.

Total statement of changes in the consolidated equity

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2022 (in thousands of euros)

Notes	17.a	17.b	17.c	Profit/(loss) for the year attributed to the Parent Company	Other equity instruments	Valuation adjustments	Equity attributable to shareholders of the Parent	Non-controlling interests	Total Equity
Equity as at 31 December 2020	409,107	1,910,738	-	(18,012)	262,179	(275,699)	2,288,313	620,381	2,908,694
Total income and expenses for the year		11,364		580,135		163,792	755,291	132,634	887,925
Transactions with shareholders or owners	16,067	(25,788)	-	(8,662)	-	-	(18,383)	(42,530)	(60,913)
Capital increases/(reductions)	16,067	(16,157)					(90)	(437)	(527)
Distribution of dividends		(9,631)					(9,631)	(42,093)	(51,724)
Transactions with treasury shares or equity instruments (net)				(8,662)			(8,662)		(8,662)
Other changes in equity		246,278		(262,179)		(2,226)	(18,127)	723,086	704,959
Equity as at 31 December 2021	425,174	2,142,592	-	(26,674)	580,135	(114,133)	3,007,094	1,433,571	4,440,665
Total income and expenses for the year		7,496		315,182		86,823	409,501	216,069	625,570
Transactions with shareholders or owners	13,171	(41,864)	-	(590)	-	-	(29,283)	(59,646)	(88,929)
Capital increases/(reductions)	14,871	(14,871)						70	70
Distribution of dividends		(10,783)					(10,783)	(59,716)	(70,499)
Transactions with treasury shares or equity instruments (net)	(1,700)	(16,210)		(590)			(18,500)		(18,500)
Other changes in equity		581,237		(580,135)		(532)	570	(38,883)	(38,313)
Equity as at 31 December 2022	438,345	2,689,461	-	(27,264)	315,182	(27,842)	3,387,882	1,551,111	4,938,993

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

1.3.2. FINANCIAL STATEMENTS FOR FISCAL YEAR 2021

1 Letter from the Chairperson and the CEO	2 Corporate governance and ethics	3 Strategy and value creation	4 FCC in 2021	5 Business lines	A1 Financial Statements	A2 FCC Group Sustainability Report	A3 Annual Corporate Governance Report	✕ ☰ ↶ ↷
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Consolidated Balance Sheet

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2021 (in thousands of euros)

ASSETS	Notes	31/12/2021	31/12/2020
NON-CURRENT ASSETS		9,074,069	7,130,413
Intangible fixed assets	7	2,445,233	2,437,859
Concessions	7 and 11	1,439,705	1,378,160
Goodwill		948,976	1,007,015
Other intangible fixed assets		56,551	52,684
Property, plant and equipment	8	2,862,556	2,810,199
Land and buildings		987,119	1,016,848
Plant and other items of property, plant and equipment		1,875,437	1,793,351
Investment property	9	2,069,187	-
Investments accounted for using the equity method	12	533,842	722,786
Non-current financial assets	14	604,020	580,874
Deferred tax assets	24	559,231	578,695
CURRENT ASSETS		5,169,089	5,704,189
Non-current assets held for sale	4	-	1,392,268
Inventory	15	1,107,262	765,604
Trade and other receivables	16	2,277,734	2,039,451
Trade receivables for sales and services		1,845,214	1,651,094
Other receivables		258,165	287,122
Current tax assets	24	174,355	101,235
Other current financial assets	14	184,365	228,652
Other current assets	16	63,203	56,105
Cash and cash equivalents	17	1,535,525	1,222,109
TOTAL ASSETS		14,242,158	12,834,602

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

1 Letter from the Chairperson and the CEO	2 Corporate governance and ethics	3 Strategy and value creation	4 FCC in 2021	5 Business lines	A1 Financial Statements	A2 FCC Group Sustainability Report	A3 Annual Corporate Governance Report	✕ ☰ ↶ ↷
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Consolidated Balance Sheet

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2021 (in thousands of euros)

LIABILITIES AND EQUITY	Notes	31/12/2021	31/12/2020
EQUITY	16	4,440,665	2,908,694
Equity attributable to the Parent		3,007,094	2,288,313
Shareholders' equity		3,121,227	2,664,012
Capital		425,174	409,107
Accumulated earnings and other reserves		2,142,592	1,910,738
Shares and equity interests		(26,674)	(18,012)
Profit for the year attributable to the Parent company		580,135	262,179
Valuation adjustments		(114,133)	(275,699)
Non-controlling interests		1,433,571	620,381
NON-CURRENT LIABILITIES		5,565,941	5,531,296
Subsidies		192,185	192,961
Non-current provisions	19	1,167,340	1,064,384
Non-current financial liabilities	20	3,732,997	3,977,288
Bonds and other marketable securities		1,878,804	2,780,935
Bank borrowings		1,284,368	607,599
Other financial liabilities		569,825	588,754
Deferred tax liabilities	24	322,219	148,794
Other non-current liabilities	21	151,200	147,869
CURRENT LIABILITIES		4,235,552	4,394,612
Liabilities related to non-current assets held for sale	4	-	1,051,285
Current provisions	19	147,874	195,152
Current financial liabilities	20	1,820,176	874,443
Bonds and other marketable securities		1,152,739	449,346
Bank borrowings		458,189	212,421
Other financial liabilities		209,248	212,676
Trade and other payables	22	2,267,502	2,273,732
Suppliers		1,072,129	1,055,643
Other payables		1,167,215	1,209,150
Current tax liabilities	24	28,158	8,939
TOTAL EQUITY AND LIABILITIES		14,242,158	12,834,602

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

1 Letter from the Chairperson and the CEO	2 Corporate governance and ethics	3 Strategy and value creation	4 FCC in 2021	5 Business lines	A1 Financial Statements	A2 FCC Group Sustainability Report	A3 Annual Corporate Governance Report	Navigation icons
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Consolidated income statement

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2021 (in thousands of euros)

	Notas	31/12/2021	31/12/2020
Net business turnover	27	6,659,283	6,158,023
Self-constructed assets		53,323	33,857
Other operating income	27	247,999	293,305
Changes in finished goods and work in progress inventories		(13,631)	15,230
Consumables	27	(2,478,145)	(2,300,242)
Staff costs	27	(2,040,229)	(1,971,110)
Other operating expenses		(1,304,013)	(1,181,564)
Amortisation of fixed assets and allocation of grants for non-financial and other assets	7, 8 and 9	(443,936)	(477,342)
Impairment and gains/(losses) on disposal of fixed assets	27	123,577	6,870
Other gains/(losses)	27	(4,018)	(4,287)
OPERATING PROFIT/(LOSS)		802,210	572,740
Finance income	27	24,819	33,470
Finance costs	27	(135,321)	(187,429)
Miscellaneous financial results	27	57,519	(51,057)
FINANCIAL PROFIT/(LOSS)		(52,983)	(205,016)
Profit/(loss) of entities valued using the equity method	27	58,233	62,149
PROFIT/(LOSS) BEFORE TAX FROM CONTINUING OPERATIONS		907,460	429,873
Corporate income tax	24	(130,180)	(86,273)
PROFIT/(LOSS) FOR THE YEAR FROM CONTINUING OPERATIONS		677,280	343,600
CONSOLIDATED PROFIT/(LOSS) FOR THE YEAR		677,280	343,600
Profit attributable to the Parent		580,135	262,179
Profit attributable to non-controlling interests	18	97,145	81,421
EARNINGS PER SHARE (euros)	18		
Basic		1.40	0.66
Diluted		1.40	0.66

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

1 Letter from the Chairperson and the CEO	2 Corporate governance and ethics	3 Strategy and value creation	4 FCC in 2021	5 Business lines	A1 Financial Statements	A2 FCC Group Sustainability Report	A3 Annual Corporate Governance Report	Navigation icons
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Consolidated statements of recognised income and expense

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2021 (in thousands of euros)

	31/12/2021	31/12/2020
CONSOLIDATED PROFIT/(LOSS) FOR THE YEAR	677,280	343,600
Other comprehensive income - Items that are not reclassified to profit/(loss) for the period	7,002	(3,753)
Actuarial profits and losses (*)	8,066	(4,863)
Tax effect	(1,064)	1,110
Other comprehensive income - Items that can subsequently be reclassified to profit/(loss) for the period	203,643	(72,541)
Financial assets at fair value with changes in other comprehensive income	(26)	17
Valuation gains/(losses)	-	-
Amounts transferred to the statement of profit and loss	(26)	17
Cash flow hedges	23,086	(14,758)
Valuation gains/(losses)	28,841	(30,907)
Amounts transferred to the statement of profit and loss	(5,755)	16,149
Translation differences	65,569	(78,254)
Valuation gains/(losses)	65,569	(79,350)
Amounts transferred to the statement of profit and loss	-	1,096
Participation in other comprehensive profit recognised by investments in joint ventures and associates	122,983	8,952
Valuation gains/(losses)	18,049	(6,926)
Amounts transferred to the statement of profit and loss	104,934	15,878
Tax effect	(7,969)	11,502
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	887,925	287,306
Attributable to the Parent Company	755,291	218,605
Attributable to non-controlling interests	132,634	48,701

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

(*) Amounts that under no circumstances will be charged to the statement of profit and loss.

1 Letter from the Chairperson and the CEO	2 Corporate governance and ethics	3 Strategy and value creation	4 FCC in 2021	5 Business lines	A1 Financial Statements	A2 FCC Group Sustainability Report	A3 Annual Corporate Governance Report	
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Total statement of changes in the consolidated equity

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2021 (in thousands of euros)

	Share capital	Share premium and reserves	Interim dividend	Shares and equity interests	Profit/(loss) for the year attributed to the Parent Company	Other equity instruments	Valuation adjustments	Equity attributable to shareholders of the Parent	Non-controlling interests	Total equity
Notes	18.a	18.b		18.c			18.d	18	18.ii	
Equity as at 31 December 2019	392,265	1,601,284	0	(16,068)	266,704	0	(292,923)	1,951,262	522,497	2,473,759
Total income and expenses for the year		(1,988)			262,179		(41,586)	218,605	48,701	267,306
Transactions with shareholders or owners	16,842	(29,357)	0	(1,944)	0	0	0	(14,459)	(40,917)	(55,376)
Capital increases/(reductions)	16,842	(16,921)						(79)	366	287
Distribution of dividends		(12,436)						(12,436)	(41,283)	(53,719)
Transactions with treasury shares or equity instruments (net)				(1,944)				(1,944)		(1,944)
Other changes in equity	18	340,799			(266,704)		58,810	132,905	90,100	223,005
Equity as at 31 December 2020	409,107	1,910,738	0	(18,012)	262,179	0	(275,699)	2,288,313	620,381	2,908,694
Total income and expenses for the year		11,364			580,135		163,792	755,291	132,634	887,925
Transactions with shareholders or owners	16,067	(25,788)	0	(8,662)	0	0	0	(18,383)	(42,530)	(60,913)
Capital increases/(reductions)	16,067	(16,157)						-90	(437)	(527)
Distribution of dividends		(9,631)						(9,631)	(42,093)	(51,724)
Transactions with treasury shares or equity instruments (net)				(8,662)				(8,662)		(8,662)
Other changes in equity		246,278			(262,179)		(2,226)	(18,127)	723,086	704,959
Equity as at 31 December 2021	425,174	2,142,592	0	(26,674)	580,135	0	(114,133)	3,007,094	1,433,571	4,440,665

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

1 Letter from the Chairperson and the CEO	2 Corporate governance and ethics	3 Strategy and value creation	4 FCC in 2021	5 Business lines	A1 Financial Statements	A2 FCC Group Sustainability Report	A3 Annual Corporate Governance Report	
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Statement of consolidated cash flows (indirect method)

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2021 (in thousands of euros)

Notes	31/12/2021	31/12/2020
Profit/(loss) before tax from continuing operations	807,460	429,873
Adjustments to profit	203,866	538,330
Amortisation of fixed and non-current assets	7, 8 and 9	452,267
Impairment and gains/(losses) on disposal of fixed assets	7, 8 and 27	(123,577)
Other adjustments to profit/(loss) (net)	27	(124,824)
Changes in working capital	16	(167,910)
Other cash flows from operating activities	(97,170)	(61,069)
Dividend collections	38,431	35,665
Collections/(Payment) for income tax	(135,601)	(96,734)
TOTAL CASH FLOWS FROM OPERATING ACTIVITIES	746,246	605,074
Investment payments	(557,923)	(541,275)
Group companies, associates and business units	(147,897)	(95,672)
Property, plant and equipment, intangible assets and real estate investments	7, 8 and 9	(387,392)
Other financial assets	(22,634)	(37,670)
Divestment receipts	568,619	75,920
Group companies, associates and business units	478,022	6,214
Property, plant and equipment, intangible assets and real estate investments	7, 8 and 9	52,224
Other financial assets	38,373	49,483
Other cash flows from investing activities	182,386	63,807
Interest received	13,050	13,675
Other collections/(payments) from investing activities	169,336	50,132
TOTAL CASH FLOWS FROM INVESTMENT ACTIVITIES	193,082	(401,548)



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Statement of consolidated cash flows (indirect method)

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2021 (in thousands of euros)

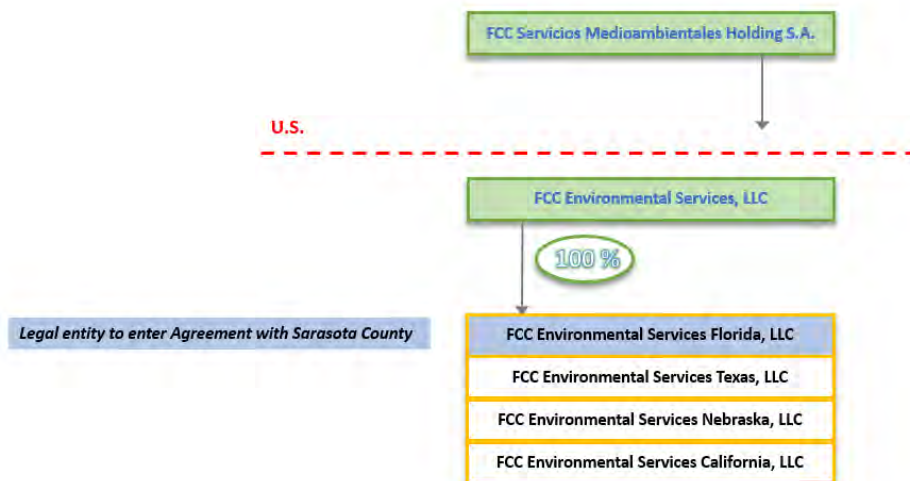
	Notes	31/12/2021	31/12/2020
Proceeds from and payments for equity instruments	18	(200,929)	186,374
Issue/redemption		(524)	22
(Acquisition)/disposal of treasury shares		(200,405)	186,352
Proceeds from (payments on) financial liabilities	20	(269,321)	(142,639)
Issuance		1,125,820	1,689,907
Repayment and amortisation		(1,395,150)	(1,832,546)
Dividends paid and payments on equity instruments	6	(63,150)	(36,643)
Other cash flows from financing activities		(94,327)	(145,529)
Interest paid		(90,105)	(151,370)
Other collections/(payments) from financing activities		4,778	5,841
TOTAL CASH FLOWS FROM FINANCING ACTIVITIES		(627,727)	(138,437)
EFFECT OF VARIATIONS IN EXCHANGE RATES		1,815	(61,524)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		313,416	3,565
Cash and cash equivalents at the start of the period	17	1,222,109	1,218,544
Cash and cash equivalents at the end of the period	17	1,535,525	1,222,109

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

FCC is **one of the largest and most established waste management companies in the world** and has been operating in the US market since 2008. In 2014, FCC Environmental Services, LLC was formed to hold all the Environmental business in the US. The legal entity that will enter into the Agreement is **FCC Environmental Services Florida, LLC**.

FCC’s operations consist of five business areas: Water, Construction, Cement, Realty and Environmental Services. All the Environmental business worldwide is under the wholly owned subsidiary FCC Servicios Medioambiente Holding, and all the Environmental business in the US is under the wholly owned subsidiary FCC Environmental Services, LLC. **FCC is committed and financially able to perform all operations in full compliance with applicable federal, state, and local regulations** and to provide clear documentation of that compliance.

FCC Environmental Business Legal Structure



1.3.3. LETTERS OF REFERENCE FOR FINANCIAL CAPABILITY



Mr/Mrs **María Eva del Olmo Romero-Nieva**
as **authorized representative of BANCO BILBAO VIZCAYA ARGENTARIA, S.A.**

HEREBY CERTIFIES

We would like to inform you that Formento de Construcciones y Contratas S.A. (herein after FCC) with main address in Avenida Camino de Santiago, 40, 28050 Madrid (Spain), has maintained for the last 30 years a satisfactory relationship with this Bank. FCC is a company with qualifications and full solvency for this Bank, fulfilling all the payment commitments and having all our consideration.

This company enjoys an excellent credit and sufficient financial means and stability to obtain equipment and other resources to provide service within milestones and time requirements, and in an efficient manner carry out successfully solid waste services, similar to those in the Bid Solicitation 232452VG for the Solid Waste, Recyclable Materials, and Yard Trash Collection Services for the County of Sarasota, Florida, responded to through its wholly-owned subsidiary FCC Environmental Services Florida, LLC.

The certificate of good commercial, financial Bank references related to credits is issued for any purposes.

Please be aware that the abovementioned statements are issued in accordance with the current economic situation of BANCO BILBAO VIZCAYA ARGENTARIA S.A., and do not constitute neither a commitment nor a guarantee of financing, and have been made to serve to the adequate purposes. Any future offer will be subject to satisfactory completion of due diligence, satisfactory final legal documentation, formal credit committee approval and market conditions prevailing at financial close and the absence of any adverse material change in relation to the financial situation and viability of the public solid waste services agreement.

At the request of the party concerned, this CERTIFICATE is issued in Madrid on October 23 - 2023.

BANCO BILBAO VIZCAYA ARGENTARIA, S.A.

Banco Bilbao Vizcaya Argentaria S.A., with registered office at Plaza de San Nicolás, 4, 48005, Bilbao, registered in the Registry of Companies of Vizcaya in Volume 2483, folio 0, page number 84/174, entry 3, and with company tax ID A-48265169.

WU-M0072-0

Page 1 of 2

BBVA

BANCO BILBAO VIZCAYA ARGENTARIA - BBVA
0182 - 6208
Operaciones Madrid - P^a Recoletos, 10
MADRID



By Proxy.

Banco Bilbao Vizcaya Argentaria S.A., with registered office at Plaza de San Nicolás, 4, 48005, Bilbao.
Registered in the Registry of Companies of Vizcaya in volume 2083, folio 1, page number BI-17-A, entry 1, and with company tax ID #46265169.

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SUCURSAL EN ESPAÑA

Crédit Agricole Corporate and Investment Bank, Sucursal en España (hereinafter, the "Bank") with tax identification number W-0011-043-G and with registered office at Paseo de la Castellana, 1, 28046-Madrid (Spain), has been informed by Fomento de Construcciones y Contratas S.A. (hereinafter "FCC2"), with main address in Avenida Camino de Santiago, 40, 28050 Madrid (Spain), that through its wholly-owned subsidiary named FCC Environmental Services Florida LLC, with main address at 3840 Corporate Way Suite 250, West Palm Beach, FL 33407 (EE.UU) (hereinafter, the "Company") has applied to the Bid Solicitation 232452VG for the Solid Waste, Recyclable Materials, and Yard Trash Collection Services for the County of Sarasota, Florida (hereinafter, the "Project").

In accordance with the above, the Bank hereby states the following:

- 1.- FCC is a client of the Bank with whom the Bank maintains a satisfactory long-standing relationship, during which, the Bank has provided support to FCC with no incidences.
- 2.- In the limited Bank's opinion, as far as it is aware, based on its experience and the general information provided by the Company, which the Bank assumes to be accurate and reliable, the Bank believes that FCC enjoys, extensive experience in its particular line of business, which has always been carried out in accordance with our normal operation procedures, as well as, adequate financial means and stability to obtain equipment and other resources to provide service within milestones and time requirements, and in an efficient manner carry out successfully solid waste services, similar to those to the Project.
- 3.- Please be aware that, neither this letter, nor any of its contains, constitute, represent or purport to create any relationship between the Bank, FCC, the company and/or any other party contains (including the entities, contracting authorities and administrations referred to herein), nor any recommendation, representation, obligation, commitment or liability, of whatever nature, on the part of the Bank, in particular, in the framework of the Project. Therefore, this letter does not constitute neither a commitment nor any legal obligation of undertaking to provide any type of guarantee, financing or transaction. Any future undertaking, representation, offer or promise to offer any guarantee, financing or any other transaction will be dealt in a separate document and will be subject, among others conditions to, inter alia, satisfactory completion of due diligence, satisfactory final legal documentation, formal credit any guarantee, financing or any other transaction committee approval and market conditions prevailing at financial close and the absence of any adverse material change in relation to the financial situation and viability of the Project itself.
- 4.- The Bank neither assumes, nor accepts, any liability to FCC, the Company and/or to any third party for providing this letter or its contains (including the entities, contracting authorities and administrations referred to herein) or for the use or reliance placed on it. This letter is issued for information purposes on and should in no event be relied upon for any reason. The Bank assumes no obligation to update it in the future.
- 5.- This letter and its contains are confidential, being delivered solely in the favor of FCC based on the understanding that no disclosure of, or reference, to this letter shall be made to any person or entity other than the relevant contracting authority for Project and without responsibility on the part of the Bank or any of its officials.

At the request of FCC, this letter is issued in Madrid on 23 October 2023.

Crédit Agricole Corporate and Investment Bank, Sucursal en España
p.p



Carlos Aranguren Gutiérrez \ Head of Risk Department



Roland Menor Aguilera \ Managing Director



To: Santiago Carrasco Sánchez
FCC, S.A.
Av. Camino de Santiago, 40 Edif 2
28050 Madrid
Spain

Re: Solid Waste, Recyclable Materials, and Yard Trash Collection Services for the County of Sarasota, Florida ("the Project")

We, HSBC Continental Europe, Sucursal en España, with address at Torre Picasso, Planta 32, Pza. Pablo Ruiz Picasso, nº 1 28020 Madrid and Tax Identification Number W2502598-B ("Bank") inform you that the company Fomento de Construcciones y Contratas, S.A. ("FCC"), with main address in Avenida Camino de Santiago 40, 28050 Madrid (Spain) has maintained for the last 15 years a satisfactory relationship with the Bank. FCC is a company full solvency for this Bank, fulfilling all the payment commitments and having all our consideration.

In our view, FCC enjoys an excellent credit and sufficient financial means and stability to obtain equipment and other resources to be able to address undertakings resulting from the award of the Project, applied to through its wholly-owned subsidiary FCC Environmental Services Florida, LLC.

This letter of good financial Bank references is solely for inclusion in the documentation FCC intends to submit in front of the County of Sarasota, Florida during the Project bid process, and it may not be used for any other purpose or disclosed to any other third party without our express consent.

Please be aware that the abovementioned statements are issued in accordance with the current economic situation FCC has made available to the Bank, and do not constitute neither a commitment nor a guarantee of financing and have been made to serve to the adequate purposes.

In witness whereof, this letter is issued at the request of FCC, in Madrid, as of October 26th, 2023.

Yours sincerely,

HSBC Continental Europe, Sucursal en España

By Proxy:

Antonio Vilela
Digitally signed by Antonio Vilela
Date: 2023.10.26 18:32:16 +02'00'

HSBC Continental Europe, S.A., sociedad válidamente registrada en Francia con SIREN 775 670 284, domicilio en Avenida Kléber, nº 38 75116 Paris (Francia) y regulada por la Autorité de Contrôle Prudentiel et de Résolution (ACPR) y la Autorité des Marchés Financiers (AMF), actuando mediante su sucursal HSBC Continental Europe, Sucursal en España NIF W2502598-B, número Registro Banco de España 0162, con domicilio en Torre Picasso, Planta 32, Pza. Pablo Ruiz Picasso, nº 1 28020 Madrid, Tel: 91 456 61 00, Fax: 91 456 62 00 y web: www.hsbc.es, inscrita en el Registro Mercantil de Madrid, Tomo 38.314, Folio 1, Sección 8, hoja número M-681702, inscripción 1ª y sujeta a la supervisión local del Banco de España y de la Comisión Nacional del Mercado de Valores (CNMV).

INTERNAL

Audit Report on Consolidated Financial Statements
issued by an Independent Auditor

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND
SUBSIDIARIES

Consolidated Financial Statements and
Consolidated Management Report
for the year ended
December 31, 2021





Ernst & Young, S.L.
Calle de Raimundo Fernández Villaverde, 65
28003 Madrid

Tel: 902 365 456
Fax: 915 727 238
ey.com

AUDIT REPORT ON CONSOLIDATED FINANCIAL STATEMENTS ISSUED BY AN INDEPENDENT AUDITOR

Translation of a report and financial statements originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails

To the shareholders of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.:

Audit report on the consolidated financial statements

Opinion

We have audited the consolidated financial statements of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. (the parent) and its subsidiaries (the Group), which comprise the consolidated balance sheet at December 31, 2021, the consolidated income statement, the consolidated statement of recognised income and expense, the total statement of changes in the consolidated equity, the statement of consolidated cash flow, and the notes thereto, for the year then ended.

In our opinion, the accompanying consolidated financial statements give a true and fair view, in all material respects, of consolidated equity and the consolidated financial position of the Group at December 31, 2021 and of its financial performance and its consolidated cash flows, for the year then ended in accordance with International Financial Reporting Standards, as adopted by the European Union (IFRS-EU), and other provisions in the regulatory framework applicable in Spain.

Basis for opinion

We conducted our audit in accordance with prevailing audit regulations in Spain. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

We are independent of the Group in accordance with the ethical requirements, including those related to independence, that are relevant to our audit of the consolidated financial statements in Spain as required by prevailing audit regulations. In this regard, we have not provided non-audit services nor have any situations or circumstances arisen that might have compromised our mandatory independence in a manner prohibited by the aforementioned requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our audit opinion thereon, and we do not provide a separate opinion on these matters.

Measurement of goodwill of Corporación Uniland

Description As explained in note 7 to the accompanying consolidated financial statements, "Goodwill" in the consolidated balance sheet as at 31 December 2021 included the goodwill arising from the Corporación Uniland cash-generating unit (CGU) in the Cement business, with a net carrying amount 225,881 thousand euros.

Group management tests goodwill for impairment at least at the end of each reporting period and recognises and impairment at the lower of recoverable amount, estimated on the basis of the present value of the expected future cash flows from the CGU to which it is allocated, and carrying amount.

The determination of recoverable amount requires Group management to make complex estimates using judgements to make the assumptions underlying those estimates.

Given the significance of the amount involved and the inherent complexity of the estimation process in determining the recoverable amount of goodwill, we determined this to be a key audit matter.

Disclosures on the measurement standards applied and key assumptions for determining the impairment of goodwill are provided in notes 3.b and 7.b to the consolidated financial statements.

Our response

In relation to this matter, our audit procedures included:

- ▶ Understanding the process designed by Group management to determine the recoverable amount of goodwill and assessing the design and implementation of the relevant controls in place in that process.
- ▶ Reviewing the model used by Group management to determine recoverable amount with the involvement of our valuation specialists and paying particular attention to the model's mathematical coherence and the reasonableness of the cash flow projections, discount rates and long-term growth rates. In conducting our review, we interviewed the persons in charge of preparing the model and used reliable external sources and other available information to cross-check the data used.
- ▶ Reviewing, retrospectively, the estimates made in previous periods to identify potential biases in the assumptions used by Group management.
- ▶ Reviewing the sensitivity analyses performed by Group management of the estimates made in determining recoverable amount to changes in the key assumptions made.
- ▶ Reviewing the disclosures made in the notes to the consolidated financial statements in conformity with the applicable regulatory financial reporting framework.

Recoverability of the deferred tax assets of the Spain Tax Group

Description As explained in note 24 to the accompanying consolidated financial statements, at 31 December 2021 the Group recognised deferred tax assets on the consolidated balance sheet for the Spain Tax Group amounting to 564,797 thousand euros.

According to the accounting policy described in note 3.q to the accompanying consolidated financial statements, the Group recognises deferred tax assets except in cases where there are reasonable doubts about their future recovery.

The assessment made to determine the recoverable amount of these assets requires Group management to make complex judgements regarding the estimates of the future taxable profit of the companies comprising the Spain Tax Group based on financial projections and business plans considering applicable tax laws and accounting standards.

Given the complexity inherent in management's projections of business performance to estimate future taxable profits of the companies comprising the Spain Tax Group and the significance of the amounts involved, we determined this to be a key audit matter.

Our response

In relation to this matter, our audit procedures included:

- ▶ Understanding the process designed by Group management to assess the recoverability of deferred tax assets and assessing the design and implementation of the relevant controls in place in that process.
- ▶ Assessing the reasonableness of the key assumptions used by Group management to estimate the period for recovering deferred tax assets, focusing on the economic, financial and tax assumptions used to estimate the future taxable profits of the Spain Tax Group based on budgets, business performance and historical experience.
- ▶ Assessing, with the involvement of our tax specialists, the key assumptions made by Group management regarding applicable tax laws.
- ▶ Assessing the sensitivity of the results to reasonably possible changes in those assumptions.
- ▶ Reviewing the disclosures made in the notes to the consolidated financial statements in conformity with the applicable regulatory financial reporting framework.

Recognition of revenue from long-term contracts in the Construction business area

Description As explained in note 3 to the accompanying consolidated financial statements, performance obligations in the construction activity are satisfied over time, so revenue is recognised using the percentage of completion method.

The recognition of revenue from long-term construction contracts requires Group management to make significant estimates regarding, e.g. total contract costs to be incurred, estimated contract revenue and, where appropriate, the amount of contract modifications and claims relating to, e.g. the total costs to be incurred, the estimate of expected revenue and, where appropriate, the amount of contract modifications that will finally be accepted by the customer.

Given the significance of the amounts involved since this affects a large portion of total "Revenue" and the measurement of completed work pending certification recognised under "Trade and other receivables", which amounted to 342,375 thousand euros at 31 December 2021, and the complexity required to make these estimates, which requires Group management to make judgements in determining the assumptions used, which means changes in those assumptions could give rise to material differences in the amount of revenue recognised, we determined this to be a key audit matter.

Information on the applicable measurement standards and the disclosures for revenue are provided in notes 3.s and 27 to the accompanying consolidated financial statements.

**Our
response**

In relation to this matter, our audit procedures included:

- ▶ Understanding the process designed by Group management to recognise revenue, assessing the design and implementation of the relevant controls in place in that process, and verifying the operating effectiveness of those controls for the main components of the Group that have this type of contract.
- ▶ Selecting a sample of projects from the Group's main components with this type of contract, for which we obtained the related contracts to read and understand the most important clauses and their implications, and, e.g. budgets, internal assessments of revenue recognition, certifications, follow-up presentations on the execution of projects and amounts received.
- ▶ Assessing for these contracts the reasonableness of Group management's assumptions through meetings with technical staff and project managers, and analysing the reasons for deviations between originally planned and actual costs and their impact on estimated project margins.
- ▶ Assessing the reasonableness of estimates of completed work pending certification recognised as revenue at year-end, checking the status of negotiations of the main customer contracts, and reviewing the reasonableness of documents supporting the probability of recovery.
- ▶ Assessing the reasonableness of Group management's approach for recognising and measuring contract modifications and claims submitted, covering especially the estimate of amounts expected to be recovered and the probability of success.
- ▶ Reviewing the disclosures made in the notes to the consolidated financial statements in conformity with the applicable regulatory financial reporting framework.

Measurement of Investment properties and Inventories

Description At 31 December 2021, the Group recognised an amount of 2,069,187 thousand euros in the consolidated balance sheet under "Investment properties" related mainly to office buildings and shopping centres held to earn rentals or for capital appreciation, and 804,423 thousand euros under "Inventory" relating to land, developments in progress and other properties held for sale or inclusion in a real estate development.

Group management determines the fair value of investment properties on a half-yearly basis by reference to appraisals performed by independent experts to reflect current market conditions at year-end. It also determines whether an item of inventory is impaired by engaging independent experts to estimate the fair value of the main assets included in inventories.

Given the significance of the amounts involved and the complexity of the process used to identify indications of impairment and measure investment properties and inventories to determine recoverable amount for the purpose of assessing potential impairment, which requires Group management and independent experts to make significant estimates in applying judgements to determine the assumptions used (in particular, assumptions underlying estimated rents, discount rates and exit yields used for investment properties and, development, construction and marketing costs for inventories, and the periods used to estimate future cash flows from investment properties), we determined this to be a key audit matter.

Information on the measurement standards for investment properties and inventories is provided in note 3.j to the consolidated financial statements. Information on the approaches and main assumptions used in the valuations and sensitivity analyses is provided in notes 9 and 15 to the consolidated financial statements.

**Our
response**

In relation to this matter, our audit procedures included:

- ▶ Understanding the process designed by Group management to determine whether there are indications of impairment and to determine the recoverable amount of items of "Investment properties" and "Inventories", and assessing the design and implementation of the relevant controls in place in that process.
- ▶ Reviewing the appraisal models used by independent experts to determine recoverable amounts, with the involvement of our valuation specialists, covering especially, for a sample of the appraisals performed, the model's mathematical coherence, and assessing the reasonableness of the rents used and/or the peers used, the discount rates and exit yields for investment properties, and the development, construction and marketing costs and periods used to estimate the future cash flows associated with land held in inventories, and analysing the sensitivity analyses performed by independent experts, including the performance of valuation testing procedures, where necessary.
- ▶ Reviewing, for a sample of appraisals by independent experts, whether the rents used in the valuations take into account lease contracts in force.
- ▶ Reviewing the disclosures made in the notes to the consolidated financial statements in conformity with the applicable regulatory financial reporting framework.

Other matters

On February 25, 2021, other auditors issued their audit report on the 2020 consolidated financial statements, in which they expressed an unqualified opinion.

Other information: consolidated management report

Other information refers exclusively to the 2021 consolidated management report, the preparation of which is the responsibility of the parent company's directors and is not an integral part of the consolidated financial statements.



Our audit opinion on the consolidated financial statements does not cover the consolidated management report. Our responsibility for the consolidated management report, in conformity with prevailing audit regulations in Spain, entails:

- a. Checking only that the consolidated non-financial statement and certain information included in the Corporate Governance Report and in the Board Remuneration Report, to which the Audit Law refers, was provided as stipulated by applicable regulations and, if not, disclose this fact.
- b. Assessing and reporting on the consistency of the remaining information included in the consolidated management report with the consolidated financial statements, based on the knowledge of the Group obtained during the audit, in addition to evaluating and reporting on whether the content and presentation of this part of the consolidated management report are in conformity with applicable regulations. If, based on the work we have performed, we conclude that there are material misstatements, we are required to disclose this fact.

Based on the work performed, as described above, we have verified that the information referred to in paragraph a) above is provided as stipulated by applicable regulations and that the remaining information contained in the consolidated management report is consistent with that provided in the 2021 consolidated financial statements and its content and presentation are in conformity with applicable regulations.

Responsibilities of the parent company's directors and the audit and control committee for the consolidated financial statements

The directors of the parent company are responsible for the preparation of the accompanying consolidated financial statements so that they give a true and fair view of the equity, financial position and results of the Group, in accordance with IFRS-EU, and other provisions in the regulatory framework applicable to the Group in Spain, and for such internal control as they determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the parent company are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The audit and control committee is responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with prevailing audit regulations in Spain will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



As part of an audit in accordance with prevailing audit regulations in Spain, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ▶ Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the audit and control committee of the parent company regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit and control committee of the parent company with a statement that we have complied with relevant ethical requirements, including those related to independence, and to communicate with them all matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the audit and control committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters.

We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.



Report on other legal and regulatory requirements

European single electronic format

We have examined the digital files of the European single electronic format (ESEF) of Fomento de Construcción y Contratas, S.A. and subsidiaries for the 2021 financial year, which include the XHTML file containing the consolidated financial statements for the year, and the XBRL files as labeled by the entity, which will form part of the annual financial report.

The directors of Fomento de Construcción y Contratas, S.A. are responsible for submitting the annual financial report for the 2021 financial year, in accordance with the formatting and mark-up requirements set out in Delegated Regulation EU 2019/815 of 17 December 2018 of the European Commission (hereinafter referred to as the ESEF Regulation). In this regard, the Corporate Governance Report and the Board remuneration report have been incorporated by reference in the consolidated management report.

Our responsibility consists of examining the digital files prepared by the directors of the parent company, in accordance with prevailing audit regulations in Spain. These standards require that we plan and perform our audit procedures to obtain reasonable assurance about whether the contents of the consolidated financial statements included in the aforementioned digital files correspond in their entirety to those of the consolidated financial statements that we have audited, and whether the consolidated financial statements and the aforementioned files have been formatted and marked up, in all material respects, in accordance with the ESEF Regulation.

In our opinion, the digital files examined correspond in their entirety to the audited consolidated financial statements, which are presented and have been marked up, in all material respects, in accordance with the ESEF Regulation.

Additional report to the audit and control committee

The opinion expressed in this audit report is consistent with the additional report we issued to the audit and control committee on February 23, 2022.

Term of engagement

The ordinary general shareholders' meeting held on June 2, 2021 appointed us as auditors for 3 years, commencing on February 23, 2022.

ERNST & YOUNG, S.L.
(Registered in the Official Register of
Auditors under No. S0530)

(Signature on the original in Spanish)

Fernando González Cuervo
(Registered in the Official Register of
Auditors under No. 21268)

February 24, 2022



Servicios Ciudadanos

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES (CONSOLIDATED GROUP)**

**Financial Statements and
Management Report**

Business Year 2021

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES (CONSOLIDATED GROUP)**

Financial Statements

CONSOLIDATED BALANCE SHEET

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES**
at 31 December 2021 (in thousands of euros)

ASSETS	Notes	31/12/2021	31/12/2020
NON-CURRENT ASSETS		9,074,069	7,130,413
Intangible fixed assets	7	2,445,233	2,437,859
Concessions	7 and 11	1,439,706	1,378,160
Goodwill		948,976	1,007,015
Other intangible fixed assets		56,551	52,684
Property, plant and equipment	8	2,862,556	2,810,199
Land and buildings		987,119	1,016,848
Plant and other items of property, plant and equipment		1,875,437	1,793,351
Investment property	9	2,069,187	-
Investments accounted for using the equity method	12	533,842	722,786
Non-current financial assets	14	604,020	580,874
Deferred tax assets	24	559,231	578,695
CURRENT ASSETS		5,168,089	5,704,189
Non-current assets held for sale	4	-	1,392,268
Inventory	15	1,107,262	765,604
Trade and other receivables	16	2,277,734	2,039,451
Trade receivables for sales and services		1,845,214	1,651,094
Other receivables		258,165	287,122
Current tax assets	24	174,355	101,235
Other current financial assets	14	184,365	228,652
Other current assets	16	63,203	56,105
Cash and cash equivalents	17	1,535,525	1,222,109
TOTAL ASSETS		14,242,158	12,834,602

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

Consolidated Group

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES**
at 31 December 2021 (in thousands of euros)

LIABILITIES AND EQUITY	Notes	31/12/2021	31/12/2020
EQUITY	18	4,440,665	2,908,694
Equity attributable to the Parent		3,007,094	2,288,313
Shareholders' equity		3,121,227	2,564,012
<i>Capital</i>		425,174	409,107
<i>Accumulated earnings and other reserves</i>		2,142,592	1,910,738
<i>Shares and equity interests</i>		(26,674)	(18,012)
<i>Profit for the year attributable to the Parent company</i>		580,135	262,179
Valuation adjustments		(114,133)	(275,699)
Non-controlling interests		1,433,571	620,381
NON-CURRENT LIABILITIES		5,565,941	5,531,296
Subsidies		192,185	192,961
Non-current provisions	19	1,167,340	1,064,384
Non-current financial liabilities	20	3,732,997	3,977,288
Bonds and other marketable securities		1,878,804	2,780,935
Bank borrowings		1,284,368	607,599
Other financial liabilities		569,825	588,754
Deferred tax liabilities	24	322,219	148,794
Other non-current liabilities	21	151,200	147,869
CURRENT LIABILITIES		4,235,552	4,394,612
Liabilities related to non-current assets held for sale	4	-	1,051,285
Current provisions	19	147,874	195,152
Current financial liabilities	20	1,820,176	874,443
Bonds and other marketable securities		1,152,739	449,346
Bank borrowings		458,189	212,421
Other financial liabilities		209,248	212,676
Trade and other payables	22	2,267,502	2,273,732
Suppliers		1,072,129	1,055,643
Other payables		1,167,215	1,209,150
Current tax liabilities	24	28,158	8,939
TOTAL EQUITY AND LIABILITIES		14,242,158	12,834,602

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

CONSOLIDATED INCOME STATEMENT

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2021 (in thousands of euros)

	Notes	31/12/2021	31/12/2020
Net business turnover	27	6,659,283	6,158,023
Self-constructed assets		53,323	33,857
Other operating income	27	247,999	293,305
Changes in finished goods and work in progress inventories		(13,631)	15,230
Consumables	27	(2,476,145)	(2,300,242)
Staff costs	27	(2,040,229)	(1,971,110)
Other operating expenses		(1,304,013)	(1,181,564)
Amortisation of fixed assets and allocation of grants for non-financial and other assets	7, 8 y 9	(443,936)	(477,342)
Impairment and gains/(losses) on disposal of fixed assets	27	123,577	6,870
Other gains/(losses)	27	(4,018)	(4,287)
OPERATING PROFIT/(LOSS)		802,210	572,740
Finance income	27	24,819	33,470
Finance costs	27	(135,321)	(187,429)
Miscellaneous financial results	27	57,519	(51,057)
FINANCIAL PROFIT/(LOSS)		(52,983)	(205,016)
Profit/(loss) of entities valued using the equity method	27	58,233	62,149
PROFIT/(LOSS) BEFORE TAX FROM CONTINUING OPERATIONS		807,460	429,873
Corporate income tax	24	(130,180)	(86,273)
PROFIT/(LOSS) FOR THE YEAR FROM CONTINUING OPERATIONS		677,280	343,600
CONSOLIDATED PROFIT/(LOSS) FOR THE YEAR		677,280	343,600
Profit attributable to the Parent		580,135	262,179
Profit attributable to non-controlling interests	18	97,145	81,421
EARNINGS PER SHARE (euros)	18		
Basic		1.40	0.66
Diluted		1.40	0.66

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

CONSOLIDATED STATEMENTS OF RECOGNISED INCOME AND EXPENSE

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES**
at 31 December 2021 (in thousands of euros)

	31/12/2021	31/12/2020
CONSOLIDATED PROFIT/(LOSS) FOR THE YEAR	677,280	343,600
Other comprehensive income - Items that are not reclassified to profit/(loss) for the period	7,002	(3,753)
Actuarial profits and losses (*)	8,066	(4,863)
Tax effect	(1,064)	1,110
Other comprehensive income - items that can subsequently be reclassified to profit/(loss) for the period	203,643	(72,541)
Financial assets at fair value with changes in other comprehensive income	(26)	17
Valuation gains/(losses)	-	-
Amounts transferred to the statement of profit and loss	(26)	17
Cash flow hedges	23,086	(14,758)
Valuation gains/(losses)	28,841	(30,907)
Amounts transferred to the statement of profit and loss	(5,755)	16,149
Translation differences	65,569	(78,254)
Valuation gains/(losses)	65,569	(79,350)
Amounts transferred to the statement of profit and loss	-	1,096
Participation in other comprehensive profit recognised by investments in joint ventures and associates	122,983	8,952
Valuation gains/(losses)	18,049	(6,926)
Amounts transferred to the statement of profit and loss	104,934	15,878
Tax effect	(7,969)	11,502
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	887,925	267,306
Attributable to the Parent Company	755,291	218,605
Attributable to non-controlling interests	132,634	48,701

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

(*) Amounts that under no circumstances will be charged to the statement of profit and loss.

TOTAL STATEMENT OF CHANGES IN THE CONSOLIDATED EQUITY

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES
at 31 December 2021 (in thousands of euros)**

	Share capital	Share premium and reserves	Interim dividend	Shares and equity interests	Profit/(loss) for the year attributed to the Parent Company	Other equity instruments	Valuation adjustments	Equity attributable to shareholders of the Parent	Non-controlling interests	Total equity
<i>Notas</i>	<i>18.a</i>	<i>18.b</i>		<i>18.c</i>			<i>18.d</i>	<i>18</i>	<i>18.ii</i>	
Equity as at 31 December 2019	392,265	1,601,284	0	(16,068)	266,704	0	(292,923)	1,951,262	522,497	2,473,759
Total income and expenses for the year		(1,988)			262,179		(41,586)	218,605	48,701	267,306
Transactions with shareholders or owners	16,842	(29,357)	0	(1,944)	0	0	0	(14,459)	(40,917)	(55,376)
Capital increases/(reductions)	16,842	(16,921)						(79)	366	287
Distribution of dividends		(12,436)						(12,436)	(41,283)	(53,719)
Transactions with treasury shares or equity instruments (net)				(1,944)				(1,944)		(1,944)
Other changes in equity	<i>18</i>	340,799			(266,704)		58,810	132,905	90,100	223,005
Equity as at 31 December 2020	409,107	1,910,738	0	(18,012)	262,179	0	(275,699)	2,288,313	620,381	2,908,694
Total income and expenses for the year		11,364			580,135		163,792	755,291	132,634	887,925
Transactions with shareholders or owners	16,067	(25,788)	0	(8,662)	0	0	0	(18,383)	(42,530)	(60,913)
Capital increases/(reductions)	16,067	(16,157)						-90	(437)	(527)
Distribution of dividends		(9,631)						(9,631)	(42,093)	(51,724)
Transactions with treasury shares or equity instruments (net)				(8,662)				(8,662)		(8,662)
Other changes in equity		246,278			(262,179)		(2,226)	(18,127)	723,086	704,959
Equity as at 31 December 2021	425,174	2,142,592	0	(26,674)	580,135	0	(114,133)	3,007,094	1,433,571	4,440,665

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

Consolidated Group

A. STATEMENT OF CONSOLIDATED CASH FLOWS (INDIRECT METHOD)

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES**
at 31 December 2021 (in thousands of euros)

	<i>Notes</i>	31/12/2021	31/12/2020
Profit/(loss) before tax from continuing operations		807,460	429,873
Adjustments to profit		203,866	538,330
Amortisation of fixed and non-current assets	<i>7, 8 and 9</i>	452,267	488,907
Impairment and gains/(losses) on disposal of fixed assets	<i>7, 8 and 27</i>	(123,577)	6,870
Other adjustments to profit/(loss) (net)	<i>27</i>	(124,824)	42,553
Changes in working capital	16	(167,910)	(302,060)
Other cash flows from operating activities		(97,170)	(61,069)
Dividend collections		38,431	35,665
Collections/(Payment) for income tax		(135,601)	(96,734)
TOTAL CASH FLOWS FROM OPERATING ACTIVITIES		746,246	605,074
Investment payments		(557,923)	(541,275)
Group companies, associates and business units		(147,897)	(95,672)
Property, plant and equipment, intangible assets and real estate investments	<i>7, 8 and 9</i>	(387,392)	(407,933)
Otros activos financieros		(22,634)	(37,670)
Divestment receipts		568,619	75,920
Group companies, associates and business units		478,022	6,214
Property, plant and equipment, intangible assets and real estate investments	<i>7, 8 and 9</i>	52,224	20,223
Other financial assets		38,373	49,483
Other cash flows from investing activities		182,386	63,807
Interest received		13,050	13,675
Other collections/(payments) from investing activities		169,336	50,132
TOTAL CASH FLOWS FROM INVESTMENT ACTIVITIES		193,082	(401,548)
Proceeds from and payments for equity instruments	18	(200,929)	186,374
Issue/(redemption)		(524)	22
(Acquisition)/disposal of treasury shares		(200,405)	186,352
Proceeds from (payments on) financial liabilities	20	(269,321)	(142,639)
Issuance		1,125,829	1,689,907
Repayment and amortisation		(1,395,150)	(1,832,546)
Dividends paid and payments on equity instruments	6	(63,150)	(36,643)
Other cash flows from financing activities		(94,327)	(145,529)
Interest paid		(99,105)	(151,370)
Other collections/(payments) from financing activities		4,778	5,841
TOTAL CASH FLOWS FROM FINANCING ACTIVITIES		(627,727)	(138,437)
EFFECT OF VARIATIONS IN EXCHANGE RATES		1,815	(61,524)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		313,416	3,565
Cash and cash equivalents at the start of the period	<i>17</i>	1,222,109	1,218,544
Cash and cash equivalents at the end of the period	<i>17</i>	1,535,525	1,222,109

The accompanying Notes 1 to 33 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2021 consolidated income statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND SUBSIDIARIES at 31 December 2021

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Annexe IV	Changes in the scope of consolidation
Annexe V	Temporary Joint Ventures and other contracts jointly managed with third parties outside the Group

1. GROUP ACTIVITY

The FCC Group comprises the parent company Fomento de Construcciones y Contratas, S.A. and a group of national and international investee companies.

Company identification data

Name of the reporting entity or other means of identification	Fomento de Construcciones y Contratas, S.A.
Legal form of the entity	Public Limited Company (In Spain: Sociedad Anónima)
Address of the entity's registered office	C. Balmes 36, 08007 Barcelona, Spain
Address of the entity	Avenida Camino de Santiago 40, 28050, Madrid, Spain
Country of incorporation	Spain
Main place of business	Spain
Name of the parent company	Control Empresarial de Capitales, S.A. de C.V.
Name of the controlling parent of the group	Control Empresarial de Capitales, S.A. de C.V.

The Group operates in the following business areas:

- **Environmental Services.** Services related to urban sanitation, industrial waste management, green space conservation, including both construction and operation of treatment plants, and energy recovery from waste. This includes concession agreements related to environmental services.
- **End-to-end Water Management.** Services relating to the end-to-end water cycle: collection, purification and distribution of water for human consumption; wastewater collection, filtration and purification; design, construction, operation and maintenance of water infrastructure for municipal, industrial, agricultural services, etc. Concession agreements related to the end-to-end water cycle are also included.
- **Construction.** Specialised in the construction of infrastructure, buildings and similar facilities: motorways, roads, tunnels, bridges, hydraulic works, ports, airports, urban developments, housing, non-residential building, lighting, industrial climate control installations, environmental restoration, etc.
- **Real Estate.** Dedicated to the promotion of housing and the rental of offices and commercial premises.
- **Cement.** Dedicated to the operation of quarries and mineral deposits, manufacture of cement, lime, gypsum and prefabricated derivatives, and also to the production of concrete and mortar.
- **Concessions.** Mainly includes concession agreements related to the operation of highways, tunnels and other similar infrastructures.

International activities account for approximately 41% (40% in 2020) of the FCC Group's turnover, mainly in Europe, Latin America, the Middle East and the United States.

2. BASIS OF PRESENTATION AND BASIS OF CONSOLIDATION OF THE CONSOLIDATED INCOME STATEMENT

a) Basis of presentation

The accompanying financial statements and the notes thereto that comprise this Report and which make up these consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) adopted by the European Union at the closing date, in accordance with Regulation (EC) No. 1606/2002 of the European Parliament and of the Council of 19 July 2002, and all the implementing provisions and interpretations.

The 2021 consolidated financial statements of the FCC Group have been formulated by the Board of Directors of Fomento de Construcciones y Contratas, S.A. and will be presented for approval by the General Shareholders' Meeting. However, no amendments are expected as a result of the fulfilment of said requirement. The 2020 consolidated financial statements were approved by the General Shareholders' Meeting of Fomento de Construcciones y Contratas, S.A., held on 29 June 2021.

These consolidated financial statements of the FCC Group show the faithful image of the equity and the financial situation as of 31 December 2021 and 2020, as well as the results of the operations, changes in equity and consolidated cash flows that occurred in the Group during those years.

The consolidated financial statements of the FCC Group have been prepared from the accounting records of Fomento de Construcciones y Contratas, S.A. and its investee companies. These records, in accordance with the procedures and operating systems established in the Group, justify and support the consolidated financial statements prepared in accordance with current international accounting regulations.

In order to uniformly present the various items composing these consolidated financial statements, accounting standardisation criteria were applied to the individual financial statements of the companies included in the scope of consolidation. In 2021 and 2020, the reporting date of the financial statements of the companies included in the scope of consolidation was the same as that of the Parent, i.e. 31 December.

The consolidated financial statements are expressed in thousands of euros.

Reclassifications made

There were no significant reclassifications in business years 2021 and 2020.

Rules and interpretations issued but not in force

The Group intends to adopt standards, interpretations and amendments to standards issued by the IASB, which are not mandatory in the European Union, when they become effective, if applicable to it. Although the Group is currently analysing its impact, based on its analysis to date, it believes that its initial application will not have a significant impact on its consolidated financial statements.

Significant rules and interpretations applied in 2021

The standards and interpretations applied in the preparation of these consolidated financial statements are the same as those applied in the consolidated financial statements for the year ended 31 December 2020, as none of the standards, interpretations or amendments that are applicable for the first time in this business year have had an impact on the Group's accounting policies.

b) Basis of consolidation

Subsidiaries

The consolidation is carried out using the global integration method for the subsidiaries indicated in Annexe I, in which Fomento de Construcciones y Contratas, S.A. exercises control, that is, when it has the power to direct its relevant activities, it is exposed to variable returns as a result of its participation in the investee and has the ability to exercise said power to influence its own returns, directly or through other companies controlled by it.

The value of the participation of non-controlling shareholders in equity is presented under the heading "Non-controlling interests" of the liability side of the accompanying consolidated balance sheet and the participation in the profit/(loss) is presented under the heading "Profit attributed to non-controlling interests" of the accompanying consolidated income statement.

Where appropriate, goodwill is determined in accordance with the provisions of Note 3.b) of this Report.

Joint agreements

The Group develops joint agreements through participation in joint ventures jointly controlled by one of more of the FCC Group companies with other companies outside the Group (note 12), as well as through participation in joint operations, temporary joint ventures and other similar entities (note 13).

The Group applies its professional judgement to evaluate its rights and obligations over joint agreements taking into account the financial structure and legal form of the agreement, the terms agreed by the parties and other relevant facts and circumstances to evaluate the type of joint agreement. Once such an analysis has been carried out, two types of joint agreements are distinguished:

- a) Joint operation: When the parties hold rights over the assets and obligations over the liabilities.
- b) Joint business: When the parties hold only rights over the net assets.

In accordance with IFRS 11 "Joint agreements", participations in joint ventures are integrated according to the equity method and are included in the accompanying consolidated balance sheet under the heading "Investments accounted for using the equity method". These companies' participation in the net income of the business year is included under the heading "Profit/(loss) of entities valued using the equity method" of the accompanying consolidated profit and loss statement.

The joint operations, mainly in the Construction and Environmental Services activities that mostly take the form of temporary joint ventures and other similar entities, have been integrated in the attached consolidated accounts based on the percentage of participation in assets, liabilities, income and expenses derived from the operations carried out by them, eliminating the reciprocal balances in assets and liabilities, as well as the income and expenses not incurred against third parties.

Annexe II lists the business jointly controlled with third parties outside the Group and Annexe V lists the joint operations carried out with third parties outside the Group, mainly through temporary joint ventures and other entities with similar characteristics.

Associates

The companies listed in Annexe III, in which Fomento de Construcciones y Contratas, S.A. does not exercise control but has significant influence, are included in the accompanying consolidated balance sheet under the heading “Investments accounted for by applying the equity method”, integrated using said method. These companies' contribution to the net income of the business year is included under the heading “Profit/(loss) of entities valued using the equity method” of the accompanying consolidated income statement.

Transactions between Group companies

In transactions between consolidated companies, the profit/(loss) of internal operations are eliminated, being deferred until they are made against third parties outside the Group. This elimination does not apply in the “Concession agreements” since the result is considered to be realised against third parties (note 3.a).

Group work on its own fixed and non-current assets is measured at production cost, eliminating the intra-group profit/(loss).

Reciprocal credits and debits have been eliminated from the consolidated financial statement, as well as internal income and expenses from the collection of the subsidiaries that are consolidated.

Changes in the scope of consolidation

Annexe IV shows the changes made in 2021 in all consolidated companies using global integration and the equity method. The profit/(loss) of these companies are included in the consolidated income statement as from the effective acquisition date or until the effective disposal or derecognition date, as appropriate.

The heading “Change in scope” in the corresponding notes to this Report shows the effect of the additions and derecognitions of companies from the scope of consolidation. Additionally, Note 5 of this Report “Changes in the scope of consolidation”, shows the most significant inclusions in and exclusions from said scope.

3. ACCOUNTING POLICIES

The accounting policies applied to the consolidated financial statements of the FCC Group are detailed below:

a) Service Concession Arrangements

Concession contracts involve agreements between a granting public entity and FCC Group companies to provide public services such as water distribution, filtration and sewage treatment, landfill management, motorways and tunnels, etc. by operating the infrastructure. Meanwhile, revenue from providing the service may be received directly from the users or, sometimes, through the concession grantor itself, which regulates the prices for providing the service.

The concession right generally means that the concession operator has an exclusive right to provide the service under the concession for a given period of time, after which the infrastructure assigned to the concession required to provide the service is returned to the concession grantor, generally for no consideration. Concession contracts are required to provide for the management or operation of this infrastructure. Likewise, a common characteristic is the existence of obligations to acquire or build all the items required to provide the concession service over the contract term.

When the above conditions are met, said concession contracts are registered by the provisions of IFRIC 12 "Service Concession Arrangement". In general, there are two clearly differentiated phases, the first one in which the concessionaire provides construction or improvement services that are recognised according to the degree of progress, with a counterpart in an intangible or financial asset, and a second phase in which a series of maintenance or operation services are provided for the aforementioned infrastructure. In both cases, income is recognised in accordance with the provisions of IFRS 15 "Revenue from contracts with customers" (note 3.s).

An intangible asset is recognised when the demand risk is borne by the concessionaire and a financial asset is recognised when the demand risk is borne by the concession grantor, since the concessionaire has an unconditional contractual right to receive the proceeds of the construction or upgrade services. These assets also include the amounts paid in relation to the fees for the award of the concessions.

There may be mixed situations in which the demand risk is shared between the concessionaire and the grantor.

For concessions classified as intangible assets, provisions for dismantling, removal or restoration and any steps to improve and increase capacity, the revenue from which is envisaged in the initial contract, are capitalised at the start of the concession and the amortisation of these assets and the discounting of such provisions are recognised in profit or loss. Also, provisions to replace and repair the infrastructure are systematically recognised in profit or loss as the obligation is incurred.

Borrowing costs attributable to infrastructure financing are recognised as an expense in the period, capitalising, only in the intangible asset model, those that accrue during the construction phase and until the related infrastructure is put to use.

The amortisation of these intangible assets is carried out according to the consumption pattern, understanding as such the performance and best estimation of the production units in each of the different activities. The Group's most important concession businesses are in the water supply and sanitation business, which depreciates its assets based on water consumption, which, in general, remains constant over time due, on the one hand, to a reduction in water consumption as a result of water saving policies and, on the other hand, to an increase in water consumption as a result of population growth; in the environmental services business, mainly waste recycling and energy recovery plants, which are depreciated on the basis of the tonnes treated; and in the concessions business, mainly toll roads and motorways, which are depreciated on the basis of traffic. The amortisation is completed in the concession period, which is generally between 25 and 50 years.

Concession arrangements recognised as financial assets are measured at the fair value of the construction or upgrade services rendered. In accordance with the amortised cost method, the corresponding income is recognised in profit or loss as net turnover based on the effective interest rate resulting from forecasts of the concession's cash flows and payments. Finance expenses arising from the financing of these assets are classified under "Financial expenses" in the consolidated income statement. As stated above, for the provision of maintenance or operating services, income and expenses are allocated to profit/(loss) in accordance with IFRS 15 "Revenue from contracts with customers".

b) Business combinations and goodwill

The assets and liabilities of the companies and subgroups over which control is acquired are recognised in the consolidated balance sheet at their fair value together with the related deferred taxes. However, in accordance with regulations, the initial measurement of the assets and liabilities and their allocation to the various headings may be reviewed within the twelve months following the acquisition date, should it be necessary to consider new data.

The date of inclusion in the scope of consolidation is the date on which effective control of the company is obtained, which normally coincides with the acquisition date.

Goodwill is recognised as the positive difference between (a) the sum of the fair value of the consideration transferred as a result of the acquired interest, the amount of the non-controlling interests and the fair value at the date on which control over these interests is acquired when control is obtained in stages, and (b) the fair value of identifiable assets and liabilities.

When the difference obtained according to the previous paragraph is a negative amount, a bargain purchase occurs. In these situations, the Group reviews the identification and assessment of the assets and liabilities acquired and if this difference is confirmed, it is recognised as a positive result in the year under "Impairment and gains/(losses) on disposals of fixed assets".

In general, non-controlling interests are valued by the proportional part of the fair value in the assets and liabilities of the acquired company.

If control over a business combination is achieved in stages, the difference between the fair value at the time control over the preceding interest is obtained and the carrying amount of that interest is recognised in profit/(loss).

Once control is obtained over an investee, and until that control is lost, the difference between the amount of any additional equity interest acquired or sold and its carrying amount is accounted for in equity.

Goodwill is not amortised. However, it is tested for impairment at least at each balance sheet date, in order to recognise it at the lower of its recoverable value, estimated on the basis of expected cash flows, or acquisition cost, less any prior years' impairment losses. The accounting policies used to determine impairment are detailed in section f) of this note.

c) Intangible Assets

Except as indicated in the two previous sections of this note regarding the agreements for the concession of services and goodwill, the other intangible assets contained in the accompanying financial statements are valued at their acquisition cost. These intangible assets include investments related to operating contracts and licenses, rights to build and software applications.

Such registered intangible assets have a finite useful life. Amortisation is carried out during its useful life, which is generally between 20 and 35 years, that is, the period during which it is estimated that they will generate income, using the linear method, except when the application of the consumption pattern reflects its depreciation more faithfully. Software applications are generally amortised within a period of 5 to 10 years.

d) Property, plant and equipment

Property, plant and equipment are recorded at their cost price (updated, where appropriate, with various legal provisions prior to the date of transition to IFRS), less accumulated depreciation and any loss due to impairment of recognised value. The cost of those assets includes the estimated present value of their dismantling or the withdrawal of the affected items and, in those cases in which they have been acquired through business contributions as stated in section b) of this note, they are initially recognised at their fair value on the acquisition date.

The work carried out by the Group for its fixed and non-current assets is valued at production cost.

Conservation and maintenance expenses that do not involve an extension of the useful life or productive capacity of the corresponding assets are charged to the profit/(loss) of the year in which they are incurred.

When the construction and commissioning of fixed and non-current assets require a period of long construction, the interests derived from their financing accrued during said period are activated.

Companies depreciate their fixed and non-current assets following the linear method, distributing the cost thereof between the following years of estimated useful life:

Natural resources and buildings	25-100
Plant, machinery and transport items	5-30
Furniture and tools	7-12
Other fixed and non-current assets	5-10

However, some contracts may have terms shorter than the useful life of the related fixed and non-current assets, in which case they are depreciated over the term of the contract.

The residual value, useful life and depreciation method applied to the Group's PP&E are reviewed periodically to ensure that the depreciation method used reflects the pattern in which the revenue deriving from operating the property, plant and equipment. This review is carried out through an in situ evaluation and technical analysis, taking into account their current conditions and estimating the remaining useful life of each asset, based on their ability to continue providing the functionalities for which they were defined. Subsequently, these internal analyses are compared against third parties outside the Group, such as manufacturers, installers, etc. to ratify them.

The companies periodically assess, at least at the end of each reporting period, whether there is any indication of impairment of an asset or group of assets in order to proceed, where appropriate, as indicated in section f) of this note, to the impairment or reversal of the asset or group of assets in order to adjust its net book value to its value in use, without exceeding in any case the reversals of previous impairment losses.

e) Real Estate Investments.

Real estate investments, or investment property, is land, buildings and other structures that are held either for rental or for capital appreciation as a result of future increases in their respective market prices.

Following the acquisition of control of the Realia Group and Jezzine Uno, S.L.U. (note 5), the FCC Group has included €2,069 million of real estate investments in the accompanying consolidated balance sheet (no investment property was recognised in 2020).

Investment property is stated at fair value at the reporting date and is not subject to depreciation. Gains or losses arising from changes in the fair value of investment property are included in profit or loss for the period in which they arise and are recognised under “Changes in value, impairment and gains/(losses) on disposal of fixed assets” in the accompanying consolidated income statement.

The Group periodically determines the fair value of investment property so that, at year-end, the fair value reflects the market conditions of the investment property items at that date. This fair value is determined half-yearly on the basis of the assessments made by independent experts.

f) Impairment of the property, plant and equipment and intangible asset value

Intangible assets with finite useful lives and property, plant and equipment items are tested for impairment when there is any indication that the assets might have become impaired, in order to adjust their net carrying amount to their value in use (if this is lower).

The Group uses both internal and external sources of information to assess possible signs of impairment. External sources include market value decreases beyond the passage of time or normal use or possible adverse future changes in the legal, economic or technological environment that could reveal a loss of the recoverable value of its assets. The Group internally assesses whether there has been a physical deterioration or obsolescence of the assets, if the future situation itself may produce a change in the expected use of the asset, for example if the asset is expected to be idle for a significant period of time or due to restructuring plans or if it is detected that the return on the asset is worse than expected.

Goodwill and intangible assets with indefinite useful lives must be tested for impairment at least once a year in order to recognise possible impairment losses.

Impairment losses recognised in prior years on assets other than goodwill may be reversed if the estimates used in the impairment test show a recovery in the value of these assets. The carrying amount of the assets whose recoverable amount increases must in no case exceed the carrying amount that would have been determined had no impairment loss been recognised in prior years.

The recognition or reversal of impairment losses on assets are charged or credited to income under “Impairment and results obtained on the disposal of assets”.

To calculate the recoverable amount of the assets subject to impairment tests, the present value of the net cash flows originating from the Cash Generating Units (CGUs) associated therewith was estimated, except those flows related with payments or collections on lending operations and corporate income tax payments, together with those that arise from future improvements or refurbishments envisaged for the assets belonging to such Cash Generating Units. To discount cash flows, a pre-tax discount rate was used, which includes the current market assessments of the time value of money and the risks specific to each Cash Generating Unit.

The estimated cash flows are obtained from the projections made by the Directorate of each of the CGUs that generally use periods of five years, except when the business characteristics advise longer periods and that include growth rates supported by the different approved business plans, whose review is carried out periodically, generally considering zero growth rates for those periods beyond the years projected in the aforementioned plans. Also, it is necessary to indicate that sensitivity analyses are performed to assess the growth of income, operating margins, and discount rates, in order to foresee the impact of future changes in these variables.

Cash flows from CGUs located abroad are calculated in the functional currency used by those cash generating units and they are updated using discount rates that take into consideration the risk

premium relating to each currency. The present value of the net cash flows obtained in this manner are translated at the year-end exchange rate for each currency.

g) Leasing

All leasing transactions (with certain exceptions due to their small amount or duration) in which the Group acts as lessee give rise to the recognition of an asset for the right of use, which by its nature is mainly recorded as a tangible asset, and a liability for the future payment obligations incurred. This liability is recognised at the present value of the future cash flows for each lease and the asset in an equivalent amount, adjusted for any early payment made.

A contract contains a lease when the lessor transfers control of an identifiable underlying asset for a certain period of time in exchange for a consideration. An asset is identifiable when it is explicitly specified in the contract or implicitly when it is made available to the customer. However, if the supplier has the right to replace the asset during the period of use, that is, when it has alternative assets and can economically benefit from such substitution, the asset is not considered identifiable and therefore the contract will not contain a lease.

To estimate the duration of the contract, extensions that are reasonably expected to occur and the period in which the lessee does not expect to terminate the contract (when they have the power to do so) are considered, without exclusively taking into account the minimum term established in the contract, as the term during which the lessee expects to continue using the underlying asset, depending on its particular circumstances, is estimated. To determine whether an extension is expected to take place, the economic incentives that the lessee may have to extend the contract are taken into account, considering factors such as the existence of advantageous conditions compared to market conditions in case of an extension, if the lessee has incurred significant costs in adapting the underlying asset to its needs that it must reapply in case of contracting a new lease, any possible costs for the termination of the contract in case it is not extended or the importance of the asset to the lessee, especially if it is a specialised asset that is not readily available on the market. Furthermore, the background in terms of the period of use in the past of certain assets is also taken into account.

Subsequently, during the term of the lease contract, the right of use is systematically amortised and the financial expenses associated with the affected liability are recorded applying the amortised cost method.

Substantially all of the agreements in which the Group acts as lessor, which are mostly carried out in the Real Estate business, are classified as operating leases, as not substantially all the risks and rewards incidental to ownership of the asset are transferred. The revenue generated by the agreement is recognised on a straight-line basis over the term of the agreement and is included as revenue in the profit and loss account to the extent that it is of an operating nature. Direct costs incurred on entering into a lease agreement are incorporated as an increase in the value of the leased asset and amortised over the lease term on the same basis as income. Contingent payments are recognised as income in the period in which they are earned.

h) Investments accounted for using the equity method

Interests in joint ventures and associates are initially assessed at acquisition cost and subsequently restated to the amount of the interest with the results generated by these companies that are not distributed by way of dividends. Also, the value of the investment is adjusted to reflect the proportion of the changes in these companies' equity that were not recognised in their profit or loss. These include translation differences and adjustments caused by changes in the fair value of financial derivatives of cash flow hedges acquired by the companies themselves.

They undergo an impairment test as long as there are indications of impairment that may reveal a decrease in the recoverable value below the carrying amount of the investment, using both internal and external sources.

i) Financial assets

Financial assets are initially recorded at fair value, which is generally the same as their acquisition cost, adjusted for the operation costs directly attributable to it, except in the case of financial assets at fair value with changes in profit/(loss) that are attributed to that year's profit/(loss).

All acquisitions and sales of financial assets are recorded at the date of contracting the operation.

The Group manages its financial assets in order to obtain its contractual cash flows, so it values them according to the amortised cost method, that is, initial cost less principal charges plus accrued income based on its effective interest rate pending collection, adjusted for any recognised impairment loss. The effective interest rate consists of the rate that equals the initial cost of the total cash flows estimated for all the items throughout the remaining life of the investment. As an exception to the above, it should be noted that the Group values certain financial assets at fair value in the following cases:

- Financial assets at fair value with changes in profit/(loss): This category includes derivatives that do not meet the conditions to be considered as hedging, financial assets that other standards establish must be valued at fair value charged to profit/(loss), such as contingent considerations in business combinations and financial assets that, if valued differently, would generate an accounting asymmetry.
- Financial assets at fair value with changes in other comprehensive income: The Group values its interests in companies in which it does not have control, joint control or exert significant influence at fair value charged to reserves.

Financial assets at fair value have been recorded at fair value at the closing date of the financial statements. Fair value is understood as the value by which a financial instrument could be exchanged between informed and experienced parties in a free transaction (independent between third parties).

In the case of financial assets at fair value with changes in the profit/(loss), the profits or losses resulting from the change in fair value are attributed to the net profit/(loss) of the year, while financial assets at fair value with changes in other comprehensive income are attributed to equity, until the asset is disposed of, at which time the profit previously accumulated in equity will be included in that year's profit/(loss).

In assets that are valued at amortised cost, an impairment loss is recorded if, on the closing date of the financial statements, it is determined that credit losses will be incurred throughout their entire life. That is, impairment losses are recorded immediately when there is credit risk. Credit risk is understood as the risk of one of the parties to the financial instrument causing a financial loss to the other party if it breaches an obligation.

Collection rights arising from a service concession arrangement are valued according to the criteria indicated in section a) of this note.

Trade receivables arising in the Group's normal business activities are stated at their nominal value, given that they generally mature within twelve months, adjusted by any expected credit losses over the course of their lives. Accounts receivable with maturities greater than twelve months are valued at their current value.

The Group, based on the short-term cash flow needs, transfers credit from customers to financial entities. The amount of these credit assignments is reported in Note 16.a). These operations accrue interest under usual market conditions and the collection management is still carried out by the Group companies, although the costs associated with such management are residual.

To the extent that the risks and rewards inherent to the accounts receivable are substantially transmitted through these sales and assignments of collection rights, as well as the control over them, without there being any repurchase agreements signed between the Group companies and the credit institutions that have acquired the assets and that they can freely dispose of said acquired assets without the Group companies being able to limit the aforementioned right in any way, the aforementioned sales and assignments are posted as “without recourse”. Consequently, in accordance with the criteria established by IFRS, balances receivable from debtors assigned or sold under the conditions indicated are written off in the consolidated balance sheet.

j) Inventory

Inventory is valued at the average acquisition price or the average production cost, applying the necessary value corrections to adapt these values to the net realisable value if it were lower.

The Group's real estate activity includes land and plots, as well as ongoing developments and finished properties that are held for sale or for integration into a real estate development. Land and plots are valued at their acquisition price, plus any urbanisation costs and other expenses related to their purchase (property transfer tax, registration fees etc.) and the financial costs of their financing during execution of the works, or their recoverable amount if this is less.

Ongoing developments are the costs incurred in real estate development, or part thereof, whose construction has not been completed at the end of the business year. The cost of completed real estate developments is classified as finished products.

Impairment of land and plots, ongoing real estate developments and finished products is recorded when their net realisable value is lower than their book value (note 15). The net realisable value is determined mainly on the basis of end-market references, by calculating the residual value of the land on the existing market value in the locality in which they are located and, where appropriate, when purchase offers have been received, the price of such offers has been used for their assessment.

The goods received through credit collection in exchange for work executed or to be executed are valued at the lowest amount from between the amount that was registered for the credit corresponding to the goods received, or the cost of production or net realisable value.

k) Foreign currency

k.1) Translation differences

Converting the financial statements of foreign companies denominated in currencies other than the euro into euros has generally been carried out at the closing rate, except for:

- Capital and reserves, which were converted at historical exchange rates.
- The income statement items of foreign operations that were converted at the average exchange rates for the period.

Translation differences for the foreign companies from the consolidation scope, generated by the application of the year-end exchange rate method, are included in the equity of the accompanying consolidated balance sheet, as shown in the accompanying statement of changes in the equity.

k.2) Exchange differences

The balances of accounts receivable and payable from monetary items in foreign currency are valued in euros by applying the exchange rates in force at the date of the consolidated balance sheet, allocating the differences that are generated to profit/(loss), except as regarding advances, which, when considered non-monetary items, are kept converted at the exchange rate that existed at the time of the transaction.

The differences resulting from fluctuations in exchange rates between the date on which the collection or payment was made and the date on which the transactions took place or their value was discounted are allocated to profit or loss.

Meanwhile, the exchange differences that occur in relation to the financing of investments in foreign companies, with both the investment and the financing being registered in the same currency, are directly recognised in equity as translation differences that offset the effect of the difference in conversion to euros of the foreign company.

l) Equity instruments

Equity or capital instruments are recorded for the amount received, net of direct issuance costs.

The treasury shares acquired by the Parent Company during the year are recognised at the value of the consideration given, as a decrease in equity. Any gains or losses on the purchase, sale, issue or redemption of own equity instruments are recognised directly in equity and never in the profit and loss statement.

m) Grants

Grants are recognised according to their nature.

m.1) Capital grants

Capital grants are those that involve the acquisition or construction of assets. These grants are measured at the amount received or the fair value of the asset received; they are recognised as deferred income on the liability side of the accompanying consolidated balance sheet and are taken to income as the asset or assets to which they relate are depreciated.

m.2) Operating subsidies

Operating grants are those other than those defined above that do not relate directly to an asset or group of assets. Operating income is considered the amount received at the time of its concession, except if it is granted to finance specific expenses, in which case its allocation to profit/(loss) will be made as those expenses accrue.

n) Provisions

The Group companies recognise provisions on the liability side of the accompanying consolidated balance sheet for present obligations arising from past events for which the companies consider it probable that there will be an outflow of funds to settle them on maturity.

These provisions are recognised when the related obligation arises and the amount recognised is the best estimate, at the date of the accompanying financial statements, of the present value of the future expenditure required to settle the obligation. The change in the year relating to the discount to present value has an impact on financial profit/(loss).

Provisions for dismantling, removal or restoration and environmental provisions are recognised by increasing the value of the related asset by the present value of the expenses that will be incurred when operation of the asset ceases. Profit or loss is affected when the asset concerned is depreciated as described in previous sections of this Note and by the discounted present value as described in the preceding paragraph.

In addition, some Group companies provide provisions for restructuring costs when there is a detailed formal plan for such restructuring that has been communicated to the affected parties. As at 31 December 2021 no liabilities of a substantial amount have been recognised for this item.

Provisions are classified as current or non-current in the accompanying consolidated balance sheet on the basis of the estimated maturity date of the obligation covered by them, and non-current provisions are considered to be those whose estimated maturity date exceeds the normal operating cycle of the activity giving rise to the provision.

o) Financial liabilities

Financial liabilities are initially recognised at the fair value of the consideration received, adjusted by the directly attributable transaction costs. These financial liabilities are subsequently measured at amortised cost.

Borrowing costs are recognised on an accrual basis in the income statement using the effective interest method and are added to the amount of the instrument to the extent that they are not settled in the year in which they arise.

Bank borrowings and other current and non-current financial liabilities maturing within no more than twelve months from the balance sheet date are classified as current liabilities and those maturing within more than twelve months as non-current liabilities.

p) Financial derivatives and hedge accounting

A financial derivative is a financial instrument or another type of contract whose value varies in response to changes in certain variables, such as an interest rate, financial instrument price, foreign exchange rate, credit rating or credit index or any other variable that may not be financial.

Apart from giving rise to gains or losses, financial derivatives may, under certain conditions, fully or partially offset foreign currency or interest rate risks or risks relating to the value associated with balances and transactions. Hedges are accounted for as follows:

- Cash flow hedges: in hedges of this type, the changes in value of the hedging instrument are recognised provisionally under equity, and are taken to income when the hedged item materialises.
- Fair value hedges: in this case, changes in the value of the hedging instrument are recognised in income by offsetting changes in the fair value of the hedged item.
- Hedges of a net investment in a foreign operation: this type of hedges are aimed at covering foreign currency risk and are treated as cash flow hedges.

IFRS 9 “Financial Instruments” states that an effectiveness test must be performed, consisting of a qualitative assessment of the financial derivative to determine whether it can be considered to be a hedging instrument and, therefore, effective.

The qualitative requirements that must be met are as follows:

- Formal designation and documentation, at inception of the hedge, of the hedging relationship and the entity’s risk management objective and strategy for undertaking the hedge.
- Documentation identifying the hedged item, the hedging instrument and the nature of the risk being hedged.
- The effectiveness requirements must be met. This means that there is a financial relationship between the hedged item and the hedging instrument such that both generally move in opposite directions upon the occurrence of the hedged risk. Credit risk must not have a dominant effect on the changes in the value of the hedged items and the hedging ratio must be equivalent to the percentage of the exposure to the covered risk.

The hedge is considered to be fully effective provided that the qualitative effectiveness test shows that it complies with those criteria. If not, the hedge would cease to be treated as a hedge and the hedge relationship would cease, recognising the derivative at its fair value through changes in profit or loss.

A quantitative analysis that will determine how the instruments are recognised takes place after their effectiveness has been assessed. This quantitative analysis consists of a retrospective portion for purely accounting purposes and another prospective portion intended to analyse any possible future deviations relating to the hedge.

The retrospective assessment analysis is adapted to the type of the hedge and the nature of the instruments used, and all of the financial derivatives contracted by the Group consist of cash flow hedges (note 23):

- In the case of interest rate swaps (IRSs) in Cash flow hedges, the Group charges a variable rate equal to that of the hedged borrowings and pays a fixed rate, since the objective is to reduce the variability of the borrowing costs, the effectiveness test determines whether changes in the fair value of the IRS cash flows offset changes in the fair value of the hedged risk.

The hypothetical derivative method is used for accounting purposes when performing the quantitative assessment of effectiveness, which establishes that the company will recognise in equity the lower of the absolute change in the value of the hypothetical derivative (hedged position) and the change in the value of the contracted derivative. The difference between the value of the recognised change in equity and the fair value of the derivative on the date of the effectiveness test will be considered to be the ineffective portion and it will be directly recorded in the income statement.

A distinction must be made between the designated portion and the non-designated portion of cash flow hedges in which the derivative hedge instrument is an option or a forward and not an IRS:

- The treatment of the designated portion will be similar to that indicated for IRSs.
- The fair value of the non-designated portion (forward points or the temporary value of the options) will be recognised in other comprehensive income when related to the hedged portion and will be accumulated in a separate component of equity. This amount will be reclassified from the separate component of equity to the income statement for

the period as a reclassification adjustment in the same period or periods in which the expected future cash flow hedges affect results for the period (for example, when a planned sale takes place).

Changes in the fair value of financial derivatives that do not qualify for hedge accounting are recognised in the consolidated income statement as they arise.

The value is calculated using defined methods and techniques based on observable market inputs, such as:

- The interest rate swaps were measured by discounting all the flows envisaged in each contract on the basis of its characteristics, such as the notional amount and the collection and payment schedule. This measurement was made using the zero-coupon rate curve determined by employing a bootstrapping process for the deposits and swaps traded at any given time. This zero-coupon rate curve was used to obtain the discount factors for the measurements, which were made assuming the absence of arbitrage opportunity (AAO). When there were caps and floors or combinations thereof, on occasions conditional upon special conditions being met, the interest rates used were the same as those used for the swaps, although in order to introduce the component of randomness in the exercise of the options, the generally accepted Black - Scholes model was used.
- The methodology used in the case of a cash flow hedge derivative associated with inflation is very similar to that used for interest rate swaps. Expected inflation is estimated based on observed inflation and is embedded in the swaps indexed to the ex-tobacco European inflation rate used in the market, and translated to the Spanish rate using a convergence adjustment.

Furthermore, a sensitivity test is carried out on the derivatives and net financial debt in order to be able to analyse the effect that a possible fluctuation in interest rates might have on the Group's accounts, given different interest rate increase and decrease scenarios at year-end (note 30).

Note 23 to this Report provides details of the financial derivatives that the Group has arranged and other matters related thereto.

q) Income tax

The expense for corporate income tax is calculated on the basis of the consolidated profit before tax, increased or decreased, as appropriate, by the permanent differences between tax loss/taxable profit and accounting profit/(loss). The corresponding tax rate based on the legislation applicable to each country is applied to this adjusted accounting profit. The tax relief and tax credits earned in the year are deducted and the positive or negative differences between the estimated tax charge calculated for the prior year's accounting close and the subsequent tax settlement at the payment date are added to or deducted from the resulting tax charge.

The temporary differences between accounting profit/loss and taxable profit/tax loss for Corporate Income Tax purposes, together with the differences between the carrying amounts of assets and liabilities recognised in the consolidated balance sheet and their tax bases, give rise to deferred taxes that are recognised as non-current assets and liabilities. These amounts are measured at the tax rates that are expected to apply in the years in which they will foreseeably be reversed, without performing financial discounting at any time.

The Group activates deferred asset taxes corresponding to temporary differences and negative tax bases to be offset, except in cases where there are reasonable doubts about their future recovery.

r) Pension commitments

The Group companies have certain specific cases related to pension plans and similar obligations that are developed in Note 25 of this Report.

s) Operating income and expenses

Revenue is recognised when the control of the good or service is transferred to the customer, in general, only when there is approval from the customer applying a homogeneous method to contracts of a similar nature. Revenues are valued at the expected amount of the consideration that is to be received that can be estimated reliably and that is not expected to be reversed in the future. After analysing its portfolio of contracts, the Group has concluded that, except in very specific cases, there is no more than one performance obligation in the contracts being executed, since either integration services are provided for the different activities carried out, or because they are highly interrelated.

As regards variable consideration, only one income is recognised for the value, and it is highly probable that it will not suffer significant reversion when the uncertainty about it is subsequently resolved. Also, in the case that the contracts include price revision clauses, the income that represents the best estimate of the amount to be charged in the future and under the same probability criteria mentioned for the variable consideration is recorded.

In general, the Group has not identified significant financial components in its contracts with customers. The financial component is only separated from the consideration to be received and the corresponding financial income is recorded in those contracts in which the time between when a service is provided or a good is delivered and when the payment is received is greater than twelve months.

In the construction activity, performance obligations are paid over time, so revenue is recognised using a product-based method, i.e. that is in-line with the degree of progress criterion. Only income that is protected by a main contract signed with the property and in modifications thereto approved by it is recognised. If the modification is approved without the amount being fixed, the income is only estimated as a variable consideration when the criteria of probability and significant non-reversal mentioned above are met. Budgeted losses are recognised as profit/(loss) for the year.

Meanwhile, in this activity the costs are recognised in accounts according to their accrual. The costs for obtaining the contract, mainly related to the study and preparation of the project, are not activated as they cannot be considered as incremental, since they are incurred regardless of whether the contract is finally obtained or not. Two main costs for fulfilling the contract can be distinguished: engineering and study costs and those related to general and specific facilities (mainly accessory facilities such as concrete plants, auxiliary works or building booths necessary to provide the services). The main contracts in which the aforementioned expenses are incurred are of the design and construction type, in which the remuneration to be received for the work to be carried out in engineering and studies and those of the benefit is identified by separate work units of construction services. Therefore, in general, the expenses derived from engineering and studies are not activated and are recognised in accordance with their accrual as services are rendered. Costs related to the general and specific facilities are recorded as expenses according to the degree of progress when a separate works unit with its corresponding remuneration is identified in the contract, and assets are only activated within the heading when the contract does not identify them separately, and profit/(loss) is charged together with the rest of the contract costs using the aforementioned degree of progress.

In the service provision activities, which are mainly carried out in the Environmental Services, End-to-end Water Management and Real Estate segments when the Group acts as lessor under lease agreements, income and expenses are recognised on an accrual basis, i.e. when the actual flow of the goods and services they represent occurs, regardless of when the resulting monetary or financial flow arises. These

are performance obligations that are satisfied over time as the customer receives and consumes the profits at the same time as the service is provided. Consequently, revenue is recognised by measuring the value of the services actually provided to the customer using a product-based method.

Regarding the delivery of goods activities that the Group mainly carries out in the Cement segment and in the Real estate activity, revenues are only recognised when the goods have been delivered and their property has been transferred to the customer, as they are performance obligations that are satisfied at a specific moment of time.

In the Real Estate activity, the Group recognises the costs passed on to tenants of its investment property as income under "Other operating income" in the accompanying consolidated income statement (note 10.b).

In the aforementioned activities (other than construction), the costs of obtaining the contract are not incremental, so they are not activated and are recognised based on their accrual. Meanwhile, no relevant contract fulfilment costs are incurred and are therefore recorded as operating expenses in general.

With regard to the service concession agreements, it should be noted that the Group recognises the interest income derived from the collection rights of the financial model as net turnover, since the value of this financial asset includes both construction and maintenance and upkeep services, which from an operational point of view are identical to those represented by the intangible model and, consequently, it is considered that since both models are related to the company's operating activity, the true and fair view is better represented by including the income derived from the financial asset as belonging to operations (note 3. a).

Also recognised as operating profit/(loss) are those produced in the disposals of shares in subsidiaries when it implies the loss of control over them.

t) Related-party transactions

The Group performs all of its transactions with related parties on an arm's length basis.

Note 31 of this Report details the main transactions with significant shareholders of the Parent Company, with administrators and senior executives, between companies or Group entities and with companies invested in by shareholders of the Group.

u) Consolidated statement of cash flows

The FCC Group prepares its statement of cash flows in accordance with IAS 7 "Statement of cash flows" following the indirect method, using the expressions below in the following ways:

- Cash flows are the inflows and outflows of cash and cash equivalents.
- Operating activities are the activities that constitute the main source of the company's ordinary income, and also other activities that cannot be classified as investment or financing activities. Among the operating cash flows, it is worth highlighting the heading "Other adjustments to profit/(loss)" which basically includes items that are included in the Profit/(Loss) Before Tax but have no impact on the change in cash, as well as items that are already included in other headings of the Cash Flow Statement according to their nature.
- Investing activities are the acquisition and disposal of long-term assets, as well as other investments not included in cash and cash equivalents.

- Financing activities are the activities that generate changes in the size and composition of own capital and loans taken by out the company.

For the purposes of preparing the consolidated statements of cash flows, the “cash and cash equivalents” have been considered as cash and on-demand bank deposits, as well as those short-term, highly liquid investments, which are easily convertible into specific amounts of cash, subject to an insignificant risk of changes in their value.

v) Use of estimates

In preparing these 2021 and 2020 Group consolidated financial statements, estimates were made to quantify certain assets, liabilities, revenues, expenses and obligations recognised therein. These estimates relate essentially to the following:

- Impairment losses on certain assets (Notes 7, 8, 9, 12 and 14)
- Goodwill measurement (note 7)
- The recoverability of the work executed pending certification (notes 3.s and 16)
- The recoverability of deferred tax assets (note 24)
- The amount of certain provisions and, in particular, those related to claims and litigation and the losses budgeted in construction contracts (note 19)
- The useful life of PP&E and intangible assets (see Notes 7 and 8)
- The determination of the fair value of investment property (note 9)
- The determination of the recoverable amount of inventory (note 15)
- The assumptions used in the actuarial calculation of liabilities and commitments for post-employment compensation (notes 19 and 25)
- The market value of derivatives (note 23)
- Cost of business combinations (note 5)

Although these estimates have been made based on the best information available at the date of preparing these consolidated financial statements on the events analysed, it is possible that events that may take place in the future may require them to be modified (upwards or downwards) in future years, which would be done prospectively, recognising the effects of the change in estimate in the corresponding future financial statements.

IFRS 7 “Financial instruments: information to be disclosed” requires that the fair value valuations of financial instruments, both assets and liabilities, be classified according to the relevance of the variables used in the valuation, establishing the following hierarchy:

- Level 1: quoted prices (unadjusted) in active markets for identical instruments.
- Level 2: inputs other than prices quoted that are observable for the financial instrument, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3: data for the financial instrument that are not based on observable market data.

Almost all of the Group's financial assets and liabilities, which are valued at fair value, are level 2.

x) Non-current assets and related liabilities held for sale

Assets and liabilities whose book value is recovered through a sale transaction and not through continued use are classified as non-current assets held for sale and liabilities related to non-current assets held for sale. This condition is considered fulfilled only when the sale is highly probable and the asset is available for immediate sale in its current state and it is estimated that it will be completed within a period of one year from the classification date.

Non-current assets and related liabilities classified as held for sale are valued at the lower of their book value and fair value less expected selling costs.

4. NON-CURRENT ASSETS HELD FOR SALE AND LIABILITIES RELATED TO NON-CURRENT ASSETS HELD FOR SALE AND DISCONTINUED OPERATIONS

Assets with sales plans that also meet the requirements of International Financial Reporting Standard 5 “Non-current assets held for sale and discontinued operations” (note 3.x) are reclassified to this item in the accompanying consolidated balance sheet.

In 2021, there are no assets held for sale and no liabilities linked to non-current assets held for sale.

In 2020, FCC agreed to sell its entire stake in three concessions located in Spain to Vauban Infrastructure Partners, a non-Group company, as part of its policy of rotation and selective development of projects in this activity. Specifically, the agreement signed included the transfer of 51% in Grupo Cedinsa, the controlled company that manages the concession of four motorways in Catalonia, and 49% in Concessió Estacions Aeroport L9, S.A. (consolidated by the equity method), concessionaire of section 1 of line 9 of the Barcelona metro and 29% in Urbs Iudex et Causidicus, SA (consolidated by the equity method), which is operated by Ciudad de la Justicia, also in Barcelona. The transaction was completed in March and April 2021 for €377,138 thousand. After deducting the dividends received following the sale agreement.

Assets held for sale, net of their liabilities, have been assessed at their carrying amount, which is lower than the expected proceeds from their sale net of costs to sell.

The following sections detail the main headings that constitute the results, cash flows and the balance sheet, corresponding to the assets and liabilities held for sale. The sale of these companies does not imply the discontinuation of the FCC Group's concessions activity, which is why the results continue to be presented by their nature in the consolidated income statement.

Profit and Loss Account

The breakdown by nature of the profit after tax of the companies whose assets and liabilities have been reclassified as assets and liabilities held for sale is as follows:

Consolidated Group

2020	Total	Cedinsa Group	Concessió Estacions Aeroport L9, S.A.	Urbs Iudex et Causidicus, S.A.
Net business turnover	92,913	92,913	-	-
Operating expenses	(47,951)	(47,951)	-	-
Operating Profit/(Loss)	44,962	44,962	-	-
Profit/(loss) before tax from continuing operations	34,524	19,518	12,789	2,217
Corporate income tax	(5,523)	(5,523)	-	-
Profit/(loss) for the year from continuing operations	29,001	13,995	12,789	2,217
Profit attributable to the parent company	24,390	9,384	12,789	2,217
Profit attributable to non-controlling interests	4,611	4,611	-	-

Cash flow statement

The statement of cash flows corresponding to companies whose assets and liabilities have been reclassified as assets and liabilities held for sale is as follows:

2020	Cedinsa Group
Profit/(loss) before tax from continuing operations	19,518
Adjustments to profit	65,535
Changes in working capital	13,211
Other cash flows from operating activities	(10,222)
Cash flow from business activities	88,042
Investment payments	(8,616)
Divestment receipts	6,058
Other cash flows from investing activities	-
Cash flow from investment activities	(2,558)
Proceeds from and payments for equity instruments	-
Proceeds from (payments on) financial liabilities	(26,771)
Other cash flows from financing activities	(61,871)
Cash flows for financial activities	(88,642)
Total cash flows	(3,158)

Balance sheet. Headings of non-current assets and liabilities held for sale

The different assets and liabilities reclassified as held for sale under the respective headings of the attached balance sheet are detailed below:

Consolidated Group

2020	Total	Cedinsa Group	Concessió Estacions Aeroport L9, S.A.	Urbs Iudex et Causidicus, S.A.
Intangible fixed assets	1,016,607	1,016,607	-	-
Property, plant and equipment	651	651	-	-
Non-current financial assets	305,541	234,152	70,249	1,140
Deferred tax assets	14,638	14,638	-	-
Current assets	54,831	54,831	-	-
Non-current assets held for sale	1,392,268	1,320,879	70,249	1,140
Non-current financial liabilities	848,499	848,499	-	-
Rest of non-current liabilities	159,404	159,404	-	-
Current financial liabilities	31,771	31,771	-	-
Rest of current liabilities	11,611	11,611	-	-
Liabilities relating to assets held for sale	1,051,285	1,051,285	-	-

5. CHANGES IN THE SCOPE OF CONSOLIDATION

The main changes experienced in the scope of consolidation in 2021 are the following:

a) Business combinations

- In October 2021, FCyC, S.L. acquired a stake in Realia Business, S.A., representing 13.12% of the share capital, in addition to the 37.40% previously held. The aforementioned shareholding was acquired from Control Empresarial de Capitales, S.A. de C.V. (note 31) for an amount of €83,941 thousand, which has been recorded under the heading "Payments for investments" in the accompanying cash flow statement. As a result of the aforementioned transaction, the FCC Group has gained control of the aforementioned company, recording a positive operating profit of €241,701 thousand in the business combination (note 27), as the consideration paid was less than the fair value of the assets acquired. In addition, a negative result of €58,158 thousand was recorded under "Profit/(loss) of entities valued using the equity method" as a result of the fair value of the stake held by the aforementioned company prior to the takeover (note 27).
- Additionally, the company Jezzine Uno, S.L.U., a commercial property rental company, was incorporated in October (note 31). This transaction was carried out by means of a non-cash capital increase in FCyC, S.L., fully subscribed by Soimob Inmobiliaria Española, S.A., a subsidiary of Control Empresarial de Capitales, S.A. de C.V. Consequently, Soimob Inmobiliaria Española, S.A. now holds 19.97% of the share capital of FCyC, S.L. (note 18).
- On 31 December 2021, the Environment division acquired 100% of Premier Waste Services, LLC. in the United States for €30,019 thousand. The amount paid has been recorded in the accompanying cash flow statement under "Payments for investments".

Consolidated Group

The composition of the balance sheets for business combinations is detailed below:

2021 Financial Year	Realia Business Group	Jezzine Uno, S.L.U.	Premier Waste Services, Ll.c.
Non-current assets	1,651,725	608,859	30,350
Intangible fixed assets	77	-	21,614
Property, plant and equipment	2,102	2	8,736
Investment property	1,470,575	600,404	-
Investments accounted for using the equity method	59,941	-	-
Non-current financial assets	9,526	5,263	-
Deferred tax assets	109,504	3,190	-
Current assets	465,916	13,215	1,200
Inventory	334,828	-	-
Trade and other receivables	16,668	305	980
Other current financial assets	21,060	-	-
Other current assets	4,796	-	132
Cash and cash equivalents	88,564	12,910	88
Total assets	2,117,641	622,074	31,550
Equity	1,359,256	212,696	30,019
Non-current liabilities	711,928	381,251	-
Subsidies	-	-	-
Non-current provisions	12,019	-	-
Non-current financial liabilities	515,937	320,950	-
Deferred tax liabilities	183,972	60,301	-
Other non-current liabilities	-	-	-
Current liabilities	46,457	28,127	1,531
Current provisions	293	-	-
Current financial liabilities	5,312	18,310	-
Trade and other payables	40,852	9,817	1,531
Total equity and liabilities	2,117,641	622,074	31,550

As a result of the aforementioned business combinations, the fair value of the assets acquired was determined. The following table shows the amounts allocated to assets and liabilities to reflect their fair value on the takeover date:

2021 Financial Year	Realia Business Group	Jezzine Uno, S.L.U.	Premier Waste Services, Ll.c.
Investment property	-	241,205	-
Inventory	28,000	-	-
Total assignments to assets	28,000	241,205	-
Non-current liabilities (deferred tax liabilities)	7,000	60,301	-
Total assignments to liabilities	7,000	60,301	-
Total net assignments	21,000	180,904	-

Consolidated Group

The reconciliation between the consideration transferred for each of the above business combinations, the value of non-controlling interests recognised and the fair value of the net assets acquired are provided below:

2021 Financial Year	Realia Business Group	Jezzine Uno, S.L.U.	Premier Waste Services, Ll.c.
Acquisition value	83,941	212,696	30,019
Fair value Minority interests acquired	547,445	-	-
Fair value previous interest	236,602	-	-
- Fair value net assets	(1,109,689)	(212,696)	(8,405)
Goodwill	(241,701)	-	21,614

The above business combinations have contributed the following revenues and results to the accompanying consolidated income statement:

2021	Realia Business Group	Jezzine Uno, S.L.U.	Premier Waste Services, Ll.c.
Net business turnover	39,899	6,284	-
Other income	3,005	350	-
Operating Profit/(Loss)	27,659	6,176	-
Profit/(loss) before tax from continuing operations	26,081	5,450	-
Profit attributable to the parent company	7,632	3,272	-
Non-controlling interests	13,011	816	-

If the above companies had been consolidated since 1 January 2021, revenues and profit/(loss) they would have contributed would have been as follows:

2021	Realia Business Group	Jezzine Uno, S.L.U.	Premier Waste Services, Ll.c.
Net business turnover	161,815	37,743	16,066
Other income	18,260	2,291	1,292
Operating Profit/(Loss)	67,676	28,292	1,848
Profit/(loss) before tax from continuing operations	93,512	25,169	1,517
Profit attributable to the parent company	23,581	15,107	1,475
Non-controlling interests	47,843	3,770	-

These initial estimates are provisional and the Group has a period of one year from the control date to adjust them in line with subsequent more relevant and complete information that it has been able to obtain.

The following business combinations were carried out in 2020:

FCC Aqualia, S.A. acquired control of the following businesses by acquiring the stakes detailed below:

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- In January 2020, a 51% stake in Qatarat Saqia Desalination Company Ltd., the concessionaire of the desalination plant at Jeddah International Airport, for €12,914 thousand, acquiring control. The amount paid was recorded in the accompanying cash flow statement under “Payments for investments”.
- In June 2020, an additional 2% stake in Aquos El Realito, S.A. de C.V., a company that operates a water treatment plant in San Luis de Potosí, for €355 thousand, in which it previously held 49% and consolidated using the equity method, bringing its stake and control to 51%. Consequently, Aquos el Realito, S.A. de C.V. was fully consolidated, which entailed the recognition of €8,671 thousand under “Minority interests” (note 18) in the accompanying consolidated balance sheet. As a result of the transaction, a positive impact of €635 thousand was recognised under “Profit/(loss) of entities valued using the equity method” due to the fair value of the pre-transaction shareholdings and the recognition in profit or loss of the assessment adjustments (note 27).

The composition of the balance sheets drawn up by the business combinations in 2020 is detailed below:

2020 Financial Year	Qatarat Saqia Desalination Company Ltd.	Aquos el Realito, S.A. de C.V.
Non-current assets	54,097	76,181
Intangible fixed assets	53,906	24,645
Property, plant and equipment	191	8
Investments accounted for using the equity method	-	-
Non-current financial assets	-	51,071
Deferred tax assets	-	457
Current assets	16,565	15,160
Inventory	17	-
Trade and other receivables	10,189	3,128
Other current financial assets	-	4,823
Other current assets	-	-
Cash and cash equivalents	6,359	7,209
Total assets	70,662	91,341
Equity	25,321	17,697
Non-current liabilities	38,110	65,616
Subsidies	-	-
Non-current provisions	64	-
Non-current financial liabilities	35,730	53,603
Deferred tax liabilities	2,316	12,013
Other non-current liabilities	-	-
Current liabilities	7,231	8,028
Current provisions	-	-
Current financial liabilities	-	3,643
Trade and other payables	7,231	4,385
Total equity and liabilities	70,662	91,341

As a result of the aforementioned business combinations, the fair value of the acquired assets was determined, as all of these companies operate concessions, and the fair value of the concession-based assets was determined applying the discount at a market rate for the cash flows estimated during the

Consolidated Group

time horizon of the concessions currently in force. These flows were estimated internally based on the Group's past experience, based, as applicable, on the Financial and Economic Plans of the concessions, applying the assumptions and appropriate macroeconomic variables in each case. The following table shows the amounts allocated to assets and liabilities to reflect their fair value on the takeover date:

2020 Financial Year	Qatarat Saqia Desalination Company Ltd.	Aquos el Realito, S.A. de C.V.
Intangible fixed assets	11,578	9,522
Property, plant and equipment	-	-
Non-current financial assets	-	-
Total assignments to assets	11,578	9,522
Non-current liabilities (deferred tax liabilities)	2,316	2,857
Total assignments to liabilities	2,316	2,857
Total net assignments	9,262	6,665

The reconciliation between the consideration transferred for each of the above business combinations, the value of non-controlling interests recognised and the fair value of the net assets acquired are provided below:

2020 Financial Year	Qatarat Saqia Desalination Company Ltd.	Aquos el Realito, S.A. de C.V.
Acquisition value	12,914	355
Fair value Minority interests acquired	12,407	8,671
Fair value previous interest	-	8,671
- Fair value net assets	(25,321)	(17,697)
Goodwill	-	-

The above business combinations have contributed the following revenues and results to the accompanying consolidated income statement:

2020	Qatarat Saqia Desalination Company Ltd.	Aquos el Realito, S.A. de C.V.
Net business turnover	15,817	8,577
Other income	-	-
Operating Profit/(Loss)	4,928	3,881
Profit/(loss) before tax from continuing operations	6,692	1,192
Profit attributable to the parent company	703	363
Non-controlling interests	2,001	1,226

If the above companies had been consolidated since 1 January 2020, the ordinary income and profit/(loss) they would have contributed would be as follows:

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2020	Qatarat Saqia Desalination Company Ltd.	Aquos el Realito, S.A. de C.V.
Net business turnover	15,817	14,325
Other income	-	-
Operating Profit/(Loss)	4,928	3,902
Profit/(loss) before tax from continuing operations	6,692	(16)
Profit attributable to the parent company	703	39
Non-controlling interests	2,001	111

b) Other changes in scope

In March and April 2021, the sale to Vauban Infrastructure Partners, a non-Group company, of the FCC Group's entire interest in three concessions located in Spain was completed for €377,138 thousand (note 4), which was recognised under "Proceeds from disposals of investments in Group companies, associates and business units" in the accompanying cash flow statement. Specifically, 51% of the Cedinsa group, a controlled company that manages the concession of four motorways in Catalonia, and 49% of Concessió Estacions Aeroport L9, S.A. were sold. (consolidated by the equity method), concessionaire of section 1 of line 9 of the Barcelona metro, and 29% of Urbs Iudex et Causidicus, S.A. (consolidated by the equity method), which operates the Ciudad de la Justicia (City of Justice), also in Barcelona. This transaction gave rise to a pre-tax profit before tax of €39,256 thousand for the FCC Group, which includes the allocation to income of value adjustments for a sum of €(93,029) thousand (note 27).

In April 2021, the Group agreed to sell FM Green Power Investments, S.L. and its investee companies to Plenium Partners, S.L. As a result of the aforementioned sales, the Group received €93,000 thousand, which was recognised under "Proceeds from Disposals of Group Companies, Associates and Business Units" in the accompanying cash flow statement, and a current financial asset of €5,000 thousand for the amount receivable at 31 December 2021. This transaction gave rise to a gain of €39,464 thousand for the FCC Group under "Profit/(loss) of entities valued using the equity method" in the accompanying consolidated income statement (refer to note 27).

On 21 December 2021, the Realia Group, through its subsidiary Realia Patrimonio, S.L.U., acquired an additional 37.11% stake in Hermanos Revilla, S.A. for €189,061 thousand, which is recognised in the accompanying cash flow statement under "Proceeds and payments for equity instruments". With this acquisition, the Realia Group's direct and indirect shareholding in the aforementioned company amounts to 87.76%. Since prior to the acquisition, the Group already had control of both investees, the difference between the purchase price and the book value of the minority interests acquired has generated a decrease in reserves of €2,946 thousand (note 18).

In relation to 2020, in July, FCC Medio Ambiente UK, S.L. agreed the sale to Icon Infrastructure Partners of a minority stake of 49% of the capital of its new subsidiary Green Recovery Projects Limited, owner of five energy recovery plants (incinerators) following the corporate reorganisation undertaken by the Environment area in the United Kingdom. The transaction was completed in November for an amount of €188,403 thousand, which was recorded under the heading "(Acquisition)/Disposal of own securities" in the accompanying cash flow statement. As control was not lost, the transaction was recorded as an equity transaction and resulted in the recording of €60,718 thousand under "Minority interests" and €74,215 thousand in reserves as a result of the difference between the sale price and the value of the minority interests recorded. In addition, the assessment adjustments increased by

€55,300 thousand due to the attribution of the proportionate share to minority interests of the aforementioned existing adjustments prior to the sale transaction (note 18).

6. DISTRIBUTION OF PROFIT

Fomento de Construcciones y Contratas, S.A. distributed a scrip dividend in 2021 and 2020, resulting in a cash outflow of €9,631 thousand (€12,436 thousand in 2020) and the delivery of 16,067,018 shares (16,841,792 shares in 2020) (note 18). Additionally, certain subsidiaries with minority partners have distributed dividends.

The following table shows the dividends paid to its shareholders by the Group companies as of 31 December 2021 and 2020:

	2021	2020
Shareholders of Fomento de Construcciones y Contratas, S.A.	9,631	12,436
Other non-controlling shareholders of other companies	53,519	24,207
	63,150	36,643

The increase in the line “Other minority shareholders of other companies” relates mainly to the payment of dividends to the minority shareholder of FCC Aqualia, S.A. amounting to €29,400 thousand at 31 December 2021. In 2020 FCC Aqualia, S.A. did not distribute dividends.

7. INTANGIBLE ASSETS

The breakdown of net intangible assets at 31 December 2021 and 2020 is as follows:

	Cost	Accumulated amortisation	Impairment	Net value
2021				
Concessions (Note 11)	2,718,925	(1,224,776)	(54,443)	1,439,706
Goodwill	1,922,704	-	(973,728)	948,976
Other intangible assets	378,188	(305,143)	(16,494)	56,551
	5,019,817	(1,529,919)	(1,044,665)	2,445,233
2020				
Concessions (Note 11)	2,549,048	(1,115,658)	(55,230)	1,378,160
Goodwill	1,854,133	-	(847,118)	1,007,015
Other intangible assets	360,060	(292,218)	(15,158)	52,684
	4,763,241	(1,407,876)	(917,506)	2,437,859

a) Concessions

The changes in this heading of the consolidated balance sheet in 2021 and 2020 were as follows:

	Concessions	Accumulated Depreciation	Impairment	Net value
Balance at 31 December 2019	3,680,629	(1,249,755)	(56,254)	2,374,620
Additions or allocations	106,578	(137,591)	(97)	(31,110)
Disposals, derecognitions or reductions	(29,368)	6,901	1,121	(21,346)
Translation differences	(61,806)	7,219	-	(54,587)
Change in scope, transfers and other changes	(1,146,985)	257,568	-	(889,417)
Balance at 31 December 2020	2,549,048	(1,115,658)	(55,230)	1,378,160
Additions or allocations	60,984	(109,918)	(144)	(49,078)
Disposals, derecognitions or reductions	(11,314)	6,715	1,052	(3,547)
Translation differences	29,597	(4,875)	2	24,724
Change in scope, transfers and other changes	90,610	(1,040)	(123)	89,447
Balance at 31 December 2021	2,718,925	(1,224,776)	(54,443)	1,439,706

This heading includes the intangible assets corresponding to the service concession arrangements (note 11).

The most significant entries in 2021 within the Environmental Services segment relate to projects in progress carried out by Ecoparque Mancomunidad del Este S.A. for €23,763 thousand (€52,226 thousand in 2020) and FCC Medio Ambiente, S.A. for €17,878 thousand (€8,231 thousand in 2020) and, within the Integral Water Management segment, to Acque di Caltanissetta, S.P.A. for €17,878 thousand (€8,231 thousand in 2020). for €17,878 thousand (€8,231 thousand in 2020) and, within the End-to-end Water Management segment, Acque di Caltanissetta, S.P.A. for €5,846 thousand (€4,155 thousand in 2020) and FCC Aqualia, S.A. for €7,350 thousand (€2,851 thousand in 2020).

Changes in scope, transfers and other movements in the service concession agreements in 2021 include the recognition of future investment commitments included in the tariff as an increase in the value of intangible assets with a balancing entry in provisions (note 11) in the company FCC Aqualia, S.A. amounting to €76,306 thousand (€2,629 thousand in 2020)

Changes in scope, transfers and other movements in 2020 also includes a decrease due to the transfer to assets held for sale of the Cedinsa subgroup (note 4) amounting to €1,308,452 thousand gross value and accumulated depreciation of 291,291,847 thousand euros of accumulated depreciation, and an increase due to the acquisition of Qatarat Saqia Desalination Company Ltd. amounting to €76,514 thousand gross value and €22,608 thousand of accumulated depreciation (notes 5 and 12).

Cash inflows and outflows are recorded in the accompanying cash flow statement as “Payments for investments” and “Proceeds from disposals” of “Property, plant and equipment, intangible assets and investment property” respectively.

No interest has been capitalised during business year 2021 (as it was not capitalised in 2020) and the total capitalised interest amounts to €36,970 thousand (€43,848 thousand in 2020).

b) Goodwill

The breakdown of goodwill in the accompanying consolidated balance sheet at 31 December 2021 and 2020 was as follows:

	2021	2020
Cementos Portland Valderrivas, S.A.	339,386	439,386
FCC Environment Group (UK)	310,586	290,290
FCC Environment Group (CEE)	136,793	136,793
FCC Aqualia, S.A.	82,764	82,764
FCC Ámbito, S.A.	23,311	23,311
FCC Industrial e Infraestructuras Energéticas, S.L.U.	21,499	21,499
Premier Waste Services, Ll.c.	21,614	-
Canteras de Aláiz, S.A.	4,332	4,332
Cementos Alfa, S.A	3,712	3,712
Rest	4,979	4,928
	948,976	1,007,015

The movements of goodwill in the attached consolidated balance sheet in 2021 and 2020 were as follows:

Balance at 31 December 2019		1,023,511
Exchange differences, change in consolidation scope and others:		
FCC Environment Group (UK)	(16,455)	
Rest	<u>(41)</u>	<u>(16,496)</u>
Balance at 31 December 2020		1,007,015
Exchange differences, change in consolidation scope and others:		
FCC Environment Group (UK)	20,296	
Premier Waste Services, Ll.c.	21,614	
Cementos Portland Valderrivas, S.A.	(100,000)	
Rest	51	(58,039)
Balance at 31 December 2021		948,976

The item “Changes in the scope of consolidation, translation differences and other movements” in 2021 mainly relates to the impairment of goodwill of Cementos Portland Valderrivas, S.A. amounting to €100,000 thousand, the acquisition of Premier Waste Services, Ll.c. in the Environmental Services segment amounting to €19,949 thousand and the effect of the appreciation of the pound sterling against the euro (depreciation of the pound sterling in 2020).

The impairment analysis policies applied by the Group to its goodwill are described in Note 3.b). Based on the methods used and on the estimates, projections and assessments available to Group management, no impairment losses in addition to the impairment referred to in the preceding paragraph have been identified.

The estimates made and the sensitivity analysis of the most significant goodwill impairment tests are discussed below.

It should be noted that in preparing the impairment tests, cash flows have been estimated on the basis of Group management's best estimates and that upward or downward variations in the key assumptions considered, both in the discount rate and operating margins, among other factors, may affect the recoverable amount of the cash-generating unit considered.

Cementos Portland Valderrivas

Composed of two separately identifiable goodwill items recorded in the individual books of Cementos Portland Valderrivas, S.A.:

- one arising from the merger by absorption of the parent company of the Corporación Uniland Group and some of its subsidiaries for an amount of €225,881 thousand,
- €113,505 thousand corresponding to the cash generating unit (CGU) comprising the Alcalá de Guadaíra factory.

The main hypotheses used in each of the impairment tests of the two previous CGUs are described below:

1) Corporación Uniland

The shareholding in Uniland was acquired in several stages between 2006 and 2013, until 100% of the shareholding was acquired for a total amount of €1,898,973 thousand.

An impairment of goodwill associated with the above purchases amounting to €239,026 thousand was recorded in 2011 as a result of the sharp market contraction in the cement sector, which was not expected to recover in the short to medium term. An additional impairment of €187,191 thousand was recognised in 2016 and in 2019 the impairment test was updated to take into account the slower growth in cement consumption, largely as a result of the slowdown in the real estate market, whereby future forecasts were adjusted to take into account uncertain demand scenarios and an additional impairment of €70,011 thousand was recognised.

During business year 2021 the Group has reassessed the impairment test, taking into account the current economic situation and market circumstances, which inevitably impact the projected cash flows. As a result of the assessment, an impairment loss of €100,000 thousand was recognised under "Impairment and gains/(losses) on disposal of fixed assets" in the accompanying consolidated income statement.

Instability in the global economy is the main characteristic of 2021. The health crisis caused by COVID-19 in 2020 has continued into 2021 and with it the economic consequences of successive waves of the virus. During the year, there has been a significant increase in the cost of maritime freight and, above all, in the gas, electricity and CO2 markets. These increases have been passed on as supply chain disruptions on the one hand, and on the other hand are the main source of inflationary pressures that have been passed on to virtually all products and services.

The key hypotheses used in this test are detailed below:

Firstly, based on the historical information of the last 50 years in the cement industry, it is considered that the term that best reflects the life cycle of the cement market is ten years, a period used in the projections made.

Since Uniland operates in two clearly different geographic markets, various pre-tax discount rates have been used to assess flows from different countries. A pre-tax discount rate of 8.20%

has been used to evaluate goodwill from flows in Spain, and 21.85% for flows from Tunisia. The discount rates used in 2020 were 7.12% and 15.93% respectively. It should be noted that the flows for Spain represent a substantial part of the total contemplated in the test.

The Group bases its cash flow forecasts on historical data and on both internal future forecasts and future forecasts by external sectoral bodies. In the short term, the income forecasts considered in the impairment test are made according to estimates of cement consumption by Oficemen, the employer association of the sector, and internal estimates. For the medium and long term, the projections are prepared according to external projections of macroeconomic data on inflation and GDP (Bank of Spain, Funcas, Statista etc.) and historical trends.

According to information from Oficemen, the Spanish cement sector employers' association, cement consumption in 2021 has closed at 14.93 million tonnes, 11% higher than the figure for 2020. This volume is similar to that of 2019, the last year not affected by the pandemic. On the other hand, total exports (cement and clinker) have reached 6.78 million tonnes (6.16 million tonnes in 2020). By 2022, the employers' organisation estimates that consumption will close in a range of between 3% and 5%, exceeding 15 million tonnes.

Average electricity prices in 2021 have increased by 228% compared to the 2020 average, rising especially in the second half of the year. The price of CO₂ has also maintained the upward trend that began at the end of 2020, closing the year at record highs, with an average in the month of December at approximately 80 €/right.

In this context, in 2021 the Company has updated the flows of its "Business Plan" for the period 2022-2031 which serves as the basis for the calculation of the impairment tests in which the evolution of the cost of electricity, fuels and CO₂ are of significant importance.

For the Spanish market, the residual value assumed in the flow projections is calculated based on consumption considered sustainable, which is around 20-25 million tonnes, with no growth in perpetuity. The main inputs used for the determination of this consumption range are consistent with historical and expected series of relative weights of public works on GDP in Spain, as well as with the forecasts of the number of approvals for new housing that have been considered as standardised levels according to different sector reports. The cyclical nature of the sector is considered in this value, assuming that this level of long-term sustainable consumption would be the average of one cycle, in which the years of higher consumption would be offset by those with a lower consumption. The sustainable residual value considered is the average of the values of the last five years of the projections.

In Tunisia in 2021, the domestic market has reached 5.9 million tonnes, 2.5% higher than in 2020. High domestic political instability has kept consumption levels low. Despite the strong increase in exports during the year, exports were limited by the temporary closures of the border with Libya, the main export destination, due to the COVID-19 pandemic. By 2022, the domestic market is expected to grow by 1.6% to 6 million tonnes. The strategy focuses on volume growth in the domestic market and the consolidation of price increases made in recent years.

Costs are estimated on the basis of expected inflation, expectations of the evolution of fuel prices and the electricity market, and the strategy of increasing the valorisation of alternative fuels.

The variation in working capital included in the analysis for each of the years remains stable in the way it is calculated and is linked to the general evolution of the unit analysed.

The trend in investment is also linked to the general development of the activity analysed. The value of the investments reflected in the perpetuity rate presents the value that the

company estimates should be the target investments to be made in order to maintain the productive activity at the required sustainable level.

The cash flow estimates made with these inflation assumptions, the increase in costs associated with the greater environmental pressures that impact on the allowance allocation policy and its price, the increase in the price of energy and the increase in the discount rate considered, have resulted in the aforementioned impairment.

The main variables used in the test are listed below:

- Discounted flow period for Uniland Spain and Tunisia: 2022 to 2031
- Discount rate before taxes: 8.20% (Spain) and 21.85% (Tunisia)
- Growth in perpetuity: 0%
- Residual value on the recoverable amount of the CGU as a whole: 46.4%
- Compound annual growth rate Cement Market Spain (without CO2), terminal value for business year 2022:
 - o Turnover domestic market: 4.7%
 - o Export market turnover: -12.6%
 - o Gross Operating Profit: 6.5%
- Compound annual growth rate (in dinars) Tunisia Cement Market, terminal value over business year 2022:
 - o Turnover domestic market: 5.8%
 - o Export market turnover: 0%
 - o Gross Operating Profit: 5.0%

The result of this test is sensitive to variations in the key assumptions; a 10% increase in projected flows would result in a buffer on the already impaired value of approximately €61,790 thousand and a 10% decrease would result in an additional impairment of around €61,790 thousand. Furthermore, a 10% increase in the discount rate considered would result in an additional impairment of around €52,120 thousand and a 10% decrease in the already impaired value of approximately €63,428 thousand.

However, the Parent Company's management considers that the impairment recorded has adjusted the value of goodwill to its fair value according to the best estimates available at year-end.

2) Alcalá de Guadaira

The cement demand forecasts and the sector expectations, at the national level, described above for the Corporación Uniland goodwill are equally applicable to Cementos Atlántico.

The Alcalá de Guadaira factory continues to benefit from its geographical location to offset the decrease in the volume of the national market with a greater volume of exports.

The main variables used in the test are the following:

- Discount of flows period: 2022 to 2031
- Discount rate before taxes: 8.18%
- Growth in perpetuity: 0%
- Residual value on recoverable amount of the CGU: 57.8%
- Recoverable amount allowance over book value: €35,484 thousand
- Compound annual growth rate (without CO2), terminal value over business year 2021:

- Total turnover: 2.3%
- Gross Operating Profit: 29.6%

The year 2022 is particularly impacted by the percentage of (lower margin) export sales versus domestic sales in total sales.

Cementos Atlantico's goodwill test has room to support up to a pre-tax discount rate of approximately 10%, while supporting an annual cash flow decline of approximately 20% from projected cash flows.

Based on the foregoing, the company considers that the excess of the impairment test allows deviations significant enough to not give rise to any value impairments of CGU assets.

FCC Environment group (UK) before WRG group

The FCC Group acquired 100% of the stake in the FCC Environment (UK) group in 2006 for an investment cost of 1,693,532 thousand euros in 2006.

From the moment of its acquisition, the Group considers the FCC Environment (UK) subgroup as a single cash generating unit (CGU), with the goodwill recorded in the balance sheet associated exclusively with such CGU.

It should be noted that in 2012 there was an impairment of goodwill amounting to 190,229 thousand euros as a result of the decrease in cash flows of its activities due to changes in its calendar and amount. On the other hand, in 2013 there was an additional impairment of goodwill amounting to 236,345 thousand euros, mainly as a result of the decrease in the volume of tons treated in landfills. Finally, in 2014 there was an impairment of the items of property, plant and equipment affected by landfill activity amounting to 649,681 thousand euros.

It should be noted that during 2020, as a result of the internal reorganisation and the creation of the new subsidiary Green Recovery Projects Limited, prior to the sale of 49% (note 5), various companies were transferred to the latter, mainly the companies that managed the Allington and Eastcroft incinerators, and therefore the composition of the CGU changed with respect to 2019. In 2021, this organisation and composition of the CGU will be maintained.

The cash flows considered in the impairment test take into account the current status of the CGU, making the best estimates of future flows based on the mix of activities expected in the future. The relative weight of the different activities will vary as other waste treatment alternatives are promoted, mainly recycling and recovery, which is currently being carried out by the subgroup, offsetting the progressive abandonment of landfill activity.

The main assumptions used envisage a slight decrease in revenues in 2022 compared to the previous year with an expected increase in revenues in the range of approximately 1.3%–3.1%, except for a growth of 15.9% in 2024 and 11.6% in 2025 as a result of the commissioning of the Lostock energy recovery plant, currently under construction, which becomes fully operational. The landfill sector is where the decrease in sales is taking place, following the expected market evolution, compensated by the diversification of activities. The gross operating margin as a percentage of sales will increase from 19.5% in 2022 and decrease to around 13% in the last two years. The pre-tax discount rate used was 8.71% and a time horizon of 10 years was considered for the estimates given the structural characteristics of its business and the long useful life of its assets. A growth rate of 1% has been considered in the calculation of the perpetual income representing 41.5% of the total recoverable value. The test result shows an excess of the recoverable amount over the carrying amount of the cash-generating unit of €237,346 thousand, an increase of more than 1,300 basis points without incurring

impairment, a decrease in the present value of cash flows of 10% would reduce the excess to €200,359 thousand. If a zero growth rate had been assumed, the excess would have decreased to €219,716 thousand.

As indicated in note 3.f) of these financial statements, the general criterion is not to consider growth rates in perpetual income, but in the case of the FCC Environment (UK) subgroup, given the transformation that is taking place in the mix of activities, it is considered that a growth rate of 1% more accurately reflects the reality of the business in the context of the change that is taking place in the United Kingdom in the waste management activity, with a drastic fall in the disposal of waste in landfills and an increase in alternative waste management activities that is expected to be sustained over a prolonged period of time.

In addition, given the slack shown in the impairment test and the fact that the main assets and liabilities of its business are referenced in the same currency (pound sterling), no impairment should be evident.

c) Other intangible assets

The changes in this heading of the consolidated balance sheet in 2021 and 2020 were as follows:

	Other intangible assets	Accumulated Depreciation	Impairment	Net value
Balance at 31 December 2019	359,776	(285,106)	(14,403)	60,267
Additions or allocations	12,363	(20,021)	(756)	(8,414)
Disposals, derecognitions or reductions	(13,188)	10,544	-	(2,644)
Translation differences	(1,767)	1,085	1	(681)
Change in scope, transfers and other changes	2,876	1,280	-	4,156
Balance at 31 December 2020	360,060	(292,218)	(15,158)	52,684
Additions or allocations	12,142	(11,187)	(1,384)	(429)
Disposals, derecognitions or reductions	(3,237)	2,985	70	(182)
Translation differences	2,031	(992)	(23)	1,016
Change in scope, transfers and other changes	7,192	(3,731)	1	3,462
Balance at 31 December 2021	378,188	(305,143)	(16,494)	56,551

This heading mainly includes:

- amounts paid to public or private entities as fees for the award of agreements that are not classified as concessions, within the scope of IFRIC12 "Service Concession Arrangements", mainly in the Environmental Services Area,
- amounts recognised on initial recognition of certain business combinations representing items such as customer portfolios and agreements in place at the time of purchase,
- quarrying rights in the Cement Area, and
- software applications.

8. PROPERTY, PLANT AND EQUIPMENT

The net composition of property, plant and equipment at 31 December 2021 and 2020 is as follows:

	Cost	Accumulated amortisation	Impairment	Net value
2021				
Land and buildings	1,661,173	(572,202)	(101,852)	987,119
Land and natural resources	694,516	(172,501)	(87,045)	434,970
Buildings for own use	966,657	(399,701)	(14,807)	552,149
Plant and other items of property, plant and equipment	8,185,089	(5,653,086)	(656,566)	1,875,437
Plant	4,997,778	(3,438,120)	(618,330)	941,328
Machinery and vehicles	2,320,002	(1,674,652)	(34,568)	610,782
Advances and PP&E under construction	92,561	-	-	92,561
Other PP&E	774,748	(540,314)	(3,668)	230,766
	9,846,262	(6,225,288)	(758,418)	2,862,556
2020				
Land and buildings	1,616,955	(534,345)	(65,762)	1,016,848
Land and natural resources	683,055	(163,737)	(50,816)	468,502
Buildings for own use	933,900	(370,608)	(14,946)	548,346
Plant and other items of property, plant and equipment	7,795,156	(5,396,157)	(605,648)	1,793,351
Plant	4,721,372	(3,241,318)	(568,532)	911,522
Machinery and vehicles	2,215,724	(1,628,062)	(33,720)	553,942
Advances and PP&E under construction	109,411	-	-	109,411
Other PP&E	748,649	(526,777)	(3,396)	218,476
	9,412,111	(5,930,502)	(671,410)	2,810,199

Consolidated Group

The movements in the various fixed and non-current assets headings in 2021 and 2020 were as follows:

	Land and natural resources	Buildings for own use	Terrenos y Construcciones	Plant	Machinery and vehicles	Advances and PP&E under construction	Other PP&E	Plant and other items of property, plant and equipment	Accumulated Depreciation	Impairment
Balance at 31 December 2019	677,323	929,768	1,607,091	4,844,195	2,176,843	87,257	696,229	7,804,524	(5,842,216)	(705,507)
Additions or allocations	10,161	33,457	43,618	37,974	166,278	130,049	68,607	402,908	(330,085)	(7,170)
Disposals, derecognitions or reductions	(868)	(23,020)	(23,888)	(26,960)	(131,939)	(33,076)	(35,099)	(227,074)	102,289	12,377
Translation differences	(2,730)	(9,242)	(11,972)	(171,391)	(32,022)	(2,258)	(3,628)	(209,299)	123,588	32,679
Change in scope, transfers and other changes	(831)	2,937	2,106	37,554	36,564	(72,561)	22,540	24,097	15,922	(3,789)
Balance at 31 December 2020	683,055	933,900	1,616,955	4,721,372	2,215,724	109,411	748,649	7,795,156	(5,930,502)	(671,410)
Additions or allocations	4,930	48,216	53,146	31,783	154,912	77,196	54,451	318,342	(333,705)	(51,405)
Disposals, derecognitions or reductions	(993)	(35,409)	(36,402)	(19,043)	(117,319)	(465)	(40,121)	(176,948)	175,889	4,487
Translation differences	2,734	7,998	10,732	205,173	34,805	786	5,347	246,111	(144,145)	(39,843)
Change in scope, transfers and other changes	4,790	11,952	16,742	58,493	31,880	(94,367)	6,422	2,428	7,175	(247)
Balance at 31 December 2021	694,516	966,657	1,661,173	4,997,778	2,320,002	92,561	774,748	8,185,089	(6,225,288)	(758,418)

Significant “Additions” in 2021 include investments made for the performance of the agreements for the Environmental Services activity, mainly in different companies that carry out their activity in the United States for a total of €36,983 thousand (€110,602 thousand in 2020), in FCC Medioambiente, S.A. (Spain) for a total of €98,249 thousand (€76,877 thousand in 2020), in the FCC Environment group (UK) for a total of €32,838 thousand (€28,932 thousand in 2020) and in FCC Environment CEE (Central Europe) for a total of €43,848 thousand (€40,249 thousand in 2020), as well as those carried out in the End-to-end Water Management activity, mainly in the company FCC Aqualia, S.A. (Spain) for €22,406 thousand (€19,191 thousand in 2020) and in SmVak (Czech Republic) for €28,453 thousand (€25,266 thousand in 2020) and in the construction business, mainly in FCC Construcción, S.A. for €23,190 thousand (€21,107 thousand in 2020).

During 2021, land and natural assets (quarries) of the Cement business have been impaired by €36,011 thousand (note 27) as a result of the expected shortening of their useful lives.

“Derecognitions, disposals or reductions” include disposals and derecognition of inventory corresponding to assets that, in general, are almost fully amortised due to having exhausted their useful life.

Inflows and outflows that have resulted in cash inflows or outflows are recorded in the accompanying cash flow statement as “Payments for investments” and “Proceeds from disposals” of “Property, plant and equipment, intangible assets and investment property”, respectively.

No interest has been capitalised during the business years 2021 and 2020 and the total capitalised interest at source as at 31 December 2021 amounts to €6,383 thousand (2020: €29,076 thousand).

As at 31 December 2021, in property, plant and equipment, €8,331 thousand (€11,565 thousand as at 31 December 2020) has been charged as income from capital grants.

The Group companies take out the insurance policies they consider necessary to cover the possible risks to which their property, plant and equipment are subject. At year-end, the Parent estimates that there is no hedging deficit related to said risks.

The gross amount of fully depreciated property, plant and equipment which is nevertheless used in the production activity because it is in a good usable status amounts to €3,023,954 thousand at 31 December 2021 (31 December 2020: €3,145,430 thousand).

Tangible assets net of depreciation in the accompanying consolidated balance sheet located outside Spanish territory amount to €1,473,477 thousand at 31 December 2021 (€1,383,491 thousand at 31 December 2020).

Restrictions on title to assets

Of the total tangible assets on the consolidated balance sheet, €790,359 thousand at 31 December 2021 (€864,639 thousand at 31 December 2020) are subject to ownership restrictions as follows:

Consolidated Group

	Cost	Accumulated amortisation	Impairment	Net value
2021				
Buildings, plants and equipment	1,419,292	686,066	(4,364)	728,426
Other property, plant and equipment	163,012	101,515	-	61,933
	1,582,304	787,581	(4,364)	790,359
2020				
Buildings, plants and equipment	1,443,430	(631,338)	(3,762)	808,330
Other property, plant and equipment	163,104	(106,795)	-	56,309
	1,606,534	(738,133)	(3,762)	864,639

The restrictions on ownership of these assets arise from the lease agreements explained in note 10 of these notes to the consolidated financial statements, and also from assets assigned to the operation of certain agreements with characteristics similar to those of concession arrangements, but to which IFRIC 12 "Concession arrangements" (note 3.a) does not apply.

Purchase commitments

In the course of their activities, the Group companies have entered into purchase commitments for property, plant and equipment amounting to €24,510 thousand at 31 December 2021 (€4,873 thousand at 31 December 2020).

	2021	2020
Land and natural resources	-	-
Buildings for own use	-	-
Plant	-	-
Machinery and vehicles	22,075	4,556
In-progress property, plant and equipment and advances	-	102
Other PP&E	2,435	215
	24,510	4,873

9. REAL ESTATE INVESTMENTS

As stated in note 3.e), investment property is measured at fair value based on the assessments made by an independent expert.

In the case of the assessments corresponding to the Realia Business Group, the methodology for determining the fair value of the investment property is based on the RICS principles, which basically use discounted cash flows as the valuation method, which consists of capitalising the net rents of each property and discounting the future flows, applying market discount rates, over a ten-year time horizon and a residual value calculated by capitalising the estimated rent at the end of the projected period at an estimated yield. The properties were assessed on an individual basis, taking into account each of the agreements in force at year-end and their duration. For buildings with vacant areas, these have been assessed on the basis of estimated future rents, discounting a marketing period.

The key variables in this method are the determination of the net income, the duration of the lease agreements, the time period over which the leases are discounted, the approximation of value at the end of each period and the target internal rate of return used to discount the cash flows.

The key variables used in the assessments using the discounted cash flow method are:

- Current gross income: contractual income of the agreements outstanding at the date of the assessment, without taking into account bonuses, grace periods and expenses not passed on.
- Current net income: the revenue generated by each property at the date of the assessment, net of allowances and deficiencies and taking into account the non-chargeable expenses in accordance with the agreements and for vacant spaces.
- Estimated revenue for vacant space and/or new leases over the years of the cash flow.
- Exit Yield: required rate of return at the end of the assessment period on the sale of the asset. At the end of the discount period it is necessary to determine an exit value of the property. At that point it is not possible to reapply a discounted cash flow methodology and it is necessary to calculate the sale value according to an exit yield based on the rent being generated by the property at the time of sale, provided that the cash flow projection assumes a stabilised rent that can be capitalised in perpetuity.
- IRR: interest rate or rate of return offered by an investment, the value of the discount rate that makes the NPV equal to zero, for a given investment project.
- ERV: Market return on the asset at the assessment date.

In the case of the investment property of Jezzine Uno, S.L.U., given the characteristics of the agreement, which includes a period of assured rental income until 2037, when the lessee has the option to repurchase at fair value, the assessment method used was the discounted cash flow method. Discounted cash flow ("DFC") is a method generally accepted by valuation experts from both a theoretical and practical point of view as the method that best incorporates all factors affecting the value of a business into the valuation result, considering the company as a real investment project.

This methodology considers the results of the operating activity and also the investment and working capital policy to calculate the future cash flow generation capabilities of the assets linked to the business, which are discounted to the assessment date to obtain the present value of the business.

The sum of the following two components has been considered for the determination of the fair value:

- Estimated cash flows over the life of the agreement until its completion in 2037: The calculation is based on the amount of rents expected to be obtained, including the expenses chargeable to the lessee under the agreement (property tax, community charges and other fees), less the operating costs incurred for the management of the properties and the corresponding operating taxes. The cash flows obtained are discounted in line with expected inflation.
- Divestment value: An exit value of the property has been estimated at the end of the lease term. At that point it is not possible to re-apply a discounted cash flow methodology and it is necessary to calculate the sale value according to an exit yield based on the expected market rent that the properties could be generating at the time of sale and which can be capitalised in perpetuity. The market rent in 2037 has been determined on the basis of an analysis of the possible market rent of the premises, assuming that the market rent will vary annually until 2037 in line with expected annual inflation rates in the future. For the purpose of determining the net capitalisable income in

perpetuity, the total amount of asset-related expenses expected in 2037 (no longer chargeable in the context of a market sale) has been deducted. It has also been assumed that minor investments will be necessary to adapt the assets for their sale on the market, estimating the marketing costs that would be incurred in their sale. The corresponding tax effect has been deducted from the amount of capital gain thus obtained.

The key variables used in the above assessment are as follows:

- Amount of net rents during the lease agreement calculated as explained above.
- Discount rate: The WACC has been calculated taking as components those corresponding to the market in which it operates and its debt structure.
- Exit yield: Required rate of return at the end of the lease agreement on the sale of the assets.

The fair value of investment property amounts to €2,069,187 thousand, at 31 December 2020, the Group had no investment property recorded.

The following is a sensitivity analysis of the main variables affecting the assessment at fair value of the Realia Business Group's real estate inventories.

The effect of the change in the required rates of return (Exit yield), calculated as income on the market value of the assets, in terms of "Net Asset Value", on the consolidated assets and the consolidated profit and loss account, in respect of the investment property in operation, would be as follows:

	2021	
	Assets	Consolidated profit/(loss) for the year
Increase of 25 basis points	(47,305)	(35,479)
Decrease of 25 basis points	52,515	39,386

In addition, the sensitivity analysis of a 10% change in the ERV (market rent of the asset at the assessment date) would be as follows:

	2021	
	Assets	Consolidated profit/(loss) for the year
10% increase	113,315	84,986
10% decrease	(111,470)	(83,603)

Finally, the sensitivity analysis of a quarter point change in the IRR would be as follows:

	2021	
	Activo	Consolidated profit/(loss) for the year
Increase of 25 basis points	(26,610)	(19,958)
Decrease of 25 basis points	27,460	20,595

In the case of Jezzine Uno, S.L.U.'s investment property, a sensitivity analysis of the main variables affecting its assessment is provided below.

The impact of a change in the discount rate used to determine the present value of both the contract rents and their divestment value is as follows:

	2021	
	Assets	Consolidated profit/(loss) for the year
Increase of 25 basis points	(13,044)	(9,783)
Decrease of 25 basis points	13,487	10,116

The impact of a change in the exit yield is as follows:

	2021	
	Assets	Consolidated profit/(loss) for the year
Increase of 25 basis points	(5,535)	(4,151)
Decrease of 25 basis points	5,904	4,428

The movements in the various investment property items in the business years 2021 and 2020 were as follows:

Balance at 31 December 2019	2,798
Additions	42
Disposals, derecognitions or reductions	(2,582)
Change in scope, transfers and other changes	(258)
Balance at 31 December 2020	-
Additions	4,836
Disposals, derecognitions or reductions	(23,260)
Change in fair value	16,628
Change in scope, transfers and other changes	2,070,983
Balance at 31 December 2021	2,069,187

As "Change in the scope of consolidation" in 2021, it is worth highlighting the real estate assets incorporated due to the takeover of Realia Business, S.A., amounting to €1,470,575 thousand, and Jezzine Uno, S.L.U., a company dedicated to the rental of commercial properties, amounting to €600,404 thousand (note 5).

In 2020, FCC Immobilien Holding GmbH sold an office building and a plot of land in Germany for €3,950 thousand, whose net book value at the time of sale amounted to €2,582 thousand, generating a capital gain of €1,368 thousand, which is recognised under "Impairment and gains/(losses) on disposal of fixed assets" (note 27).

Cash inflows and outflows are recorded in the accompanying cash flow statement as “Payments for investments” and “Proceeds from disposals” of “Property, plant and equipment, intangible assets and investment property” respectively.

At the end of the 2021 and 2020 business years, the Group had no firm commitments to acquire or construct any real estate investments.

10. LEASES

a) Leases where the Group acts as lessee

As a lessee, the Group has entered into agreements to lease underlying assets of various kinds, mainly machinery in the Construction business and technical installations and buildings for its own use in all the Group's activities.

Among the agreements entered into in previous years, those for the Group's Central Services buildings stand out, on the one hand, the agreement for the lease of the office building located in Las Tablas (Madrid), effective from 23 November 2012 and for 18 years, extendable at the option of the FCC Group in two periods of five years each, with a rent that can be updated annually in accordance with the CPI.

Additionally, the agreement signed in 2011 for the buildings located at Federico Salmón 13, Madrid and Balmes 36, Barcelona, for a minimum committed rental period of 30 years, extendable at the Group's option in two periods of 5 years each with a rent that can be updated annually according to the CPI. These buildings were transferred to their current owners by means of a sale and leaseback agreement. The owners, in turn, have granted a purchase option to Fomento de Construcciones y Contratas, S.A., exercisable only at the end of the rental period, for the fair value or the amount of the sale discounted by the CPI, whichever is higher.

In general, the leases entered into by the Group do not include variable payments, only certain agreements include clauses for the discounting of rent, mainly in line with inflation. In some cases, these agreements contain restrictions on use, the most common restrictions being those limiting the use of the underlying assets to geographical areas or to use as office or production premises. The agreements do not include significant residual value guarantee clauses.

The Group determines the duration of the agreements by estimating the length of time the entity expects to continue to use the underlying asset based on its particular circumstances, including extensions that are reasonably expected to be exercised.

The carrying amount of the right-of-use assets amounts to €356,811 thousand at 31 December 2021 (€364,192 thousand at 31 December 2020). The carrying amount, additions and write-downs during the business years 2021 and 2020 are detailed below by underlying asset class:

Consolidated Group

	Cost	Accumulated amortisation	Impairment	Net value	Additions	Amortisation charge
2021						
Land and buildings	449,574	(101,577)	(602)	322,495	42,182	(38,283)
Land and natural resources	53,759	(8,662)	(602)	33,382	4,800	(3,563)
Buildings for own use	395,815	(92,915)	-	289,113	37,382	(34,720)
Plant and other items of property, plant and equipment	173,634	(71,246)	-	34,316	20,430	(37,996)
Plant	5,674	(3,095)	-	2,579	74	(1,072)
Machinery and vehicles	133,451	(53,746)	-	21,548	16,017	(29,746)
Other PP&E	34,509	(14,405)	-	10,189	4,339	(7,178)
	623,208	(172,823)	(602)	356,811	62,612	(76,279)

	Cost	Accumulated amortisation	Deterioro	Net value	Additions	Amortisation charge
2020						
Land and buildings	428,905	(72,571)	-	320,446	22,502	(33,694)
Land and natural resources	46,940	(5,304)	-	24,430	3,633	(2,995)
Buildings for own use	381,965	(67,267)	-	296,016	18,869	(30,699)
Plant and other items of property, plant and equipment	198,138	(73,877)	-	43,746	56,694	(33,224)
Plant	5,795	(2,154)	-	3,640	80	(1,180)
Machinery and vehicles	164,889	(60,566)	-	29,266	48,478	(23,240)
Other PP&E	27,454	(11,157)	-	10,840	8,136	(8,804)
	627,043	(146,448)	-	364,192	79,196	(66,918)

Lease liabilities recognised amount to €432,851 thousand at 31 December 2021 (€445,086 thousand at 31 December 2020), of which €64,870 thousand (€68,599 thousand at 31 December 2020) are classified as current in the accompanying consolidated balance sheet, as they mature within the next twelve months (note 20). Lease liabilities have generated an interest charge of €12,905 thousand at 31 December 2021 (€12,645 thousand at 31 December 2020). Lease payments made during the year amount to €109,301 thousand at 31 December 2021 (31 December 2020: €96,658 thousand) and are recognised under “Receivables and (payments) on financial liability instruments” and “Interest payments” in the accompanying consolidated cash flow statement. Details of non-current lease liabilities by maturity are shown below:

	2023	2024	2025	2026	2027 and beyond	Total
2021						
Liabilities for non-current leases	41,433	60,324	27,958	33,211	205,055	367,981

Certain agreements are excluded from the application of IFRS 16, mainly because they are low value assets or because their term is less than twelve months (note 3.g), and are recognised as an expense under “Other operating income” in the accompanying consolidated income statement, the amount of which is as follows for 2021 and 2020:

	2021	2020
Low value assets	1,048	2,115
Leases with term less than 12 months	61,738	73,677
	62,786	75,792

b) Leases in which the Group acts as lessor

All lease agreements in which the Group acts as lessor are classified as operating leases, as substantially all the risks and rewards of ownership of the asset are not transferred.

In its position as lessor, the Group recognises operating income, mainly in the Real Estate business, amounting to €25,126 thousand (€3,081 thousand at 31 December 2020), as follows:

	2021	2020
Revenue from leases	21,887	3,081
Revenue from common pass-through expenses	3,239	
	25,126	3,081

The change between the two years is mainly due to the takeover of Realia Business, S.A. and Jezzine Uno S.L. (note 5).

Leased assets are mainly recorded under investment property in the accompanying consolidated balance sheet. The typology of investment property is as follows:

	2021	2020
Offices and commercial premises	1,468,782	-
Banking entities	600,405	-
	2,069,187	-

In addition, the Group leases tangible fixed assets, mainly machinery in the construction business, the carrying amount of which is not material.

At 31 December 2021, the Group has contracted minimum lease payments of €856,356 thousand with tenants in the Realia Group and Jezzine Uno, S.L.U., in accordance with the current agreements in force, without considering the repercussion of common expenses, future CPI increases or future updates of contractually agreed rents, with the following maturities:

	2021
Within one year	101,593
Between two and five years	270,975
After five years	483,788
	856,356

11. SERVICE CONCESSION ARRANGEMENTS

This note presents an overview of the Group's investments in concession businesses which are recognised under various asset headings in the accompanying consolidated balance sheet.

The following table sets out the total of such assets held by Group companies under service concession arrangements and included in intangible assets, non-current and current financial assets and investments in companies accounted for using the equity method (both joint ventures and associates) in the accompanying consolidated balance sheet at 31 December 2021 and 2020.

	Intangible fixed assets (Note 7)	Financial assets (Note 14)	Joint concessionary businesses	Associated concessionary companies	Total investment
2021					
Water services	1,795,243	230,770	28,679	44,627	2,099,319
Motorways and tunnels	389,584	-	8,401	-	397,985
Environment and Others	534,098	235,058	56,025	41,199	866,380
TOTAL	2,718,925	465,828	93,105	85,826	3,363,684
Accumulated	(1,224,775)	-	-	-	(1,224,775)
Impairment	(54,444)	-	-	-	(54,444)
	1,439,706	465,828	93,105	85,826	2,084,465
2020					
Water services	1,710,822	223,303	27,454	46,343	2,007,922
Motorways and tunnels	378,515	-	8,204	-	386,719
Environment and Others	459,711	227,216	43,222	28,801	758,950
TOTAL	2,549,048	450,519	78,880	75,144	3,153,591
Accumulated	(1,115,658)	-	-	-	(1,115,658)
Impairment	(55,230)	-	-	-	(55,230)
	1,378,160	450,519	78,880	75,144	1,982,703

Below is a breakdown of the main concessions included in the above categories, detailing their main characteristics:

Consolidated Group

	Net book value as at 31 December 2021		Granting entity	Collection mechanism
	Intangible fixed assets	Financial assets		
Water services	791,535	230,771		
Jerez de la Frontera (Cádiz - Spain)	66,397	-	City Council of Jerez de la Frontera.	User based on consumption
Caltanissetta (Italy)	46,734	-	Consorzio Ambito Territoriale Ottimale	User based on consumption
Jeddah desalination plant (Saudi Arabia)	43,955	-	General Authority of Civil Aviation (Saudi Arabia)	User based on consumption
Lleida (Spain)	32,779	-	Lleida City Council	User based on consumption
Santander (Cantabria, Spain)	32,049	-	Santander City Council	User based on consumption
Vigo (Pontevedra, Spain)	28,503	-	Vigo City Council	User based on consumption
Adeje (Tenerife, Spain)	27,571	-	Adeje City Council	User based on consumption
Badajoz (Spain)	24,178	-	Badajoz City Council	User based on consumption
Acueducto Realito (Mexico)	23,735	57,810	State Water Commission (Mexico)	Mixed model
Oviedo (Asturias, Spain)	20,207	-	Oviedo City Council	User based on consumption
Mostaganem Desalination Plant (Algeria)	-	141,974	Algerian Energie Company S.p.a.	Cubic meters with guaranteed minimum
Guaymas Desalination Plant (Mexico)	-	24,469	State Water Commission	Cubic meters with guaranteed minimum
Other contracts	445,427	6,518		
Motorways and tunnels	250,383	-		
Coatzacoalcos submerged tunnel (Mexico)	203,179	-	Government of the State of Veracruz	Direct toll paid by the user
Conquense motorway (Spain)	47,204	-	Ministry for Economic Development	Shadow toll
Environment and others	397,788	235,057		
Buckinghamshire plant (United Kingdom)	139,599	9,403	Buckinghamshire County Council	Fixed amount plus variable amount per ton
Loeches Plant (Alcalá de Henares, Spain)	112,481	-	Commonwealth of the East	According to tons treated
Campello Plant (Alicante, Spain)	49,130	-	Plan Zonal XV Consortium of the Community of Valencia	According to tons treated
Edinburgh Plant (United Kingdom)	22,852	94,931	City of Edinburgh and Midlothian Council	Variable per ton with guaranteed minimum
Granada plant (Granada, Spain)	21,039	-	Provincial council of Granada	According to tons treated
Houston recycling plant (United States)	20,440	-	City of Houston	Fixed amount plus variable amount per ton
Gipuzkoa II plant	-	29,443	Gipuzkoa Waste Consortium	Variable per ton with guaranteed minimum
RE3 plant (United Kingdom)	-	29,701	Councils of Reading, Bracknell Forest and Workingham	Fixed amount plus variable amount per ton
Manises Plant (Valencia, Spain)	-	20,103	Metropolitan Entity for Waste Treatment	Fixed amount plus variable amount per ton
Wrexham I plant (United Kingdom)	-	19,811	Wrexham County Borough Council	Fixed amount plus variable amount per ton
Wrexham II plant (United Kingdom)	-	16,938	Wrexham County Borough Council	Fixed amount plus variable amount per ton
Other contracts	32,247	14,727		
FCC Group Total	1,439,706	465,828		

Consolidated Group

	Net book value as at 31 December 2020		Granting entity	Collection mechanism
	Intangible fixed assets	Financial assets		
Water services	774,358	223,303		
Jerez de la Frontera (Cádiz - Spain)	70,483	-	City Council of Jerez de la Frontera.	User based on consumption
Jeddah desalination plant (Saudi Arabia)	46,432	-	General Authority of Civil Aviation (Saudi Arabia)	User based on consumption
Caltanissetta (Italy)	43,596	-	Consorzio Ambito Territoriale Ottimale	User based on consumption
Santander (Cantabria, Spain)	35,514	-	Santander City Council	User based on consumption
Lleida (Spain)	34,828	-	Lleida City Council	User based on consumption
Adeje (Tenerife, Spain)	33,684	-	Adeje City Council	User based on consumption
Badajoz (Spain)	25,241	-	Badajoz City Council	User based on consumption
Acueducto Realito (Mexico)	23,984	55,534	State Water Commission (Mexico)	Mixed model
Oviedo (Asturias, Spain)	21,143	-	Oviedo City Council	User based on consumption
Mostaganem Desalination Plant (Algeria)	-	142,275	Algerian Energie Company S.p.a.	Cubic meters with guaranteed minimum
Guaymas Desalination Plant (Mexico)	-	19,083	State Water Commission	Cubic meters with guaranteed minimum
Other contracts	439,453	6,411		
Motorways and tunnels	252,851	-		
Coatzacoalcos submerged tunnel (Mexico)	197,735	-	Government of the State of Veracruz	Direct toll paid by the user
Conquense motorway (Spain)	55,116	-	Ministry for Economic Development	Shadow toll
Environment and others	350,951	227,216		
Buckinghamshire plant (United Kingdom)	140,283	8,830	Buckinghamshire County Council	Fixed amount plus variable amount per ton
Loeches Plant (Alcalá de Henares, Spain)	78,336	-	Commonwealth of the East	According to tons treated
Campello Plant (Alicante, Spain)	35,147	-	Plan Zonal XV Consortium of the Community of Valencia	According to tons treated
Edinburgh Plant (United Kingdom)	22,314	90,969	City of Edinburgh and Midlothian Council	Variable per ton with guaranteed minimum
Granada plant (Granada, Spain)	22,167	-	Provincial council of Granada	According to tons treated
Houston recycling plant (United States)	20,086	-	City of Houston	Fixed amount plus variable amount per ton
Gipuzkoa II plant	-	29,376	Gipuzkoa Waste Consortium	Variable per ton with guaranteed minimum
RE3 plant (United Kingdom)	-	28,947	Councils of Reading, Bracknell Forest and Workingham	Fixed amount plus variable amount per ton
Manises Plant (Valencia, Spain)	-	21,624	Metropolitan Entity for Waste Treatment	Fixed amount plus variable amount per ton
Wrexham I plant (United Kingdom)	-	20,920	Wrexham County Borough Council	Fixed amount plus variable amount per ton
Wrexham II plant (United Kingdom)	-	17,571	Wrexham County Borough Council	Fixed amount plus variable amount per ton
Other contracts	32,618	8,979		
FCC Group Total	1,378,160	450,519		

The water services activity is characterised by a very high number of agreements, the most significant of which are detailed in the table above. The main activity of the agreements is the end-to-end water cycle, from the collection, transport, treatment and distribution to urban centres through the use of distribution networks and complex water treatment facilities for drinking water purification, to the collection and treatment of wastewater. It includes both construction and maintenance of water and sewerage networks, desalination plants, water treatment plants and wastewater treatment plants. Billing is generally based on subscribers' use of the service, so in most cases cash flows depend on water consumption, which is generally constant over time. However, the agreements usually incorporate periodic tariff review clauses to ensure the recoverability of the investment made by the concessionaire, in which future tariffs are set on the basis of consumption in previous periods and other variables such as inflation. In order to carry out their activities, the concessionaires build or receive the right to use the distribution and sewerage networks, as well as the complex installations necessary for drinking water treatment and purification. The concession periods for this type of concession range from different periods, up to a maximum of 75 years, and the facilities revert to the concession grantor at the end of the concession period, without receiving any compensation.

In most of the fully consolidated agreements, the amount of the collections depends on the use made of the service and is therefore variable, as the concession holder bears the demand risk, which is why they are recorded as intangible assets. However, in exceptional cases, mainly in the case of desalination plants, payment is received on the basis of the cubic metres actually desalinated, with the grantor guaranteeing a minimum insured level irrespective of volume, whereby such guaranteed amounts are classified as financial assets as they cover the fair value of the construction services.

The main activity of the toll road and tunnel concessions is the management, promotion, development and operation of land transport infrastructures, mainly toll roads and tunnels. It includes both the construction and the subsequent conservation and maintenance of the aforementioned infrastructures over a long concession period, which can range from 25 to 75 years. Invoicing is usually based on traffic intensity, both through direct vehicle tolls and shadow tolls, so cash flows are variable in relation to the aforementioned traffic intensity, and generally show an increasing trend as the concession period progresses, which is why, as the concessionaire bears the demand risk, they are recorded as intangible assets. The agreements generally comprise both the construction or improvement of the infrastructure over which the concessionaire receives a right of use, and the provision of maintenance services, with the infrastructure reverting at the end of its useful life to the grantor, usually without compensation. In certain cases, compensation mechanisms exist, such as an extension of the concession period or an increase in the toll price, so as to ensure a minimum return to the concessionaire.

The "Other" activity mainly includes agreements relating to the construction, operation and maintenance of waste management facilities in Spain, the United Kingdom and the United States. The agreements incorporate price revision clauses based on various variables, such as inflation, energy costs or wage costs. For the classification of concessions as intangible or financial assets, the contracts have been analysed to determine which part of the agreement bears the demand risk. In those agreements in which billing is determined solely on the basis of the fixed charge and a variable amount depending on the tonnes treated, given that the latter is residual and the cost of construction services is substantially covered by the fixed charge, the entire concession has been considered as a financial asset, except in the case of the Buckinghamshire and Edinburgh plants (both in the UK), in which the intangible component is significant and are therefore recorded as mixed models.

It should also be noted that the concession companies in which the Group has holdings are obliged, in accordance with the concession agreements, to acquire or construct, during the concession period, fixed assets for an amount of €176,283 thousand at 31 December 2021 (€124,031 thousand at 31 December 2020).

Finally, it is worth mentioning that the recoverable value of the main concession assets has been re-estimated in 2021. As a result of the analysis carried out, no impairment was shown to be necessary given that a substantial part of the concession assets are related to the water and environment businesses, activities that have generally been considered as “core” in the different jurisdictions, being particularly resilient to the impacts of the pandemic. In addition, a significant portion of the concessional asset portfolio corresponds to agreements not subject to demand risk, which significantly reduces the risk of impairment.

12. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

This heading includes the value of investments in companies accounted for using the equity method, as well as non-current loans granted to these companies which, as indicated in note 2.b), is applied to both joint ventures and associates, the breakdown of which is as follows:

	2021	2020
Joint ventures	200,291	181,937
Investment value	72,283	40,842
Loans	128,008	141,095
Associates	333,551	540,849
Investment value	133,030	382,126
Loans	200,521	158,723
	533,842	722,786

a) Joint ventures

The breakdown of this caption by company is shown in Annexe II to these annual accounts, which lists the joint ventures.

The movements for the business years 2021 and 2020 by item are as follows:

Consolidated Group

	Balance at 31 December 2020	Profit/(loss) for the year (note 27.g)	Distributed Dividends	Changes in the fair value of financial instruments allocated to reserves	Committee	Conversion differences and other movements	Change in credits granted	Balance at 31 December 2021
Sociedad Concesionaria Tranvía de Murcia, S.A.	43,222	1,856	-	-	-	-	1,195	46,273
As Cancelas Siglo XXI, S.L.	-	535	-	-	-	36,719	-	37,254
Orasqualia for the Development of the Waste Treatment Plant S.A.E.	11,977	1,617	-	-	-	991	2	14,587
Zabalgardi, S.A.	16,060	3,024	(3,000)	(2,250)	-	-	-	13,834
Mercia Waste Management Ltd.	11,782	4,712	(8,696)	-	-	916	-	8,714
Atlas Gestión Medioambiental, S.A.	9,808	1,186	(2,365)	-	-	(2)	-	8,627
Ibisan Sociedad Concesionaria, S.A.	8,204	1,889	(2,454)	808	-	(46)	-	8,401
Ecoparc del Besós, S.A.	7,803	2,192	(2,813)	207	-	-	-	7,389
Construcciones Olabbarri, S.L.	5,735	86	-	-	-	(1)	-	5,820
Empresa Municipal de Aguas de Benalmádena, S.A.	4,760	285	(180)	-	-	(92)	(789)	3,984
Aguas de Langreo, S.L.	4,260	(29)	-	-	-	(25)	(365)	3,841
FM Green Power Investments, S.L.	16,462	17,672	-	7,289	-	(41,423)	-	-
Constructora Nuevo Necaxa Tihuatlán, S.A. de C.V.	-	(1,136)	-	-	-	22,124	(20,988)	-
Rest	41,864	1,575	(2,395)	-	-	(7,335)	7,858	41,567
Total joint ventures	181,937	35,464	(21,903)	6,054	-	11,826	(13,087)	200,291

Consolidated Group

	Balance at 31 December 2019	Profit/(loss) for the year (note 27.g)	Distributed Dividends	Changes in the fair value of financial instruments allocated to reserves	Committee	Conversion differences and other movements	Change in credits granted	Balance at 31 December 2020
Sociedad Concesionaria Tranvía de Murcia, S.A.	40,745	1,323	-	-	-	-	1,154	43,222
FM Green Power Investments, S.L.	17,074	22,329	(26,410)	3,022	-	447	-	16,462
Zabalgardi, S.A.	17,234	2,637	(3,000)	(811)	-	-	-	16,060
Orasqualia for the Development of the Waste Treatment Plant S.A.E.	11,735	1,143	-	-	-	(899)	(2)	11,977
Mercia Waste Management Ltd.	10,682	4,307	(2,602)	-	-	(605)	-	11,782
Atlas Gestión Medioambiental, S.A.	11,933	751	(2,876)	-	-	-	-	9,808
Ibisan Sociedad Concesionaria, S.A.	7,291	544	-	369	-	-	-	8,204
Ecoparc del Besós, S.A.	6,638	2,782	(1,834)	217	-	-	-	7,803
Empresa Municipal de Aguas de Benalmádena, S.A.	5,700	273	(346)	(89)	-	-	(778)	4,760
Constructora Nuevo Necaxa Tihuatlán S.A. de C.V.	-	(1,565)	-	-	-	5,974	(4,409)	-
OHL CO Canada & FCC Canada Ltd. Individual	-	(32)	-	-	-	(2,317)	2,349	-
North Tunnels Canada Inc.	6,978	(12)	-	-	-	120	(7,086)	-
Rest	49,422	3,689	(2,464)	(376)	-	(990)	2,578	51,859
Total joint ventures	185,432	38,169	(39,532)	2,332	-	1,730	(6,194)	181,937

Consolidated Group

In 2021, the column “Translation differences and other movements” includes, on the one hand, the decrease of €41,423 thousand in FM Green Power Investments, S.L., due to its sale in the current year (note 5) and, on the other hand, the increase of €36,719 thousand in As Cancelas Siglo XXI, S.L., owned by the Realia Group, which has been classified as a joint venture in the same year.

The following are the key financial statement aggregates of the joint ventures in proportion to the percentage interest held in the joint ventures at 31 December 2021 and 2020.

	2021	2020
Non-current assets	302,127	783,948
Current assets	161,114	223,706
Non-current liabilities	320,000	669,463
Current liabilities	133,354	311,268
Results		
Net business turnover	230,669	247,455
Operating Profit/(Loss)	49,773	44,069
Profit before tax	42,469	44,078
Profit attributable to the Parent Company	35,464	38,169

The main activities carried out by the joint ventures are the operation of concessions, such as motorways, concessions related to the end-to-end water cycle, urban sanitation activities, tunnels and passenger transport and the rental of real estate assets.

The change in the balance sheet items between the two years is mainly due to the aforementioned disposal of FM Green Power Investments, S.L. in the current year.

In relation to joint ventures with third parties outside the FCC Group, guarantees amounting to €7,564 thousand (€19,885 thousand in 2020) have been provided, mostly to public bodies and private customers to guarantee the successful completion of the agreements for the Group's various activities. The decrease in guarantees between the two years is due to the aforementioned sale of FM Green Power Investments, S.L. There are no relevant commitments or other significant contingent liabilities in relation to joint ventures.

In general, the joint ventures consolidated by the Group using the equity method take the legal form of public or private limited companies and, therefore, as joint ventures, the distribution of funds to their respective parent companies requires the agreement of the other jointly controlling shareholders in accordance with the mechanisms established by their corporate agreements.

a) Associates

The breakdown of this caption by company is shown in Annexe III to these annual accounts, which lists the associated companies.

The movements for the business years 2021 and 2020 by item are as follows:

Consolidated Group

	Balance at 31 December 2020	Profit/(loss) for the year (note 27.g)	Distributed Dividends	Changes in the fair value of financial instruments allocated to reserves	Committee	Conversion differences and other movements	Change in credits granted	Balance at 31 December 2021
FCC Group PFI Holdings	82,777	(609)	-	-	8,584	1,591	29,152	121,495
Realia Business Group	278,104	10,716	-	901	-	(289,721)	-	-
Metro de Lima Línea 2, S.A.	26,215	3,143	-	-	-	2,326	-	31,684
Future Valleys Project Co. Limited	24,134	(3,395)	-	5,423	-	(98)	4,909	30,973
Giant Cement Holding	9,973	3,132	-	4,453	-	769	-	18,327
Aguas del Puerto Empresa Municipal, S.A.	13,229	(371)	-	-	-	386	(1,296)	11,948
World Trade Center Barcelona, S.A. de S.M.E.	10,137	443	(676)	-	-	-	-	9,904
Suministro de Agua de Querétaro, S.A. de C.V.	9,135	1,465	(1,561)	-	-	286	-	9,325
Tirme Group	6,782	3,902	(2,528)	-	-	-	-	8,156
Lázaro Echevarría, S.A.	8,065	(21)	-	-	-	(85)	-	7,959
Aigües del Segarra Garrigues, S.A.	7,182	269	-	-	-	22	-	7,473
A.S.A. Group	6,309	2,421	(1,485)	(16)	-	(81)	-	7,148
Codeur, S.A.	6,560	13	(181)	-	-	111	-	6,503
Hormigones y Áridos del Pirineo Aragonés, S.A.	5,940	193	(43)	-	-	-	-	6,090
Gestión Integral de Residuos Sólidos, S.A.	5,298	33	-	-	-	-	-	5,331
Aigües del Vendrell	5,307	(19)	-	-	-	(19)	(1)	5,268
Cafig Constructores, S.A. de C.V.	3,518	2,838	(2,079)	-	-	220	-	4,497
Rest	32,184	604	(753)	-	-	401	9,034	41,470
Total associates	540,849	24,757	(9,306)	10,761	8,584	(283,892)	41,798	333,551

Consolidated Group

	Balance at 31 December 2019	Profit/(loss) for the year (note 27.g)	Distributed Dividends	Changes in the fair value of financial instruments allocated to reserves	Committee	Conversion differences and other movements	Change in credits granted	Balance at 31 December 2020
Realia Business Group	276,540	2,872	-	262	-	(1,570)	-	278,104
FCC Group PFI Holdings	34,326	(1,339)	-	-	14,834	(525)	35,481	82,777
Metro de Lima Línea 2, S.A.	25,704	2,882	-	-	-	(2,371)	-	26,215
Aguas del Puerto Empresa Municipal, S.A.	14,548	(385)	(164)	365	-	-	(1,135)	13,229
Giant Cement Holding	13,661	(3,737)	-	1,124	-	(1,075)	-	9,973
Suministro de Agua de Querétaro, S.A. de C.V.	10,376	1,349	(1,171)	-	-	(1,419)	-	9,135
Lázaro Echevarría, S.A.	8,041	164	(196)	56	-	-	-	8,065
Aigües del Segarra Garrigues, S.A.	6,905	277	-	-	-	-	-	7,182
Tirme Group	7,423	2,486	(3,127)	-	-	-	-	6,782
A.S.A. Group	6,264	1,293	(1,067)	16	-	(197)	-	6,309
Hormigones y Áridos del Pirineo Aragonés, S.A.	5,886	54	-	-	-	-	-	5,940
Aigües del Vendrell	5,302	19	-	(13)	-	-	(1)	5,307
N6 (Construction) Limited	1,035	-	-	-	-	-	-	1,035
Constructora Terminal Valle de México	8,915	474	(9,146)	-	-	178	-	421
Concessió Estacions Aeroport L9, S.A.	63,127	12,789	(4,844)	(4,140)	-	(9,927)	(57,005)	-
Aquos El Realito, S.A. de C.V.	14,483	(835)	-	-	-	(6,664)	(6,984)	-
Urbs Iudex et Causidicus, S.A.	-	2,217	-	2,110	-	(4,327)	-	-
Rest	53,556	2,765	(808)	20	2	1,724	23,116	80,375
Total associates	556,092	23,345	(20,523)	(200)	14,836	(26,173)	(6,528)	540,849

In 2021, in the column “Translation differences and other movements” it is worth highlighting the decrease of €289,721 thousand generated by the change in the consolidation method of the Realia Business Group, which, following its takeover (note 5), is now fully consolidated.

In 2020, the “Translation differences and other movements” column includes a decrease of €9,927 thousand and €4,327 thousand due to the transfer to non-current assets held for sale of Concessió Estacions Aeroport L9, S.A. and Urbs Iudex et Causidicus, S.A., respectively (note 4) and a decrease of € 6,664 thousand as a result of the takeover of control of Aquos El Realito, S.A. de C.V. (note 4). respectively (note 4) and the decrease of € 6,664 thousand as a result of the acquisition of control of Aquos El Realito, S.A. de C.V. (note 5). Also, in the column “Variation in loans granted” there is a decrease of €57,005 thousand in Concessió Estacions Aeroport L9, S.A. due to the aforementioned transfer to non-current assets held for sale (note 4).

The assets, liabilities, turnover and results for 2021 and 2020 are presented below in proportion to the percentage interest in the share capital of each associate.

	2021	2020
Non-current assets	568,152	1,463,563
Current assets	270,297	601,179
Non-current liabilities	519,558	1,366,879
Current liabilities	171,514	283,914
Net business turnover	375,865	433,155
Operating Profit/(Loss)	45,090	83,416
Profit before tax	33,625	42,501
Profit attributable to the Parent Company	24,757	23,345

The variations observed between the two years are mainly due to the change in the consolidation method of the Realia Business group (note 5) explained above.

With regard to the 37.40% stake in the Realia Business Group at 31 December 2020, it should be noted that the value of the stake, based on the stock market price, amounted to €206,269 thousand, lower than its book value of €278,104 thousand. However, its recoverable value was considered to be higher than the stock market value as there were unrealised capital gains on its real estate assets. The summarised financial information at 31 December 2020 to which the equity method was applied is presented below:

Consolidated Group

Balance Sheet	
2020	
Non-current assets	1,013,251
Current assets	440,637
Cash and equivalents	74,822
Other current assets	365,815
TOTAL ASSETS	1,453,888
Equity	792,231
Equity Parent Company	676,034
Capital	196,864
Reserves	480,813
Own Shares	(7,526)
Profit/(Loss) Parent Company	7,693
Valuation adjustments	(1,810)
Non-controlling interests	116,197
Non-current liabilities	576,698
Non-current financial liabilities	533,602
Other non-current liabilities	43,096
Current liabilities	84,959
Current financial liabilities	47,278
Other current liabilities	37,681
TOTAL LIABILITIES	1,453,888

Income statement	
2020	
Revenue	85,893
Other income	18,543
Operating expenses	(66,655)
Depreciation of fixed and non-current assets	(12,441)
Other operating income/(losses)	(2,979)
Operating Profit/(Loss)	22,361
Finance income	10,609
Finance costs	(15,741)
Miscellaneous financial results	524
Financial Profit/(Loss)	(4,608)
Profit/(loss) of equity-accounted affiliates	813
Net income from impairment of fixed and non-current assets	-
Profit/(loss) before tax from continuing operations	18,566
Corporate income tax	(4,005)
Profit/(loss) for the year from continuing operations	14,561
Profit/(loss) from interrupted operations	-
PROFIT/(LOSS) FOR THE YEAR	14,561
Profit/(Loss) Parent Company	7,693
Profit/(loss) non-controlling interests	6,868

13. JOINT AGREEMENTS. JOINT OPERATIONS

As indicated in note 2.b), section “Joint arrangements”, the Group companies carry out part of their activity through participation in contracts that are operated jointly with other non-Group partners, mainly through joint ventures and other entities with similar characteristics, contracts that have been proportionately included in the accompanying financial statements.

The main aggregates of the jointly operated agreements included under the various headings of the accompanying consolidated balance sheet and consolidated income statement are presented below, in proportion to the interest held in them, at 31 December 2021 and 2020.

	2021	2020
Non-current assets	204,452	208,784
Current assets	1,246,213	1,206,073
Non-current liabilities	55,787	67,603
Current liabilities	1,344,532	1,354,315
Results		
Net business turnover	1,063,186	1,194,580
Gross Operating Profit/(Loss)	108,883	48,541
Net Operating Profit/(Loss)	69,161	18,406

Agreements managed through joint ventures, joint ventures and other similar entities imply joint and several liability for the activity carried out by the participating partners.

In relation to contracts managed jointly with third parties outside the Group, guarantees totalling €1,429,454 thousand (€1,551,830 thousand in 2020) were provided, mostly to public bodies and private customers, to guarantee the successful completion of urban sanitation works and contracts.

The joint ventures have no relevant property, plant and equipment acquisition commitments.

14. NON-CURRENT FINANCIAL ASSETS AND OTHER CURRENT FINANCIAL ASSETS

There are no significant “Non-current financial assets” or “Other non-current financial assets” in arrears. The most significant items in the accompanying consolidated balance sheet under the aforementioned headings break down as follows:

a) Non-current financial assets

Non-current financial assets at 31 December 2021 and 2020 are distributed as follows:

	Financial assets at amortised cost	Financial assets at fair value charged to reserves	Financial assets at fair value charged to profit and loss	Hedging derivatives	Total
2021					
Equity instruments	-	33,700	-	-	33,700
Derivatives	-	-	621	92	713
Collection rights concession arrangements	421,883	-	-	-	421,883
Deposits and guarantees	73,781	-	-	-	73,781
Other financial assets	73,571	372	-	-	73,943
	569,235	34,072	621	92	604,020
2020					
Equity instruments	-	34,640	-	-	34,640
Derivatives	-	-	5	104	109
Collection rights concession arrangements	397,267	-	-	-	397,267
Deposits and guarantees	62,115	-	-	-	62,115
Other financial assets	86,743	-	-	-	86,743
	546,125	34,640	5	104	580,874

In 2021 there are no significant changes.

The breakdown of “Equity instruments” at 31 December 2021 and 2020 is shown below:

	% Effective ownership	Fair value
2021		
Participations equal to or greater than 5%:		
Shariket Miyeh Djinet, S.p.a	13.01%	10,167
Cafasso N.V.	15.00%	8,777
Vertederos de Residuos, S.A.	16.03%	8,764
Consortio Traza, S.A.	16.60%	3,628
Rest		1,869
Participations below 5%:		
Rest		495
		33,700
2020		
Participations equal to or greater than 5%:		
Shariket Miyeh Djinet, S.p.a	13.01%	10,400
Cafasso N.V.	15.00%	8,777
Vertederos de Residuos, S.A.	16.03%	8,764
Consortio Traza, S.A.	16.60%	3,628
Rest		1,959
Participations below 5%:		
Resto		1,112
		34,640

The expected maturities of “Deposits and guarantees”, “Receivables under concession agreements” and “Other financial assets” are as follows:

	2023	2024	2025	2026	2027 and beyond	Total
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Consolidated Group

Deposits and guarantees	5,456	2,191	833	1,069	64,232	73,781
Collection rights concession agreement (notes 3.a) and 11)	23,886	23,472	22,989	22,549	328,987	421,883
Non-commercial loans and other financial assets	10,214	8,677	8,989	8,607	37,456	73,943
	39,556	34,340	32,811	32,225	430,675	569,607

Non-commercial loans mainly include the amounts granted to public entities for debt refinancing, mainly in the water services activity, that accrue interest in accordance with market conditions. There were no events during the year that suggests uncertainty regarding the recovery of these loans.

The deposits and guarantees basically correspond to those made by legal or contractual obligations in the development of the activities of the Group companies, such as deposits for electrical connections, for the guarantee in the execution of works, for rental of real estate, etc.

b) Other current financial assets

This heading of the accompanying consolidated balance sheet includes the financial deposits constituted by contractual guarantees, the collection rights derived from concessionary financial assets (note 11) maturing within less than twelve months, current financial investments made for more than three months to meet certain specific treasury situations, credits granted to companies accounted for using the equity method and loans to current third parties.

The details of "Other Current Financial Assets" at 31 December 2021 and 2020 is as follows:

	Financial assets at amortised cost	Hedging derivatives	Total
2021			
Derivatives	-	73	73
Collection rights concession arrangements	43,945	-	43,945
Deposits and guarantees	61,643	-	61,643
Other financial assets	78,704	-	78,704
	184,292	73	184,365
2020			
Collection rights concession arrangements	53,252	-	53,252
Deposits and guarantees	56,879	-	56,879
Other financial assets	118,521	-	118,521
	228,652	-	228,652

Other financial assets mainly comprise current loans and other receivables from joint ventures and associates amounting to €23,892 thousand (€46,210 thousand in 2020), current loans to third parties amounting to €29,276 thousand (€30,477 thousand in 2020) and deposits with credit institutions amounting to €16,654 thousand (€35,417 thousand in 2020).

The average rate of return obtained by these items is in market returns according to the term of each investment.

15. INVENTORIES

The breakdown of “Inventory net of impairment” at 31 December 2021 and 2020 was as follows:

	2021	2020
Real estate	804,423	452,633
Raw materials and other supplies	216,302	225,880
Construction	79,924	102,914
Cement	80,534	71,236
End-to-end Water Management	20,469	22,474
Environmental Services	34,013	27,907
Real Estate	6	-
Concessions	192	197
Corporation	1,164	1,152
Finished goods	16,729	14,813
Advances	69,808	72,278
	1,107,262	765,604

The item “Real estate” includes plots of land for property development, mostly for residential use. This item also includes property developments in the course of production, for which there are sales commitments for a final delivery value to customers of €105,518 thousand (€47,100 thousand in 2020). The advances that some customers have paid on behalf of the aforementioned “Real Estate” are guaranteed by insurance contracts or bank guarantees, in accordance with the requirements established by the regulations in force.

The Group classifies property developments as current on the basis of their production cycle, distinguishing between property developments in progress and completed developments. Property developments in progress are classified as short-cycle when the period to completion is estimated to be less than twelve months, and as long-cycle otherwise. After the development is completed, it is classified as a completed property development.

The composition of the balance of the item “Real estate” at 31 December 2021 and 2020 is as follows:

Consolidated Group

	Cost	Impairment	Net value
2021			
Land and plots	730,234	(103,079)	627,155
Short-cycle property developments in progress	44,181	(800)	43,381
Long-cycle property developments in progress	143,819	(62,537)	81,282
Finished property developments	61,694	(9,089)	52,605
Total	979,928	(175,505)	804,423
2020			
Land and plots	466,330	(100,393)	365,937
Short-cycle property developments in progress	38,074	(6,745)	31,329
Long-cycle property developments in progress	82,323	(56,593)	25,730
Finished property developments	40,701	(11,064)	29,637
Total	627,428	(174,795)	452,633

The movements in the various items under the heading “Real estate” in the business years 2021 and 2020 were as follows:

	Land and plots	Short-cycle property developments in progress	Long-cycle property developments in progress	Finished property developments	Impairment
Balance at 31 December 2019	470,828	22,456	84,322	25,921	(238,112)
Additions or allocations	6,767	17,683	18,249	18,016	(4,615)
Disposals, derecognitions or reductions	(11,265)	(2,065)	(20,248)	(3,236)	67,932
Balance at 31 December 2020	466,330	38,074	82,323	40,701	(174,795)
Additions or allocations	17,771	40,779	3,686	-	(6,955)
Disposals, derecognitions or reductions	(38,243)	(25,592)	-	(33,503)	6,963
Translation differences	2	-	-	-	(2)
Change in scope, transfers and other changes	284,374	(9,080)	57,810	54,496	(716)
Balance at 31 December 2021	730,234	44,181	143,819	61,694	(175,505)

In 2021, “Changes in scope, transfers and other movements” mainly includes the incorporation of the Realia Business Group, following its takeover, amounting to €334,317 thousand (note 5).

A breakdown of the main real estate products is shown below:

Consolidated Group

	2021	2020
Estates and promotions Tres Cantos (Madrid)	190,411	200,366
Estates and promotions Arroyo Fresno (Madrid)	68,407	59,406
Estates and Promotions El Molar (Madrid)	53,060	-
Estates and promotions Sant Joan Despí (Barcelona)	43,180	66,889
Estates and promotions Badalona (Barcelona)	38,207	35,804
Estates and Promotions Ensanche Vallecas (Madrid)	25,136	-
Estates and Promotions San Gregorio (Zaragoza)	13,800	-
Estates and Promotions Arroyo Encomienda (Valladolid)	12,230	-
Estates and Promotions Esencia Sabadell (Barcelona)	12,040	-
Estates and Promotions Nueva Condomina Golf (Murcia)	11,610	-
Estates and Promotions Marítimo (Valencia)	10,850	-
Estates and Promotions Valdebebas (Madrid)	9,910	-
Estates and Promotions Torres del Mar (Las Palmas)	9,330	-
Estates and Promotions Las Glorias (Barcelona)	9,320	-
Other properties and developments	296,932	90,168
	804,423	452,633

The increases shown in the table above with respect to 2020 are due, on the one hand, to the balances contributed by the Realia Business Group, as indicated above, and, on the other hand, to new developments under development and the materialisation of commitments to purchase plots of land during the year.

Property inventories are valued at the lower of acquisition or production cost adjusted, where appropriate, to market value.

In order to determine whether impairment exists, the Group has estimated the fair value of the main assets comprising its real estate inventory portfolio through independent third parties (TINSA, Aguirre Newman and GESVALT). The valuations were made following the criteria of IVSC (International Valuation Standards Committee). The Dynamic Residual, comparison and cash flow discount methods were applied as the best approximation of the value. The Dynamic Residual Method is the basic, essential and fundamental method used in the assessment of land and property, and is the most widely accepted method by real estate market participants. However, as it uses different variables in its operating scheme, the data to be used as variables must be extracted directly from the market, through the instrumental use of the benchmarking method.

Through the application of the comparison method, the necessary comparable data are obtained by means of an analysis of the real estate market based on concrete information, which can be used as variables in the dynamic residual method. In the aforementioned selection, the values of those variables that are abnormal have been previously checked in order to identify and eliminate those from transactions and offers that do not meet the conditions required in the definition of fair value, as well as those that could include speculative elements or those that include particular conditions specific to a specific agent and which are far removed from the reality of the market. After defining, determining and specifying the variables to be used in the dynamic residual method, the value of the land, discounted to the closing date of the accompanying consolidated financial statements, is calculated considering the future flows associated with the development and promotion of this land, both collections and payments, based on market price assumptions (basically sale and construction prices) and development, construction and marketing periods in accordance with the circumstances of each specific case.

For the assessments carried out by the independent expert for completed properties, the assessment method used is that of direct comparison with market transactions.

These fair values are extremely sensitive to stress situations or needs to liquidate the asset within a shorter time frame than the assessment. No significant impairment of real estate assets occurred in 2021, as there was previous comfort in prior years' assessments.

The key assumptions considered in making the assessments are:

- Temporary deadlines affecting the obtaining of licences and the commencement of urbanisation and/or construction works.
- Sales range: which affect both a range of sales prices, and the percentage and timing of marketing, and the actual and effective sale of the different properties.
- Discounted rates of cash flows generated that reflect risk and time value of money.

In business year 2021 the total accumulated balance of impairment of property inventories amounts to €175,505 thousand (€174,795 thousand in 2020).

There are no significant commitments to purchase real estate assets at year-end.

The "Raw materials and other supplies" include facilities necessary for the execution of works pending incorporation, building materials and storage elements, spare parts, fuel and other materials necessary in the development of activities.

16. COMMERCIAL DEBTORS, OTHER ACCOUNTS RECEIVABLE AND OTHER CURRENT ASSETS

a) Trade receivables

This heading of the accompanying consolidated balance sheet includes the value of the production and services rendered pending collection, valued as indicated in Note 3.s), which provide the various Group activities and which are the basis of the operating profit.

The following is the breakdown of "Receivables external to the Group" at 31 December 2021 and 2020:

	<u>2021</u>	<u>2020</u>
Progress billings receivable and trade receivables for sales	1,046,885	934,499
Completed output pending certification	676,371	589,130
Warranty retainers	67,133	67,336
Production billed to associated and jointly controlled companies	<u>54,825</u>	<u>60,129</u>
Trade receivables for sales and services	1,845,214	1,651,094
Advances received for orders (Note 22)	<u>(357,807)</u>	<u>(403,626)</u>
Total trade receivables for sales and services	<u>1,487,407</u>	<u>1,247,468</u>

The total shown corresponds to the net balance of debtors, after taking into account adjustments for bad debt risk amounting to €212,501 thousand (€246,764 thousand at 31 December 2020) and deducting the item for advances received for orders shown under "Trade and other payables" on the liabilities side of the accompanying consolidated balance sheet. This item also includes the certified amounts of advances for various items, regardless of whether or not they have been paid.

The loans for commercial operations in default are as follows:

	2021	2020
Construction	58,238	51,739
Environmental Services	266,083	276,540
Water	115,391	113,744
Corporation	46	111
TOTAL	439,758	442,134

Balances are considered to be in default when their due date has passed and they have not been paid by the counterpart. However, it must be taken into account that given the different characteristics of the different sectors in which the FCC Group operates, although certain assets are in default, there is no risk of default, since most of its clients are public clients, in which only delays in collections can occur, as it is entitled to claim the corresponding delay payment surcharges.

The item “Certified production receivable and sales receivables” mainly includes the amount of certifications issued to customers for work performed in the Construction segment amounting to €239,180 thousand (€242,051 thousand at 31 December 2020) and services rendered by the other segments amounting to €807,705 thousand (€692,448 thousand at 31 December 2020), pending collection at the consolidated balance sheet date. In general, there are no disputes in relation to the above.

The difference between the amount of production recorded at inception for each of the works and contracts in progress, assessed according to the criteria set out in note 3.s), and the amount certified up to the date of the consolidated financial statements is recorded as “Production executed pending certification”.

The heading “Completed production pending certification” includes completed work pending certification corresponding to the construction agreements carried out by the Group amounting to €342,375 thousand (€298,199 thousand at 31 December 2020). The aforementioned balance mainly includes the differences between the production executed, valued at selling price, and the certification carried out to date in accordance with the contract in force, amounting to €313,075 thousand (€274,844 thousand at 31 December 2020), i.e. production recognised according to the degree of progress arising from differences between the time at which the production of the work, covered by the contract signed with the customer and approved by the latter, is executed and the time at which the latter proceeds to its certification.

In addition, the heading “Production executed pending certification” includes services rendered mainly in the Environment and Water activities which are invoiced more frequently than monthly, basically corresponding to work carried out in the normal course of business amounting to €249,179 thousand (€232,455 thousand at 31 December 2020).

The amount of customer receivables assigned to financial institutions without recourse against Group companies in the event of default amounted to €2,187 thousand at year-end (at 31 December 2020: €111,103 thousand). The impact on cash flows of loan assignments is reflected in the “Changes in working capital” heading of the Statement of Cash Flows. This amount has been reduced from the “Progress billings receivable and trade receivables for sales”. The variation between the two years is due to the decrease of €107,133 thousand non-recourse disposals of the End-to-end Water Management activity as a result of financial optimisation policies (note 20).

b) Other receivables

The breakdown of the "Other receivables" at 31 December 2021 and 2020 was as follows:

	2021	2020
Public Administrations - VAT receivable (Note 24)	88,648	108,169
Public Administrations - Other taxes payable (Note 24)	61,581	61,896
Other receivables	106,264	115,496
Advances and credits to staff	1,672	1,561
Total other receivables	258,165	287,122

c) Other current assets

This heading mainly includes amounts paid by the Group in relation to certain agreements for the provision of services, which have not yet been recognised as expenses in the accompanying income statement as they had not yet been accrued at the end of these financial statements.

17. CASH AND CASH EQUIVALENTS

This item includes the Group's cash and cash equivalents, as well as bank deposits and deposits with an original maturity of three months or less. These balances were remunerated at market interest rates in both 2021 and 2020.

The breakdown by currency of the cash and cash equivalents position is as follows for the business years 2021 and 2020:

	2021	2020
Euro	1,041,926	754,035
Pound sterling	214,423	185,751
United States dollar	74,134	95,609
Romanian leu	49,960	21,532
Czech koruna	30,318	22,322
Algerian dinar	22,730	27,317
Other European currencies	3,157	1,320
Latin America (various currencies)	42,746	61,544
Rest	56,131	52,679
Total	1,535,525	1,222,109

Under certain financing agreements, especially project finance, there is an obligation to hold minimum amounts as security for obligations under such agreements amounting to €317.1 million.

18. EQUITY

The accompanying Statement of Changes in Total Equity at 31 December 2021 and 2020 shows the evolution of equity attributed to the shareholders of the Parent and non-controlling interests in the respective years.

The Ordinary General Shareholders' Meeting held on 29 June 2021 resolved to distribute a scrip dividend by issuing new ordinary shares with a par value of 1 euro each, without a share premium, of the same class and series as the shares already in circulation, with a charge to reserves. This resolution also included an offer by the company to acquire the free allocation rights at a guaranteed price.

At its meeting on 29 June 2021, following the General Shareholders' Meeting, the Board of Directors of Fomento de Construcciones y Contratas, S.A. resolved to execute the scrip dividend distribution resolution adopted by the Shareholders' Meeting, the most significant characteristics of which are described below:

- Maximum value of the scrip dividend: 163,642,647.20 euros, equivalent to 0.40 euros per share.
- Shareholders received the corresponding allocation rights and could choose between three options: receiving the new shares released, transferring their rights in the market or selling their rights to the company for the guaranteed price of 0.40 euros per share.
- The number of free allotment rights required to receive a new share was set at 25. Shareholders who chose this option also received a compensatory cash dividend of 0,416 euros for each new bonus share received, to make this financially equivalent to transferring their rights to the company.
- At the end of the trading period of the free-of-charge allocation rights on 20 July 2021, holders of 401,675,483 (98.18%) rights opted to receive new shares, while shareholders holding 7,431,135 rights opted to accept the Company's offer to acquire their rights at a guaranteed price. Accordingly, the final number of bonus shares with a par value of 1 euro issued was 16,067,018 shares, corresponding to 3.93% of the share capital prior to the increase, resulting in a cash outflow for the compensatory dividend and also for the rights acquired by the Company of €9,631 thousand.

On 28 July 2021, the public deed to increase the Company's paid-up capital with a charge to voluntary reserves was registered at the Barcelona Companies Registry.

In addition, at the Ordinary General Shareholders' Meeting held on 2 June 2020, a decision was taken to distribute a scrip dividend, with the following characteristics:

- Maximum value of the scrip dividend: 156,905,960.40 euros, equivalent to 0.40 euros per share.
- Shareholders received the corresponding allocation rights and could choose between three options: receiving the new shares released, transferring their rights in the market or selling their rights to the company for the guaranteed price of 0.40 euros per share.
- The number of free allotment rights required to receive a new share was set at 23. Shareholders who chose this option also received a compensatory cash dividend of 0,624 euros for each new bonus share received, to make this financially equivalent to transferring their rights to the company.
- At the end of the trading period for the free allocation rights on 22 June 2020, holders of 387,361,229 (98.75%) rights had chosen to receive new shares, while shareholders holding 4,903,597 rights opted to accept the company's offer to acquire their rights at the guaranteed price. Accordingly, a total of 16,841,792 bonus shares with a nominal value of 1 euro were issued, representing 4.29% of the capital stock prior to the increase.

In October 2021, FCyC, S.L. acquired a stake representing 13.12% of the share capital of Realia Business, S.A. (note 5) in which it previously held significant influence with 37.40%. This transaction has enabled the FCC Group to take control of the Realia subgroup, which has led to an amount of €797,010 thousand being recorded under “Minority interests” in the accompanying consolidated balance sheet.

Additionally, in October, the company Jezzine Uno, S.L.U. joined the FCC Group through a non-monetary capital increase in FCyC, S.L., fully subscribed by Soimob (note 5), so that the latter now holds 19.97% of FCyC, S.L.'s share capital. Consequently, an amount of €226,200 thousand has been recorded under “Minority interests”.

On 21 December 2021, the Realia Group, through its subsidiary Realia Patrimonio, S.L.U., acquired an additional 37.11% stake in Hermanos Revilla, S.A. (note 5). With this acquisition, the Realia Group's direct and indirect shareholding in the aforementioned company amounts to 87.76%. Since prior to the acquisition, the FCC Group already had control of both investees, the difference between the purchase price and the book value of the minority interests acquired has generated a decrease in reserves of €2,946 thousand.

On 29 June 2020, the investee company FCC Aqualia, SA acquired an additional 2% stake in Aquos el Realito, SA de CV, in which it previously held 49% and was consolidated by the equity method, giving the Group a 51% stake (note 5). The aforementioned acquisition allowed Aquos el Realito, S.A. de C.V. to be fully consolidated, which led to the recording of €8,671 thousand under the heading “Minority interests” in the accompanying consolidated balance sheet.

In July 2020, FCC Medio Ambiente UK, SL agreed to sell Icon Infrastructure Partners a minority percentage of 49% of the capital of its subsidiary Green Recovery Projects Limited (note 5). The transaction resulted in the recording of €60,718 thousand under the heading “Minority interests” and €74,215 thousand in reserves, additionally the assessment adjustments increased by €55,300 thousand as the proportional part of the aforementioned existing adjustments prior to the sale transaction was attributed to the minority interests.

The rest of the “Other changes in equity” in the attached Statement of Total Changes in Equity basically includes the distribution of the results obtained by the Group in the previous year.

I. Equity attributable to the Parent Company

a) Capital

The share capital of Fomento de Construcciones y Contratas, S.A. comprises 425,173,636 ordinary shares represented through book entries with a nominal value of 1 euro each.

All shares are fully subscribed and paid and carry the same rights.

The securities representing the capital stock of Fomento de Construcciones y Contratas, S.A. are admitted to official listing on the four Spanish stock exchanges (Madrid, Barcelona, Bilbao and Valencia) via Spain's Continuous Market.

On 10 June 2020, Samede Inversiones 2010, S.L., a company 100% owned by Esther Koplowitz Romero de Juseu, transferred the 100% holding it held in Dominum Dirección y Gestión, S.L., which in turn held shares in Fomento de Construcciones y Contratas, S.A. representing 15.43% of the capital stock to Control Empresarial de Capitales, S.A. de C.V.

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On 27 November 2020, Dominum Dirección y Gestión, S.L. transferred shares in Fomento de Construcciones y Contratas, S.A. representing 7% of its share capital to Finver Inversiones 2020, S.L.U.

Following the aforementioned movements, in relation to the part of the capital held by other companies, directly or through their subsidiaries, when it exceeds 10%, according to the information provided, the company Control Empresarial de Capitales, S.A. de C.V., controlled by the Slim family, holds directly and indirectly, at the date of preparation of these accounts, 69.66%. Furthermore, as indicated in the previous paragraph, the company Finver Inversiones 2020, S.L.U., 100% owned by Inmobiliaria AEG, S.A. de C.V., which in turn is controlled by Carlos Slim Helú, has a 7% holding. Finally, the company Nueva Samede Inversiones 2016, S.L.U. has a direct holding of 4.54% of the capital. Esther Koplowitz Romero de Juseu also holds 138,599 direct shares in Fomento de Construcciones y Contratas, S.A.

b) Accumulated earnings and other reserves

The composition of this heading of the accompanying consolidated balance sheet as at 31 December 2021 and 2020 is as follows:

	2021	2020
Reserves of the Parent	1,667,259	1,442,223
Consolidation reserves	475,333	468,515
	2,142,592	1,910,738

b.1) Reserves of the Parent

This corresponds to the series of reserves set up by Fomento de Construcciones y Contratas, S.A., parent of the Group, mainly based on retained profits and capital gains and, where appropriate, in compliance with the different applicable legal provisions.

The breakdown at 31 December 2021 and 2020 is as follows:

	2021	2020
Share premium	1,673,477	1,673,477
Legal reserve	81,821	78,453
Reserve for redeemed capital	6,034	6,034
Voluntary reserves and losses from previous years	(94,073)	(315,741)
	1,667,259	1,442,223

Share premium

The Spanish Corporate Enterprises Act, as amended, expressly permits the use of the share premium account balance to increase capital and does not establish any specific restrictions as to its use for other purposes.

Legal reserve

In accordance with the Spanish Corporate Enterprises Act, as amended, 10% of net profit for each year must be transferred to the legal reserve until the balance of this reserve reaches at least 20% of the share capital. The legal reserve cannot be distributed to shareholders except in the event of liquidation.

The legal reserve may be used to increase capital provided that the remaining reserve balance is greater than 10% of the increased capital.

Otherwise, until it exceeds 20% of share capital and provided there are no sufficient available reserves, the legal reserve may only be used to offset losses.

As a result of the capital increase arising from the scrip dividend mentioned at the start of this note, the Board of Fomento de Construcciones y Contratas, S.A. decided to provide an additional amount of €3,213 thousand as legal reserve in the distribution of 2021 profit.

Reserve for redeemed capital

This reserve includes the nominal value of the amortised treasury shares in 2002 and 2008 charged to available reserves, in accordance with the provisions of article 335.c of the Spanish Corporate Enterprises Act. The reserve for amortised capital is unavailable, other than with the same requirements as for capital reduction.

Voluntary reserves

Reserves for which there is no type of limitation or restriction on their availability, freely constituted through profits and capital gains of the Parent Company once the distribution of dividends has been applied and the provision to legal reserve or other unavailable reserves in accordance with the current legislation.

b.2) Consolidation reserves

This heading of the accompanying consolidated balance sheet includes the consolidated reserves generated in each of the areas of activity. Also, in accordance with IFRS 10 “Consolidated financial statements”, those derived from changes in the shareholding of Group companies are included as long as control is maintained, for the difference between the amount of the purchase or additional sale and the book amount of the interest. Meanwhile, in accordance with IAS 19 “Employee benefits”, this section includes the actuarial profit and loss of pension plans and other social security benefits. The breakdown of this item as at 31 December 2021 and 2020 is as follows:

	<u>2021</u>	<u>2020</u>
Environment	259,873	130,288
Water	172,730	145,213
Construction	37,670	29,715
Cement	42,441	36,416
Real Estate	(31,376)	(6,918)
Corporation	(6,005)	133,801
	<u>475,333</u>	<u>468,515</u>

c) Shares and equity interests

This heading includes the Parent Company shares owned by this or other Group companies valued at the cost of acquisition.

The Board of Directors and the subsidiaries are authorised by the General Shareholders' Meeting of Fomento de Construcciones y Contratas, S.A. to buy back treasury shares within the limits and pursuant to the requirements set out in Article 144 et seq. of the Capital Companies Law.

The movement and balance of treasury shares at 31 December are set out below:

Balance at 31 December 2019	(16,068)
Acquisitions	(1,944)
Balance at 31 December 2020	(18,012)
Acquisitions	(8,662)
Balance at 31 December 2021	(26,674)

	2021		2020	
	Number of shares	Amount	Number of shares	Amount
Fomento de Construcciones y Contratas, S.A.	2,410,758	(26,674)	1,544,773	(18,012)
TOTAL	2,410,758	(26,674)	1,544,773	(18,012)

As at 31 December 2021, the shares of the Parent Company, owned by it or by subsidiaries, represent 0.57% of the capital stock (0.38% as of 31 December 2020).

d) Valuation adjustments

The breakdown of this accompanying consolidated heading at 31 December 2021 and 2020 was as follows:

	2021	2020
Changes in the fair value of financial instruments	(722)	(125,966)
Translation differences	(113,411)	(149,733)
	(114,133)	(275,699)

d.1) Changes in the fair value of financial instruments:

Changes in the fair value of taxes of financial assets at fair value with changes in other comprehensive income (note 14) and of cash flow hedging derivatives (note 23) are included in this heading.

The breakdown of the adjustments due to a change in the fair value of the financial instruments as at 31 December 2021 and 2020 is as follows:

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	<u>2021</u>	<u>2020</u>
Financial assets at fair value with changes in other comprehensive income	7,730	7,785
Vertederos de Residuos, S.A.	7,657	7,657
Rest	<u>73</u>	<u>128</u>
Financial derivatives	(8,452)	(133,751)
Concessió Estacions Aeroport L9, S.A. (nota 4)	-	(83,369)
Cedinsa Group (note 4)	-	8,054
Urbs Iudex et Causidicus, S.A. (nota 4)	-	(29,749)
Future Valleys Project Co. Limited	5,402	-
FCC Group - PFI Holdings	(5,391)	(9,479)
Green Recovery Group	(1,937)	(7,236)
Ibisan Sociedad Concesionaria, S.A.	(1,668)	(2,429)
FM Green Power Investments, S.L.	-	(2,181)
Rest	<u>(4,858)</u>	<u>(7,362)</u>
	<u>(722)</u>	<u>(125,966)</u>

The decrease in this heading is mainly due to the sale to Vauban Infrastructure Partners of 51% of the Cedinsa Group, 49% of Concessió Estacions Aeroport L9, S.A. and 29% of Urbs Iudex et Causidicus, S.A. (note 4).

d.2) Translation differences

The amounts comprising this item for each of the most significant companies at 31 December 2021 and 2020 are as follows:

	<u>2021</u>	<u>2020</u>
United Kingdom:		
FCC Environment Group (UK)	(54,249)	(55,100)
Green Recovery Group (Note 5)	(36,687)	(52,281)
Dragon Alfa Cement Limited	(3,084)	(3,453)
Rest	<u>(7,563)</u>	<u>(13,566)</u>
	(101,583)	(124,400)
United States of America:		
FCC Group Construcción de América	5,918	11,911
Giant Cement Holding, Inc.	(1,567)	(2,526)
Rest	<u>3,738</u>	<u>(6,354)</u>
	8,089	3,031
Egypt:		
Orasqualia Devel. Waste T.P. S.A.E.	(5,874)	(6,380)
Egypt Environmental Services, S.A.E.	(3,633)	(3,764)
Rest	<u>(2,480)</u>	<u>(2,725)</u>
	(11,987)	(12,869)

Consolidated Group

Tunisia

Société des Ciments d'Enfidha	(25,927)		(25,927)	
Rest	<u>(808)</u>	(26,735)	<u>(833)</u>	(26,760)

Latin America:

FCC Group Construcción de América	3,130		2,790	
Rest	<u>11,054</u>	14,184	<u>9,366</u>	12,156

Other Currencies

Rest	<u>4,621</u>	4,621	<u>(891)</u>	(891)
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(113,411)**(149,733)**

The change in the year is mainly due to the depreciation of the € against the pound sterling and the US dollar.

The net investment before deducting non-controlling interests in currencies other than the euro (converted to euros in accordance with note 3.k), grouped by geographic markets is as follows:

	<u>2021</u>	<u>2020</u>
United Kingdom	517,829	407,302
Argelia	171,624	157,335
Latin America	179,721	124,810
Czech Republic	78,180	70,128
United States of America	53,077	44,161
Rest	<u>190,262</u>	<u>137,311</u>
	<u>1,190,693</u>	<u>941,045</u>

e) Earnings per share

Basic earnings per share are obtained by dividing the profit attributable to the parent company by the weighted average number of ordinary shares outstanding during the year, with earnings per share of €1.40 in 2021 (€0.66 in 2020).

	<u>2021</u>	<u>2020</u>
Profit or Loss		
Profit attributed to the Parent	580,135	262,179
Outstanding shares		
Weighted average shares	414,184,156	399,978,217
Earnings per share (in euros)	<u>1.40</u>	<u>0.66</u>

As at 31 December 2021 the Group has not issued any kind of instruments that can be converted to shares, so the diluted earnings per share coincide with the basic earnings per share.

II. Non-controlling interests

The balance of this heading in the accompanying consolidated balance sheet reflects the proportional part of the equity and the profit or loss for the year after tax of those companies in which the Group's non-controlling shareholders have ownership interests.

Consolidated Group

The breakdown of the balance of non-controlling interests of the main companies at the close of 2021 and 2020 is as follows:

	Equity			Total
	Capital	Reserves	Results	
2021				
FCyC Group (note 5)	11,132	835,054	14,455	860,641
FCC Aqualia Group	71,050	331,065	69,988	472,103
Green Recovery Group (Note 5)	5	75,699	(1,972)	73,732
Cementos Portland Valderrivas Group	1,196	15,824	1,100	18,120
Rest	6,197	(10,796)	13,574	8,975
	89,580	1,246,846	97,145	1,433,571
2020				
FCC Aqualia Group	71,050	283,182	67,884	422,116
Cedinsa Group	118,912	(14,260)	4,611	109,263
Green Recovery Group (Note 5)	5	59,175	306	59,486
Cementos Portland Valderrivas Group	1,869	17,955	2,370	22,194
Rest	6,844	(5,772)	6,250	7,322
	198,680	340,280	81,421	620,381

The main change in this heading in 2021 is due to the full consolidation of the Realía Business subgroup and the entry of a minority shareholder in FCyC, both operations mentioned above (note 5).

19. NON-CURRENT AND CURRENT PROVISIONS

The detail of the provisions at 31 December 2021 and 2020 is as follows:

	2021	2020
Non-current	1,167,340	1,064,384
Liabilities for long-term employee benefits	16,831	24,347
Dismantling, removal and restoration of fixed assets	110,001	98,586
Environmental actions	290,115	261,914
Litigation	67,705	53,548
Contractual and legal guarantees and obligations	82,613	70,769
Actuaciones mejora o ampliación capacidad en concesiones	246,983	167,281
Other provisions for risks and expenses	353,092	387,939
Current	147,874	195,152
Close-outs and losses on construction contracts	128,271	175,456
Other provisions	19,603	19,696

The changes in the provisions heading in 2021 and 2020 were as follows:

	Non-current provisions	Current provisions
Balance at 31 December 2019	1,130,199	249,581
Asset withdrawal or dismantling expenses	11,180	-
Change of obligations for employee benefits for actuarial profits and losses	4,889	-
Actions to improve or expand the capacity of concessions	34,442	-
Endowments/(Reversals)	86,053	(4,943)
Applications (payments)	(111,568)	(46,699)
Change of scope, conversion differences and other movements	(90,811)	(2,787)
Balance at 31 December 2020	1,064,384	195,152
Asset withdrawal or dismantling expenses	15,117	-
Change of obligations for employee benefits for actuarial profits and losses	(7,851)	-
Actions to improve or expand the capacity of concessions	85,509	-
Endowments/(Reversals)	103,170	(43,617)
Applications (payments)	(130,728)	(10,448)
Change of scope, conversion differences and other movements	37,739	6,787
Balance at 31 December 2021	1,167,340	147,874

The item "Provisions (reversals)" includes provisions for environmental measures amounting to €37,422 thousand (35,844 thousand euros at 31 December 2020), and also provisions for future replacement or major repairs to concessions amounting to €15,270 thousand (€23,485 thousand at 31 December 2020). It also includes provisions for litigation related to Construction activity works amounting to €29,724 thousand (reversal of €7,051 thousand at December 2020).

The item "Applications (payments)" includes €38,946 thousand (€9,149 thousand at 31 December 2020) for the application of provisions for risks and expenses related to construction work in the Construction business. Also included are payments of €22,369 thousand (€20,401 thousand euros at 31 December 2020), and €11,189 thousand (€13,651 thousand at 31 December 2020) for environmental actions, and for replacement and major repair actions on concessions, respectively. The above movements have an impact on the heading "Other adjustments to profit/(loss) (net) in the consolidated cash flow statement. Additionally, €19,767 thousand (€12,419 thousand at 31 December 2020) and €9,690 thousand (€9,112 thousand at 31 December 2020) are included for actions to improve or expand capabilities in concessions, and provisions for decommissioning and retirement of fixed assets, respectively. These amounts have an impact on the consolidated statement of cash flows under "Payments for investment in property, plant and equipment, intangible assets and investment property".

The movement in current provisions is mainly due to construction losses in the Construction business.

The item "Changes in scope, transfers, translation differences and other movements" in 2020 includes €59,716 thousand as a result of the transfer to non-current liabilities held for sale of provisions belonging to the Cedinsa subgroup (note 4).

The provisions shown in the accompanying consolidated balance sheet are considered to cover the liabilities that may arise in the course of the Group's various activities.

The schedule of expected payments at 31 December 2021, as a result of the obligations covered by non-current provisions, is as follows:

	Up to 5 years	More than 5 years	Total
Liabilities for long-term employee benefits	4,697	12,134	16,831
Dismantling, removal and restoration of fixed assets	71,345	38,656	110,001
Environmental actions	53,713	236,402	290,115
Litigation	60,099	7,606	67,705
Contractual and legal guarantees and obligations	57,463	25,150	82,613
Actions to improve or expand the capacity of concessions	140,632	106,351	246,983
Other provisions for risks and expenses	215,921	137,171	353,092
	603,870	563,470	1,167,340

Liabilities for long-term employee benefits

The non-current provisions of the accompanying consolidated balance sheet include those that cover the commitments of the Group companies in matters of pensions and similar obligations, such as medical and life insurance, as indicated in note 25.

Dismantling, removal and restoration of fixed assets

The “Expenses for the withdrawal or dismantling of assets” item includes the counterpart of the highest asset value corresponding to the updated value of the expenses that will be incurred at the time the asset stops being used.

Actions to improve or expand the capacity in concessions

The “Actions to improve or expand the capacity of concessions” item includes both the counterpart of the highest value of fixed and non-current assets corresponding to the updated value of the actions on the infrastructure that the concessionaire will carry out during the concession period for improvements and capacity expansion, as well as the cost of future replacement actions or major repairs in concessions of the intangible model.

Environmental actions

The FCC Group develops an environmental policy based not only on strict compliance with current legislation on the improvement and protection of the environment, but also through the establishment of preventive planning and analysis and minimisation of the environmental impact of the activities the Group carries out.

The Management of the FCC Group considers that the contingencies relating to the protection and improvement of the environment at 31 December 2021, would not have a significant impact on the accompanying consolidated financial statements, which include provisions to cover the probable environmental risks that may arise.

Note 29 to these notes to the consolidated financial statements, which is devoted to information on the environment, complements the foregoing in relation to environmental provisions.

Provisions for litigation

Provisions for litigation cover the contingencies of the FCC Aqualia Group companies acting as defendants in certain proceedings in relation to the liability inherent to the business activities carried on by them. Any litigation, which may be significant in number according to estimates made on its final outcome, is not expected to have an impact on the Group's equity.

Appeal proceedings against the sale of Alpine Energie Holding AG terminated in March 2020.

Contractual and legal guarantees and obligations

This heading includes the provisions to cover the expenses arising from contractual and legal obligations of a non-environmental nature.

Provision for settlement and loss of works

This corresponds to budgeted construction losses in accordance with the assessment principles set out in note 3.v), and also to the expenses incurred on construction work after completion until final settlement, systematically determined on the basis of a percentage of the production value throughout the execution of the work in accordance with experience in the construction activity.

Other provisions for risks and expenses

This heading includes those items not included in the previous denominations, including certain provisions related to Alpine for €23,832 thousand, which are discussed in greater detail in the following paragraphs.

The amount of Other provisions for risks and expenses not related to Alpine covers various risks arising from the Group's activity, which in the normal course of business is exposed to claims mainly due to construction defects or discrepancies in services rendered amounting to €164,238 thousand (€194,964 thousand at December 2020), and also to tax and fiscal claims amounting to €29,641 thousand (€28,874 thousand at December 2020). Part of these risks are covered by insurance contracts and the corresponding provision is provided for uninsured amounts.

It also includes provisions resulting from recognising additional losses above the initial value of the investment in associates after incurring legal or constructive obligations in relation to the investment in the associate, amounting to €37,788 thousand (December 2020: €33,933 thousand), the remaining provisions being of lesser significance and related to the normal operation of the Group.

In relation to the provisions and risks arising from the winding up of the Alpine Group, 2021 saw no significant changes in terms of the amount reported in the Group's 2020 Financial Statements.

In 2006, the FCC Group acquired an absolute majority in Alpine Holding GmbH, hereinafter AH, and thereby, indirectly in its operating subsidiary company, Alpine Bau GmbH, hereinafter AB. Seven years later, on 19 June 2013, AB filed for insolvency before the Commercial Court of Vienna, but after the unfeasibility of the reorganisation proposal was established, the insolvency administrator filed for, and the court decreed, the bankruptcy, closure and liquidation of the company. On 25 June 2013, the liquidation of the company was commenced. As a consequence of the bankruptcy of AB, its parent company, AH filed for bankruptcy before the Commercial Court on 2 July 2013, which declared the bankruptcy and liquidation of AH.

As a result of both bankruptcies, FCC Construcción, S.A. loses control over the Alpine Group, interrupting its consolidation.

As of the date of these consolidated financial statements, the insolvency administrators have reported recognised liabilities of approximately €1,669 million at AB and €550 million at AH in the respective liquidation proceedings. The share of the bankrupt estate in AB currently amounts to 15% whereas for AH's bankruptcy, the bankruptcy administrator has not been able to estimate and determine the share.

Eight years after the bankruptcy of both companies and having definitively closed the criminal proceedings, won proceedings brought by bondholders and settled a backdating action, two proceedings brought by the insolvency administrators against Fomento de Construcciones y Contratas, S.A. and FCC Construcción S.A. are still pending, in addition to other proceedings against auditors, former directors and banks involved in the acquisition of bonds issued by AH in 2010, 2011 and 2012 and admitted to trading on the Luxembourg and Vienna stock exchanges for a combined nominal value of €290 million.

During the refinancing of the Alpine Group between October 2012 and June 2013, FCC Construcción, S.A. provided corporate guarantees to enable AB and a selection of its operating subsidiary companies to bid for and/or be awarded construction work. As of 31 December 2021, provision for this item amounted to 23,832 thousand euros.

Between the bankruptcy of AH and AB and the date on which these financial statements were issued, a number of proceedings were instigated against the Group and directors of AH and AB. At 31 December 2021, and as far as FCC could be directly or indirectly affected, two commercial proceedings and one labour proceeding are still in progress:

- In April 2015, the bankruptcy administrator of Alpine Holding GmbH filed a claim for €186 million against FCC Construcción, S.A. and other ex-executive of AB, considering that these parties should compensate Alpine Holding GmbH for the amounts collected through two bond issues in 2011 and 2012 that were allegedly provided by this company for its subsidiary, Alpine Bau GmbH, without the necessary guarantees and complying with a "mandate-order" from FCC Construcción S.A. On 31 July 2018, the ruling dismissing the claim was handed down and the claimant ordered to pay the costs. Having filed appeals and cassation appeals for procedural infringement, in April 2020, the Austrian Supreme Court declared the need to return the Orders to the Court of Instance so that the testimonial evidence could be practiced in person before the Judge of First Instance. Such testimonial statements took place in June 2021 and, in light of the mandate contained in the Supreme Court Judgment, the judge has yet to decide whether to consider the procedure closed or whether to agree to the practice of the expert evidence requested by the bankruptcy trustee AH.
- In April 2017, a Group company, Asesoría Financiera y de Gestión S.A. was notified of a suit in which an AB bankruptcy administrator made a joint and several claim against the former finance director of Alpine Bau GmbH and against Asesoría Financiera y de Gestión S.A. for the payment of €19 million for the alleged violation of corporate and bankruptcy law, considering that Alpine Bau GmbH, on making a deposit at Asesoría Financiera y de Gestión S.A., allegedly made payments charged against equity, considered to be a capital refund, and therefore prohibited by law. The proceedings are still at the evidentiary phase, the court expert having issued his report according to which the deposit and the factoring transactions between subsidiary companies of AB and Asesoría Financiera y de Gestión S.A. would not have caused any loss to AB. Given the multiplicity of allegations made by the bankruptcy administrator, the judge is weighing the request for a complementary expert report.
- Also in April 2017, a former FCC employee and former executive at AH and AB was notified of a claim filed by the insolvency administrator of Alpine Bau GmbH in the Social Claims Court for 72 million euros. The claimant argues that this amount represents the damage to the bankruptcy estate caused by the alleged delay in initiating insolvency proceedings. In the event that the insolvency administrator's claim is successful and a final judgement is handed down, the subsidiary liability of

the FCC Group could be raised in a remote case due to the explanation contained in note 16 on contingent liabilities.

In relation to these lawsuits, the FCC Group and its legal advisors have not assessed as probable future cash outflows prior to the issuance of these consolidated financial statements and, therefore, no provision has been made, as the Group considers these to be contingent liabilities (note 26).

20. NON-CURRENT AND CURRENT FINANCIAL LIABILITIES

The general policy of the FCC Group is to provide all companies with the most adequate financing for the normal development of their activity.

Whenever the financial operation so requires, and following a hedging criterion for economic and accounting purposes, the Group contracts interest rate risk hedging operations according to the type and structuring of each operation (note 23).

In certain financings, and especially in structured financing without recourse, the funder includes a contractual clause stating that there must be some type of interest rate coverage, studying the best hedging instrument according to the profile of the cash flows presented by the project, as well as the debt repayment schedule.

a) Non-current and current obligations and loans

The breakdown of the issues of current obligations and loans is as follows:

	Non-current	Current	Total
2021			
FCC Aqualia, S.A.	650,598	714,925	1,365,523
FCC Servicios Medio Ambiente Holding, S.A.U.	1,096,168	181,600	1,277,768
Severomoravské Vodovody a Kanalizace Ostrava, A.S.	-	219,605	219,605
Fomento de Construcciones y Contratas, S.A.	-	30,000	30,000
FCC Environment UK Group	132,038	6,609	138,647
	1,878,804	1,152,739	3,031,543
2020			
FCC Aqualia, S.A.	1,350,000	15,301	1,365,301
FCC Servicios Medio Ambiente Holding, S.A.U.	1,094,868	123,107	1,217,975
Fomento de Construcciones y Contratas, S.A.	-	302,300	302,300
Severomoravské Vodovody a Kanalizace Ostrava, A.S.	205,830	2,460	208,290
FCC Medio Ambiente Reino Unido, S.A.U.	130,237	6,178	136,415
	2,780,935	449,346	3,230,281

The details of the non-current and current obligations and loans formalised by the Group are detailed below:

- On 8 June 2017, FCC Aqualia, S.A. successfully completed two simple bond issues. One in the amount of €700 million with an annual remuneration of 1,413% and maturing in 2022, which is why it was reclassified as current in 2021, and the second in the amount of €650 million with an annual remuneration of 2,629% and maturing in 2027.

Both issues have the following guarantees:

- Pledge on 100% of the shares of Tratamiento Industrial de Aguas, S.A., Conservación y Sistemas, S.A., Sociedad Española de Aguas Filtradas, S.A., Depurplan 11, S.A. and Aigues de Vallirana, S.A. Unipersonal, and 97% of the shares of Entemanser, SA.
- Pledge on 100% of the shareholdings of Infraestructura y Distribución General del Agua, S.L., Empresa Gestora de Aguas Linenses, S.L., Aguas de las Galeras, S.L., Hidrotec Tecnología del Agua, S.L. and on 51% of Aqualia Czech, S.L.
- Pledge on 98% of the shares of Acque di Caltanissetta S.p.A., pending formalisation to extend the pledge to 99.5%; and on 100% of Aqualia Mexico, SA de CV.
- Pledge on the collection rights over certain accounts.

The issuance and circulation of both bonds took place on 8 June 2017, being admitted to trading in the unregulated market (Global Exchange Market) of the Irish Stock Exchange, and with an investment grade rating from the Fitch rating agency. This rating was ratified on 22 September 2021, alongside the rating of FCC Aqualia (BBB⁻).

The balance at 31 December 2021 shown for this item amounts to €1,365,523 thousand (€1,365,301 thousand in 2020), including €15,301 thousand for accrued and unpaid interest (€15,301 thousand in 2020).

At 31 December 2021, the bond prices were 100,263% for the €700 million bond and 109,749% for the €650 million bond.

FCC Aqualia, S.A. was granted a credit line of €900,000 thousand as a contingent credit facility, which matures on 4 May 2022, extendable at the Company's discretion for a further six months, to cover the amount of FCC Aqualia's and SmVak's obligations, which mature in June and July 2022, respectively. This facility has accrued a structuring fee of €900 thousand, of which €450 thousand has been recognised and is pending disbursement at 31 December 2021. On 2 February 2022, an extension of the maturity of the credit facility was signed at the Company's discretion until 31 January 2023.

- On 4 December 2019, FCC Servicios Medioambiente Holding S.A.U., successfully completed two simple bond issues. One in the amount of €600 million, with an annual remuneration of 0,815% and maturing in 2023; and the second in the amount of €500 million, with an annual remuneration of 1,661% and maturing in 2026.

Both issues have the personal guarantee of FCC Medio Ambiente, S.A.U. and FCC Ámbito, S.A.U.

Both bonds were issued and circulated in December 2019, and they were admitted to trading in the unregulated market (Global Exchange Market) of the Irish Stock Exchange, with an investment grade rating from the Fitch rating agency. This rating was ratified on 2 December 2021, with a stable outlook.

Both issues have an opinion by an independent institution, CICERO Shades of Green, stating that the governance procedures of the Company were rated as "Good" and the Bond issues were rated

as “Light Green” issues. On the second anniversary of the issuance, November 2021, the certification body DNV GL confirmed that more than 93% of the total funds raised were already applied to eligible and environmentally sustainable projects.

The balance at 31 December 2021 shown for this item amounts to €1,097,267 thousand (2020: €1,096,075 thousand), including €1,100 thousand for accrued and unpaid interest (2020: €1,207 thousand).

At 31 December 2021, the bond prices were 101,376% for the €600 million bond and 105,152% for the €500 million bond.

FCC Servicios Medioambiente Holding S.A.U. also registered in July 2020 and renewed in 2021 a Euro Commercial Paper Programme (ECP) on the Irish stock exchange (Euronext Dublin) for €400 million, at a fixed interest rate and with a maximum maturity of one year, which allows issues with maturities of between 1 and 364 days from the date of issue, in order to meet the financial needs of the area.

At 31 December 2021 the outstanding amount was €180.5 million spread over different maturities from 4 to 6 months.

- Since November 2018, Fomento de Construcciones y Contratas, S.A. has had a Euro Commercial Paper Programme (ECP) registered on the Irish stock exchange (Euronext Dublin) for an amount of €600 million at December 2021, at a fixed interest rate and with a maximum maturity of one year, which allows it to issue notes with maturities of between 1 and 364 days from the issue date, in order to meet the financial needs of the Group's parent companies.

At 31 December 2021 the outstanding amount was €30,000 thousand (at 31 December 2020: €302,300 thousand), maturing in 2 months.

- The company Severomoravské Vodovody a Kanalizace Ostrava, A.S. (Srnov) issued a local bond in July 2015 to repay another one issued in 2005, with its main characteristics being a fixed rate, a term of 7 years and for an amount of 5,400,000 thousand CZK, with a coupon of 2,625% and with an investment grade rating from the Fitch rating agency.

The balance at 31 December 2021 shown for this item amounts to €219,605 thousand (at 31 December 2020 it was €208,290 thousand), including €2,598 thousand for accrued and unpaid interest (€2,460 thousand in 2020).

There is no collateral for this issue.

- In the context of the Azincourt refinancing process carried out in June 2018, FCC Medio Ambiente Reino Unido issued debt in the total amount of 145,000 thousand pounds sterling in two institutional tranches, both structured through the issuance of Private Placement bonds.

One of the tranches for 135,000 thousand pounds with a fixed rate of 3.98% and the other tranche for 10,000 thousand pounds with a fixed rate of 4,145%, both due on 17 June 2038. 6,342 thousand pounds were repaid in 2021.

The guarantees of this issue are detailed in section 3. of this note.

The balance at 31 December 2021 shown for this item amounts to €138,647 thousand (€136,415 thousand in 2020).

b) Non-current and current payables to credit institutions

The breakdown at 31 December 2021 and 2020 is as follows:

	Non-current	Current	Total
2021			
Credits and loans	-	200,322	200,322
Debts without recourse to the parent	965,765	230,871	1,196,636
Debts with limited recourse for project financing:	318,603	26,996	345,599
FCC Medio Ambiente Reino Unido, S.A.U.	180,659	11,572	192,231
Aquajerez, S.L.	48,574	4,839	53,413
Rest	89,370	10,585	99,955
	1,284,368	458,189	1,742,557
2020			
Credits and loans	20,011	156,079	176,090
Debts without recourse to the parent	204,697	19,690	224,387
Debts with limited recourse for project financing:	382,891	36,652	419,543
FCC Medio Ambiente Reino Unido, S.A.U.	178,886	10,516	189,402
Aquajerez, S.L.	52,946	4,730	57,676
Rest	151,059	21,406	172,465
	607,599	212,421	820,020

The previous table shows three different Debt groups:

1. Credits and loans.

At 31 December 2021, as in 2020, this section mainly includes the financing facilities of FCC, S.A. in the form of credit facilities and bilateral loans signed for an amount of 400 million (€648.5 million at 31 December 2020) with various financial institutions. At 31 December 2021, the balance drawn down from these loans was €200 million (€175 million at 31 December 2020).

2. Debts without recourse to the parent.

This item mainly includes financing corresponding to the Real Estate, Water, Cement and Services areas.

- Within the Real Estate area, since October 2021 and as a result of the takeover of the Realia Group and the company Jezzine Uno S.L.U. (note 5), a debt of €498.2 million and €334.2 million, respectively, has been incorporated.

The Realia Group's debt comprises a syndicated loan signed by Realia Patrimonio S.L.U. and several bilateral financings signed by Hermanos Revilla, S.A.

The syndicated loan was signed by Realia Patrimonio on 27 April 2017, for a total amount of €582 million, with partial maturities and final maturity in April 2024.

On 27 April 2020, it entered into a non-extinguishing modifying novation of the aforementioned loan, extending the maturity until 27 April 2025 and renegotiating a reduction in the margin applicable to the reference rate for the calculation of interest and ratifying the current guarantees. As a consequence of this novation, the applicable interest rate is Euribor plus a variable margin based on the Loan to Value ratio.

In addition, the aforementioned company entered into an interest rate swap agreement (IRS) for 70% of the outstanding balance of the loan to reduce the risk of interest rate fluctuations and their impact on cash flows associated with the hedged financing (note 23).

This financing requires compliance with a series of financial ratios until maturity. At 31 December 2021, the Company is in compliance with the covenants.

At 31 December 2021 the outstanding balance of this loan is €465.2 million, excluding IFRS 9 assessment adjustments and arrangement costs arising from the granting of the loan in the amount of €14.1 million and accrued interest in the amount of €1.0 million.

Additionally, the Realia Group includes the company Hermanos Revilla, S.A., which at 31 December 2021 has credit facilities and loans with a limit of €68 million, of which €46 million have been drawn down. The maturity of the bilateral loans will occur during the years 2022-2024.

The financing of the company Jezzine Uno S.L.U. corresponds to a loan agreement signed on 19 October 2021, amounting to €335 million, with partial maturities and final maturity on 19 October 2026. The interest rate applicable to this loan is a fixed market rate.

At 31 December 2021, the outstanding balance of this loan is €335 million, excluding loan arrangement fees of €1.6 million and accrued interest of €0.8 million.

- In the Water Area, the total amount of debt in this section is €203.5 million, including a loan signed by FCC Aqualia S.A. for €200 million, which is fully drawn down at 31 December 2021.
- In the Cement area, on 29 April 2021 Cementos Portland Valderrivas, SA (CPV) proceeded to the full voluntary repayment of the syndicated loan in the amount of €115.5 million. For cancellation of part of the debt, on the same date an intra-group loan was signed between Fomento de Construcciones y Contratas, S.A. as lender and Cementos Portland Valderrivas, S.A. as borrower in the amount of €82.5 million and maturing on 29 April 2022.

During 2021, the aforementioned intra-group loan was voluntarily repaid in full. To repay part of this loan, two bilateral financing operations of €25 million and €50 million were concluded, maturing in June 2026 and July 2024 respectively. Both loans are fully drawn down at 31 December 2021 and bear interest at Euribor plus a market spread.

CPV also has a subordinated financing agreement for an original amount of €79.5 million, maturing on 29 January 2023. On 19 July 2021 an agreement was signed modifying its variable interest rate to a fixed market rate.

At 31 December 2021 and 2020, the outstanding balance of this loan is €70.4 million.

- The rest of the debt in this section corresponds to debt in the Services area, mainly of the FCC Environment CEE subgroup and other national investees.

In addition, at 31 December 2021 FCC Medio Ambiente S.A.U. has signed and undrawn credit facilities of €115 million (€323.5 million at 31 December 2020); and the FCC Environment CEE Group has €22.2 million, of which it has drawn down €0.4 million at 31 December 2021 (€32.9 million signed and undrawn at 31 December 2020).

3. Debts with limited recourse for project financing.

These include all financing secured solely by the project itself and its cash-generating capabilities, which will support the entire debt service payment, and which, under no circumstances, will be guaranteed by the parent company Fomento de Construcciones y Contratas, S.A. or any other FCC Group company.

- FCC Medio Ambiente Reino Unido. The FCC Environment (UK) Group currently has a revolving credit facility of £30 million undrawn at 31 December 2021 and maturing in December 2023.

In 2018, FCC Energy Ltd, whose assets are the Eastcroft and Allington incinerators, issued £207.4 million of debt. This debt has a 20-year term (final maturity on 17 June 2038) and three different tranches, two institutional for an initial total amount of 145 million pounds sterling described in section a) of this note, and a commercial tranche of 62.4 million pounds sterling. The interest rate of the commercial tranche is a variable rate hedged with an exchange of interest that makes it fixed plus an upward margin of up to 2.75% during the life of the project.

2.7 million pounds were repaid from commercial tranche in 2021.

The FCC Energy Ltd financing, being project finance, includes the standard guarantees for this type of financing, such as the pledge of the company's shares and the rest of its assets, which include the companies that operate the two waste incineration plants.

Additionally, in October 2016 FCC Environment Developments Ltd. signed a £142 million agreement to design, finance, build and operate the Millerhill Recycling and Energy Recovery Centre (RERC), Midlothian, located on the outskirts of Edinburgh. The plant initially had two syndicated loans, a £75.71 million loan maturing in August 2042 and a £36.9 million loan maturing in May 2020. The margins on the loan maturing in 2042 range from 3% to 3.5%. Write-downs during 2021 amounting to £2.6 million have been made. At the end of 2021 the outstanding debt to be repaid is 70.2 million pounds sterling.

As a result of the foregoing, at 31 December 2021, of the total bank borrowings of FCC Medio Ambiente Reino Unido, S.L.U., €59.7 million (€58.8 million at 31 December 2020) relate to FCC Energy Ltd. and FCC E&M (Edinburgh), an investee of FCC Environment Developments Ltd, €82.6 million (€80.0 million at 31 December 2020); the remaining debt with limited recourse for project financing, up to a total amount of €192.2 million, corresponds to the debt of other companies that make up the FCC Group in the United Kingdom.

- The financing of Aquajerez, S.L. was signed in 2016 and amounted to €40 million, for a term of 15 years with half-yearly repayments from January 2017. During 2019, FCC Aqualia, S.A., which already held 51% of this company, acquired the remaining 49% and proceeded to extend the initial loan to €65 million. At 31 December 2021 the amount of this debt is €53.4 million (57.7 million in 2020).
- Other debt with limited recourse for project financing” includes companies with project financing in the areas of Water, Aquos El Realito, S.A. de C.V. with €40.0 million; Environmental Services,

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Gipuzkoa Ingurumena Bi, S.A. with €23.4 million; and Concessions, Concesionaria Túnel de Coatzacoalcos, S.A. de C.V. with €7.5 million.

It was cancelled early in 2021: in the Water area, the debt of Shariket Tahlya Mostaganem, S.p.A. whose balance at 31 December 2020 was €32.9 million; and in the Concessions area, the debt with credit institutions of Autovía Conquense, S.A. which at 31 December 2020 had a balance of €26.9 million.

As at 31 December 2021 there have been no breaches of financial ratios associated with project financing debts, and they are not expected to be defaulted during 2022.

The guarantees granted on these loans are real and are based on the financed assets that repay the debt with own flows, without additional guarantees granted by the Parent to pledge the shares in the vehicle companies that own the aforementioned financial assets that may have been granted.

The breakdown of the debts with credit institutions by currency and amounts available at 31 December 2021 and 2020 is as follows:

	Euros	US dollars	Pounds Sterling	Czech koruna	Rest	Total
2021						
Credits and loans	200,076	246	-	-		200,322
Debt without recourse to the parent	1,191,109	-	-	-	5,527	1,196,636
Debts with limited recourse for project financing	91,472	-	192,231	-	61,896	345,599
	1,482,657	246	192,231	-	67,423	1,742,557
2020						
Credits and loans	175,227	851	-	-	12	176,090
Debt without recourse to the parent	206,876	507	-	8,741	8,263	224,387
Debts with limited recourse for project financing	128,376	-	189,402	-	101,765	419,543
	510,479	1,358	189,402	8,741	110,040	820,020

The credits and loans in US dollars mainly finance assets in the Construction Area and in 2020 also in Services; those contracted in pounds sterling correspond to the financing of assets of FCC Environment UK; those contracted in Czech crowns financed in 2020 the operations of FCC Environment CEE in the Czech Republic; and in the rest of the currencies, in 2021 the financing of Aquos El Realito, S. A. de C.V. in Mexican pesos in the amount of 40,044 thousand and Qatarat Saquia Desalination in Saudi Arabian riyals in the amount of €14,354 thousand At 31 December 2020, the Other currencies included the debt of Shariket Tahlya Mostaganem, S.p.A. in Algerian dinars amounting to €32,903 thousand, which was repaid early in 2021.

c) Other non-current financial liabilities

	2021	2020
Non-current		
Lease debt (Note 10)	367,981	376,487
Third party financial debts outside the group	99,940	115,374
Derivative financial liabilities (Note 23)	19,640	38,504
Deposits and guarantees received	65,082	41,995
Other concepts	17,182	16,394
	569,825	588,754

“Derivative financial liabilities” mainly include financial derivatives for risk hedging, mainly interest rate swaps. (note 23).

d) Other current financial liabilities

	2021	2020
Current		
Lease debt (Note 10)	64,870	68,599
Interim dividend payable	8,182	18,457
Third party financial debts outside the group	23,740	22,008
Suppliers of fixed assets and bills payable	50,817	35,002
Debts with associated companies and joint ventures	5,274	4,120
Derivative financial liabilities (Note 23)	2,386	5
Deposits and guarantees received	53,845	60,772
Other concepts	134	3,713
	209,248	212,676

“Guarantees and deposits received” includes the advance payment received for the agreement to sell the shareholding in Concesionaria Túnel de Coatzacoalcos, S.A. for 48,396 thousand euros in both years, owned by a company linked to the majority shareholder of the Parent Company. The sale is subject to conditions precedent, not fulfilled at the date of formulation of these consolidated annual accounts.

e) Schedule of expected due dates

The schedule of expected due date of debts with credit institutions, obligations and loans and other non-current financial liabilities, is as follows:

	2023	2024	2025	2026	2027 and beyond	Total
2021						
Bonds and other marketable securities	604,176	6,210	7,145	505,656	755,617	1,878,804
Non-current bank borrowings	136,159	151,098	464,542	299,741	232,828	1,284,368
Other financial liabilities	68,842	68,614	37,550	77,908	316,911	569,825
	809,177	225,922	509,237	883,305	1,305,356	3,732,997

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f) Changes in financial liabilities that affect cash flows from financing activities

Below are details of the changes in non-current and current financial liabilities, differentiating those that affected cash flows from financing activities in the Statement of Cash Flows from the remaining changes:

	Balance at 1 January 2021	Cash flows from financing activities	With no impact on cash flows				Balance at 31 December 2021
			Exchange differences	Change in fair value	Change consolidation method	Other changes	
Non-current	3,977,288	(113,779)	40,077	(21,148)	836,828	(986,269)	3,732,997
Bonds and other marketable securities	2,780,935	1,020	15,417	-	-	(918,568)	1,878,804
Bank borrowings	607,599	(108,135)	16,086	-	811,563	(42,745)	1,284,368
Other financial liabilities	588,754	(6,664)	8,574	(21,148)	25,265	(24,956)	569,825
Current	874,443	(249,389)	14,093	80	26,967	1,153,982	1,820,176
Bonds and other marketable securities	449,346	(273,637)	5,686	-	-	971,344	1,152,739
Bank borrowings	212,421	138,355	1,311	-	18,437	87,665	458,189
Other financial liabilities	212,676	(114,106)	7,096	80	8,530	94,972	209,248

	Balance at 1 January 2020	Cash flows from financing activities	With no impact on cash flows				Balance at 31 December 2020
			Exchange differences	Change in fair value	Change consolidation method	Other changes	
Non-current	5,030,270	(68,305)	(60,635)	31,320	153,446	(1,108,808)	3,977,288
Bonds and other marketable securities	2,800,345	1,425	(22,177)	-	7,732	(6,390)	2,780,935
Bank borrowings	1,319,267	(96,469)	(32,695)	-	75,144	(657,648)	607,599
Other financial liabilities	910,658	26,739	(5,763)	31,320	70,570	(444,770)	588,754
Current	683,611	(219,865)	(7,675)	223	23,216	394,933	874,443
Bonds and other marketable securities	324,604	64,981	(703)	-	311	60,153	449,346
Bank borrowings	155,400	(109,815)	(3,454)	-	132	170,158	212,421
Other financial liabilities	203,607	(175,031)	(3,518)	223	22,773	164,622	212,676

In 2021, under the item “Change in consolidation method”, the amount contributed by the Realía Business Group for €521,169 thousand as a result of being fully consolidated following its takeover in 2021 and €339,251 thousand contributed by the company Jezzine Uno, S.L.U. as a result of its entry into the scope of consolidation on the same date (note 5) are noteworthy.

In 2020, the decrease in the column “Other movements” was mainly due to the transfer to non-current liabilities held for sale of the Cedinsa subgroup (note 4) amounting to €861,282 thousand.

21. OTHER NON-CURRENT LIABILITIES

This heading mainly includes performance obligations under the Buckinghamshire plant concession (note 11) arising from the collection of the intangible component in accordance with the conditions set out in the agreement amounting to €122,790 thousand at 31 December 2021 (€118,375 thousand at 31 December 2020).

22. TRADE AND OTHER ACCOUNTS PAYABLE

The breakdown of the “Trade and other payables” heading in the liability side of the balance sheet as at 31 December 2021 and 2020 is as follows:

	2021	2010
Suppliers	1,072,129	1,055,643
Current tax liabilities (Note 24)	28,158	8,939
Other payables to Public Administrations (Note 24)	322,006	316,883
Customer advances (Note 16)	357,807	403,626
Remuneration payable	76,518	69,841
Other payables	410,884	418,800
	2,267,502	2,273,732

With regard to the Spanish Institute of Accounting and Accounts Auditing (ICAC) Resolution of 29 January 2016, issued in compliance with the mandate of the Second Additional Provision of Law 31/2014 of 3 December, which amends the Third Additional Provision of Law 15/2010 of 5 July, establishing measures to combat late payment in commercial transactions, in 2021 the Group operated primarily in Spanish territory with public clients including the central government, regional government, local corporations and other public bodies, which settle their payment obligations in periods exceeding the statutory limit in Public Sector Contract legislation, and in Law 3/2004 of 29 December 2004, establishing measures to combat late payment in commercial transactions.

It should be noted that the provisions of section 5 of article 228 of the current Consolidated Text of the Public Sector Contract Law (CTPSCL) apply to the works and supplies derived from contracts signed by the Group with the different Public Administrations.

Due to such circumstances and in order to adapt the Group's financial policy to reasonable efficiency levels, the usual payment periods to suppliers were maintained in 2021 in the sectors in which the Group operates.

The Group's payment policy to suppliers, indicated in the foregoing two paragraphs, hence finds support in: a) Payments to suppliers under agreements entered into by the Group with the public authorities, pursuant to article 228.5 of the CTPSCL, and b) Payments to remaining suppliers under the Second transitional provision of Law 15/2010, and, where appropriate, that provided for in article 9 of Law 3/2004, which excludes from the abusive nature the “deferral of the payment for objective reasons” taking into consideration, in both cases a) and b) the usual payment period in the sectors in which the Group operates.

The Group also acknowledges and pays suppliers, always by mutual agreement, any late-payment interest agreed in the contracts, providing negotiable payment methods accompanied by exchange procedures. Such agreements, aside from being expressly provided for, as mentioned, in the CTPSCL, are admissible under Directive 2011/7/EU of 16 February, of the European Parliament and the Council.

The Group has also entered into confirming line and similar contracts with different financial institutions to facilitate early payment to suppliers. In accordance with these contracts, a supplier may exercise its collection rights against the Group companies or entities and obtain the invoiced amount, less the financial costs for discount and fees applied by those entities and, in some cases, amounts withheld as guarantee. The total amount of contracted lines amounts to €42,795 thousand at 31 December 2021 (€99,270 thousand at 31 December 2020), with a drawn down balance of €11,999 thousand at 31 December 2021 (€8,478 thousand at 31 December 2020). The above-mentioned contracts do not modify the main payment conditions (interest rate, deadline or amount), so they are classified as commercial liabilities.

In compliance with the aforementioned Resolution, a table is set out below with information on the average payment period to suppliers for companies located in Spain, for those commercial operations accrued from the date of entry into force of the aforementioned Law 31/2014, i.e. 24 December 2014:

	<u>2021</u>	<u>2020</u>
	<u>Days</u>	<u>Days</u>
Average payment period to suppliers	96	104
Ratio of paid operations/transactions	92	97
Ratio of operations/transactions pending payment	108	126
	<u>Amount</u>	<u>Amount</u>
Total payments made	1,788,644	1,429,479
Total payments pending	486,798	445,894

23. DERIVATIVE FINANCIAL INSTRUMENTS

In general, financial derivatives entered into by the FCC Group receive the accounting treatment provided for in the regulations for accounting hedges set forth in note 3.p) of this Report, that is, they are operations that hedge real positions.

The main financial risk hedged by the FCC Group through derivative instruments relates to the fluctuations in floating interest rates to which Group company financing is tied.

During business year 2021, an international reform, known as the “IBOR reform”, was implemented, which envisages the replacement of certain benchmark interbank offered rates (IBORs) with alternative, almost risk-free rates.

The *IBOR* reform is an aspect of continuous monitoring for the FCC Group, as the indices affected by it are references in the Group's financing agreements and derivative financial instruments.

Euribor-linked financial instruments are not exposed to uncertainty at 31 December 2021.

For the rest of the *IBOR* indices affected by the reform, their publication has ceased on 31 December 2021 (except in the case of *Libor-dollar*, for which the cessation of publication for most of the index maturities has been delayed to June 2023), so that the main market players (regulators, central banks, banks, institutions, etc.) are working on defining the equivalences between these indices and the new near risk-free benchmarks (*Risk Free Rate* benchmarks, hereafter "*RFRs*").

In the particular case of the FCC Group, the exposure to *IBOR* indices affected by the aforementioned reform focuses on its financing and derivatives referenced to *LIBOR - GBP* (pound sterling), so this reform has not had a significant impact on the Group's financial position or results. However, in view of the uncertainty in the transition period, the Group has identified the transactions affected, in particular the *Libor-GBP* indexed financial debt and the accompanying hedging derivatives.

The Group has made adjustments to the financing agreements and hedging derivatives affected by the transition.

At 31 December 2021 the FCC Group has contracted hedging transactions with derivative instruments in its fully consolidated companies for an aggregate notional amount of €697,981 thousand (€335,672 thousand at 31 December 2020), mainly in the form of interest rate swaps (*IRS*), where Group companies pay fixed rates and receive floating rates.

Details of the hedges and their fair value for fully consolidated companies are shown below:

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	Derived type	Hedging type	% hedge	Notional 31.12.21	Notional 31.12.20	Valuation at 31 December 2021	Valuation at 31 December 2020	Due date
Companies consolidated by global integration								
FCC Medio Ambiente S.A.U.	IRS	EF	57%	7,164	8,211	(468)	(770)	02/04/2024
	IRS	EF	22%	3,340	3,448	(40)	(68)	02/04/2024
	Option	EF	57%	7,164	8,211	55	108	02/04/2024
RE3 Ltd.	IRS	EF	82%	18,439	18,721	(2,751)	(4,136)	30/09/2029
FCC Energy Ltd.	IRS	EF	100%	9,838	9,681	(499)	(1,179)	17/06/2038
	IRS	EF	100%	61,431	60,446	(3,190)	(7,476)	17/06/2038
FCC Wrexham PFI Ltd.	IRS	EF	95%	17,265	17,508	(3,855)	(5,250)	30/09/2032
						-		
FCC Wrexham PFI (Phase II) Ltd.	IRS	EF	50%	7,173	7,254	(550)	(998)	30/09/2032
	IRS	EF	50%	7,173	7,254	(553)	(1,004)	30/09/2032
FCC (E&M) Ltd.	IRS	EF	50%	-	-	-	-	06/05/2020
	IRS	EF	50%	-	-	-	-	06/05/2020
	IRS	EF	50%	42,125	40,826	(1,312)	(4,385)	06/05/2042
	IRS	EF	50%	42,125	40,826	(1,389)	(4,475)	06/05/2042
Integraciones Ambientales de Cantabria, S.A.	IRS	EF	75%	1,575	3,830	(36)	(158)	31/12/2022
Aquajerez	IRS	EF	70%	21,083	22,708	(541)	(1,143)	15/07/2031
	IRS	EF	30%	16,684	18,145	(87)	(503)	15/07/2031
Gipuzkoa Ingurumena	IRS	EF	38%	8,946	9,378	(560)	(956)	30/06/2034
	IRS	EF	38%	8,946	9,378	(551)	(950)	30/06/2034
Qatarat	IRS	EF	100%	10,219	11,610	(454)	(790)	07/06/2026
	IRS	EF	100%	-	480	-	(6)	25/03/2021
	IRS	EF	100%	3,886	4,816	(96)	(206)	28/11/2024
Aquos El Realito S.A. de C.V	IRS	EF	100%	32,458	32,941	(420)	(3,847)	22/01/2025
Realia	IRS	EF	21%	106,905	-	(1,401)	-	27/04/2024
	IRS	EF	21%	106,905	-	(1,401)	-	27/04/2024
	IRS	EF	13%	64,178	-	(841)	-	27/04/2024
	IRS	EF	9%	47,105	-	(619)	-	27/04/2024
	IRS	EF	6%	31,432	-	(412)	-	27/04/2024
Total FCC Environment CEE GMBH	FX	EF	100%	14,422	-	125	-	22/11/2023
Total global integration				697,981	335,672	(21,846)	(38,192)	

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It also shows the maturities of the notional amount for the hedging operations entered into as at 31 December 2021 and broken down in the previous table:

	2022	2023	2024	2025	2026 and beyond
Companies consolidated by global integration	50,315	44,109	360,250	41,475	201,832

At 31 December 2021 the total notional amount of hedges of companies consolidated using the equity method is €40,506 thousand (31 December 2020: €186,256 thousand) and their fair value is €2,842 thousand (31 December 2020: €24,874 thousand).

At 31 December 2020 the derivative hedges of the companies whose assets and liabilities had been transferred to held for sale (note 4) had a total notional amount of €844,043 thousand and a fair value of (€294,109) thousand. Details of the hedges and their fair value are shown below:

	Derived type	Hedging type	% hedge	Notional 31.12.21	Notional 31.12.20	Valuation at 31 December 2021	Valuation at 31 December 2020	Due date
Cedinsa Eix. Llobregat	IRS	EF	70%		114,730		(36,561)	01/05/2033
Cedinsa Eix. Transversal	IRS	EF	80%		291,800		(96,946)	30/10/2033
Cedinsa d'Aro	IRS	EF	85%		30,943		(9,777)	01/05/2033
Total global integration				-	437,473	-	(143,284)	
Urbs Iudex et Causidicus, S.A.	IRS	EF	100%		59,432		(39,666)	30/12/2033
Concessió Estacions Aeroport L9	IRS	EF	varios		347,138		(111,159)	23/12/2033
Total equity method				-	406,570	-	(150,825)	

The following table details the amounts of financial derivatives that the fully consolidated companies have entered into for hedging purposes, but which cannot be considered as such for accounting purposes:

	Derived type	Hedging type	Notional 31.12.21	Notional 31.12.20	Valuation at 31 December 2021	Valuation at 31 December 2020	Due date
Companies consolidated by global integration							
FCC Environment CEE GmbH	FX SWAP	ESP		19,938		(208)	22/11/2023
Total global integration			-	19,938	-	(208)	

The following table provides a reconciliation of the change in the assessment of derivatives, distinguishing hedging derivatives from speculative derivatives and identifying the amounts of which have been recorded in the accompanying consolidated income statement and which in "Other comprehensive income" in the consolidated statement of recognised income and expense:

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	Balance at 1 January 2021	Profit/loss from valuation of reserves	Profit/loss from valuation of results	Transfers to the income statement	Inefficiency of the hedging	Other changes	Balance at 31 December 2021
2021							
Hedging	(38,192)	28,841	-	(5,755)	-	(6,740)	(21,846)
Speculative	(208)	-	622	-	-	(414)	-
	Balance at 1 January 2021	Profit/loss from valuation of reserves	Profit/loss from valuation of results	Transfers to the income statement	Inefficiency of the hedging	Other changes	Balance at 31 December 2021
2020							
Hedging	(171,010)	(30,907)	-	16,149	-	147,576	(38,192)
Speculative	(312)	-	175	-	-	(71)	(208)

The column “Other movements” for 2020 mainly includes the reclassification to liabilities held for sale of the Cedinsa subgroup (note 4).

24. TAX MATTERS

This Note describes the headings in the accompanying consolidated income statement relating to the tax obligations of each of the Group companies, such as deferred tax assets and liabilities, tax receivables and payables and the corporate income tax expense.

In accordance with file 18/89, the Parent Company of the FCC Group is subject to the Corporation Tax consolidation regime, with all the companies that meet the requirements established by the tax legislation being integrated into said regime. Likewise, part of the subsidiaries that carry out the Water, Real Estate (with regard to the Realia subgroup), Environmental Services in the United Kingdom and FCC Environment Group in Austria, are also taxed in their own consolidated tax group.

In May 2019, the tax authorities completed a procedure to recover state aid, arising from European Commission Decision 2015/314/EU of 15 October 2014, relating to the tax amortisation of financial goodwill from the indirect acquisition of foreign holdings. This procedure aims to adjust the tax incentives applied by the company and FCC Group in prior years as a result of the acquisition of the Alpine, FCC Environment (formerly the WRG Group) and FCC CEE (formerly the ASA Group) Groups. The Tax Administration filed a claim against the Group for a total amount (instalment and late payment interest) equal to 111 million euros. FCC has settled this tax debt but has also filed an economic-administrative appeal against it, which is pending resolution. The Group, in accordance with the opinion of its legal advisors, considers it probable that the amounts already paid under such recovery procedure will be returned. Within the framework of this procedure, the Tax Administration has recognised a negative tax base in favour of the FCC group that has generated an activated tax credit for the amount of €63.2 million.

In June 2020, the tax authorities notified the start of corporate income tax audits of the tax group headed by FCC, S.A., business year 2015 to 2017, the VAT corresponding to the period from June 2016 to December 2017 of FCC, S.A., FCC Construcción, FCC Aqualia, FCC Industrial e Infraestructuras Energéticas and Cementos Portland Valderrivas, and also the withholdings/receipts on account for employment income and professional income corresponding to the period from June 2016 to December 2017 for FCC, S.A., FCC Construcción and FCC Aqualia, and for the period from January to December 2017 for Cementos Portland Valderrivas. In relation to years and taxes open to inspection,

contingent tax liabilities could arise, the amount of which cannot be objectively quantified at present. However, the Group's management considers that the potential liabilities resulting from this situation would not significantly affect the Group's equity.

a) Deferred tax assets and liabilities

Deferred tax assets mainly relate to provisions recognised, losses and impairments of assets held for sale, non-deductible financial expenses that will be deductible for tax purposes from taxable income in future years, tax credits and tax loss carry forwards/offsets and differences between accounting and tax depreciation and amortisation.

Specifically, the FCC Group has recognised deferred tax assets corresponding to tax loss carryforwards and deductions pending application, as it considers that there are no doubts as to their recoverability, amounting to €418,642 thousand (€345,095 thousand at 31 December 2020). The increase compared to 2020 is mainly due to the incorporation of the Realia tax group, which at 31 December 2021 contributes capitalised tax credits of €72,619 thousand.

The Group Management has evaluated the recoverability of deferred tax assets by estimating future tax bases, concluding that there is no doubt surrounding their payment.

The estimates used to assess the recoverability of deferred tax assets are based on the estimate of future taxable bases, based on the year's consolidated accounting result before the estimated tax from continuing operations, to which the corresponding permanent and temporary differences that are expected to take place each year have been adjusted. Based on profit projections, it is estimated that there will be sufficient positive taxable income to substantially absorb both the tax losses recognised in the balance sheet and the deferred tax assets over an estimated period of around eleven years.

The estimated accounting profit for the year for the tax group headed by Fomento de Construcciones y Contratas, S.A. is based on the Strategic Plan prepared by the Group for the period 2022-2024. Turnover growth of 7.3% in 2022, 1% in 2023 and 4.3% in 2023 is assumed, mainly due to an improvement in the Cement business, which is expected to increase its contribution, while the projected EBITDA margin ranges between 13.5% and 15% for the period 2022 to 2024. In the subsequent periods, a vegetative growth in profit before tax of 2% is projected. For the tax group headed by FCC Aqualia, S.A., a vegetative growth of 2% has been applied to the profit before tax. In the case of the tax group headed by Realia, the taxable income is estimated on the basis of the projected accounting profit up to 2036 adjusted by those temporary and permanent differences that are expected to reverse in each year.

The deferred tax liabilities recognised by the Group mainly arise from the following:

- The differences between the tax and accounting valuation due to the fair value of assets derived from the corporate acquisitions in the different segments of the Group's activity, as indicated in notes 3.b). In general, these liabilities will not entail any future cash outflows because they revert at the same rate as the amortisation of revalued assets.
- From the tax amortisation of leasing contracts and that of certain items of property, plant and equipment under accelerated tax amortisation plans, and from the unrestricted amortisation on the investments made, which allows them to be fully amortised as long as certain requirements are fulfilled.
- From the profits of temporary joint ventures that will be included in the tax base of the following year's corporate income tax.

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The Group, pursuant to the provisions of IAS 12 “Corporation Tax”, has offset the deferred tax assets and liabilities corresponding to the entities, which, in line with the applicable tax legislation, have the legal right to offset these assets and liabilities and will be settled for their net amount based on the corresponding time frames. At 31 December 2020, deferred tax assets and liabilities were offset in the amount of 224,506 thousand euros (123,695 thousand euros at 31 December 2020).

The following table shows the breakdown of the main deferred tax assets and liabilities:

ASSETS	2021				2020		
	Tax Group Spain	Realia Tax Group	Resto	TOTAL	Tax Group Spain	Rest	TOTAL
Provisions and impairments	106,844	4,709	43,071	154,624	119,011	40,219	159,230
Tax loss carryforwards	329,197	72,619	16,826	418,642	332,327	12,768	345,095
Non-deductible financial expense	6,141	29,926	4,623	40,690	21,817	5,626	27,443
Planes de pensiones	818	-	917	1,735	455	2,214	2,669
Amortisation/depreciation differences	11,058	548	13,668	25,274	12,514	9,822	22,336
Other	110,739	1,384	30,648	142,771	112,002	33,615	145,617
Total	564,797	109,186	109,753	783,736	598,126	104,264	702,390

LIABILITIES	2021				2020		
	Tax Group Spain	Realia Tax Group	Rest	TOTAL	Tax Group Spain	Rest	TOTAL
Fair value assets from allocation of acquisition differences (IFRS 3)	53,513	12,604	78,046	144,163	60,907	68,524	129,431
Investment property at fair value (IAS 40)	-	79,213	145,336	224,549	-	-	-
Accelerated amortisation/depreciation	2,288	-	108,266	110,554	1,698	89,242	90,940
Profit/(loss) Temporary Joint Ventures	13,091	-	4,217	17,308	11,914	6,332	18,246
Tax impairment of goodwill	2	-	-	2	1,175	-	1,175
Financial leasing	5,270	-	2,503	7,773	4,837	1,993	6,830
Other	18,935	1,770	21,670	42,375	19,667	6,199	25,866
Total	93,099	93,587	360,038	546,724	100,198	172,290	272,488

Below are the expected maturity dates of the deferred taxes:

	2022	2023	2024	2025	2026 and beyond	Total
Assets	78,870	73,759	65,830	138,895	426,382	783,736
Liabilities	36,087	35,934	30,967	30,967	412,769	546,724

The Group has tax credits corresponding to negative tax bases (NTBs), which have not been activated in the financial statements on the basis of a prudent criterion, for the amount of 244.3 million euros. The estimated maturity of non-activated NTBs is shown below:

Maturity time frame	Tax credits (millions of euros)
From 2022 to 2026	35.0
From 2027 to 2031	15.5
From 2032 onwards	27.9
No maturity	165.9
	244.3

Additionally, the Group has unactivated tax credits, corresponding to tax deductions credited and pending application, totalling €20.4 million.

b) Public administrations

The breakdown at 31 December 2021 and 2020 of the current assets and liabilities included under the “Public administrations” heading is as follows:

Current assets

	2021	2020
Value Added Tax receivable (Note 16)	88,648	108,169
Current tax	174,355	101,235
Other tax items (Note 16)	61,581	61,896
	324,584	271,300

Current liabilities

	2021	2020
Value Added Tax payable (Note 22)	83,175	93,616
Current tax (note 22)	28,158	8,939
Social Security payable and other tax items (note 22)	238,831	223,268
Deferrals	84	257
	350,248	326,080

c) Corporate income tax expense

The corporation tax expense incurred in the year amounted to 130,180 thousand euros (86,273 thousand euros in 2020), as detailed in the accompanying consolidated income statement. Below is the reconciliation between expense and accrued tax payment:

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	2021			2020		
Consolidated accounting profit for the year before taxes from continuing activities			807,460			429,873
	Additions	Reductions		Additions	Reductions	
Permanent differences	167,434	(497,846)	(330,412)	74,606	(123,814)	(49,208)
Adjusted consolidated accounting profit/(loss) of continuing activities			477,048			380,665
Temporary differences						
-Arising in the year	84,601	(97,173)	(12,572)	179,277	(96,207)	83,070
-Arising in prior years	145,623	(211,951)	(66,328)	112,651	(286,239)	(173,588)
Consolidated tax base of continuing activities (taxable profit)			398,148			290,147

From the previous table, given the magnitude of the amounts, it should be noted that the tax base is the best estimate available at the date of preparing the accounts. The final amount payable will be determined in the tax settlement to be carried out in 2022, so the final settlement may vary as explained in note 3.q) of these notes to the consolidated financial statements.

In 2021, permanent differences include, as decreases, the positive result arising from the business combination whereby control of Realia Business, S.A. is taken over in the amount of €241,701 thousand and also the positive results from the disposals mentioned in note 5. Additionally, as an increase, the amount of the impairment recognised in the goodwill of Uniland (note 7) in the amount of €100,000 thousand is included.

Below is the reconciliation of the expense for corporation tax:

	2021	2020
Adjusted consolidated accounting profit/(loss) of continuing activities	477,048	380,665
Profit tax	(115,308)	(95,802)
Tax credits and tax relief	1,683	3,585
Adjustments for tax rate change	(15,599)	(10)
Other adjustments	(956)	5,954
Corporate income tax	(130,180)	(86,273)

In 2020 the assets and liabilities of the Cedinsa group were reclassified as non-current assets held for sale and liabilities related to non-current assets held for sale respectively (note 4), contributing to the attached income statement a result before tax of €19,518 thousand and a tax on profits of (€5,523) thousand.

Tax rate change adjustments include a negative amount of €14,739 thousand in the UK as a result of the change in tax rate from 19% to 25%.

The main components of the corporate income tax, distinguishing between the current tax, i.e. tax corresponding to the current year and the deferred tax, the latter understood as the impact on profit/(loss) of the origination or reversal of temporary differences that affect the amount of deferred tax assets or liabilities recognised in the balance sheet, is as follows:

	2021	2020
Current tax	(83,726)	(71,412)
Deferred taxes	(46,454)	(14,861)
Corporate income tax	(130,180)	(86,273)

25. PENSION PLANS AND SIMILAR OBLIGATIONS

The Spanish Group companies have not generally established any pension plans to supplement the social security pension plans. However, under the Consolidated Pension Plans and Pension Funds Law, in those specific cases in which similar obligations exist, the companies externalise pension and similar obligations to its employees.

The Parent Company has taken out insurance to cover death, permanent employment disability, retirement bonuses and pensions and other concepts for some executive directors and company officers. The contingencies that might give rise to compensation include the termination of the employment relationship for any of the following reasons:

- a) Unilateral decision of the company.
- b) Dissolution or disappearance of the Parent for any reason, including mergers or disposals.
- c) Death or permanent disability.
- d) Other causes of physical or legal incapacitation.
- e) Substantial modification of professional conditions.
- f) Termination after reaching the age of 60, at the request of the officer and in agreement with the company.
- g) Termination after reaching the age of 65 at the officer's sole discretion.

In 2021 and 2020, no new premium contributions have been made for this insurance. As at 31 December 2021, the fair value of the premiums provided covers all the actuarial obligations entered into.

In accordance with article 38.5 of the Bylaws, Fomento de Construcciones y Contratas, S.A. holds a civil liability insurance that covers Directors and Managers. This is a collective policy covering all the Group's executives, and in 2021 a premium of 1,751 thousand euros was paid over (1,474 thousand euros in 2020).

Fomento de Construcciones y Contratas, S.A. has taken out an accident insurance policy for its directors, encompassing both the exercise of their functions and their private life, comprising coverage in the event of death, total and absolute permanent incapacity and severe disability. The premium paid in the year amounts to €5 thousand (€6 thousand in 2020).

Certain foreign companies belonging to the Group assumed the commitment of supplementing the retirement and other similar commitments of its employees through defined benefit plans. Independent actuarial experts measured the commitments accrued and, where appropriate, the assets used, through generally accepted actuarial methods and techniques included, where appropriate, in the accompanying consolidated balance sheet under the "Non-current provisions" heading within "Non-current employee benefit obligations", in line with the criteria set forth by IFRSs (note 19).

The main benefits referred to in the preceding paragraph are the following:

- The companies in the FCC Environment (UK) Group that are resident in the United Kingdom incorporate the benefits undertaken with their employees, represented by assets, in the accompanying consolidated balance sheet at 31 December 2021, in accordance with the plans to pay the benefits, whose fair value amounts to 73,815 thousand euros (62,478 thousand euros at 31 December 2020), with an actuarial value of the accrued obligations of 70,353 thousand euros (70,758 thousand euros at 31 December 2020). The net difference represents an asset of €3,462 thousand, which is not recognised in the accompanying consolidated balance sheet as the company is not entitled to repayments or reductions in future contributions. In the year 2020, a provision of €8,280 thousand was recognised as non-current provisions in the accompanying consolidated balance sheet. Personnel expenses" in the accompanying consolidated income statement includes a cost of €470 thousand (€420 thousand at 31 December 2020) for the net difference between the cost of services and the return on plan assets. The average actuarial rate used was 1.8% (1.5% in 2020).

The year's movement of the obligations and assets associated with pension plans and similar obligations is detailed below:

2021 Business Year

Actual performance of the current value of the obligation

	FCC Environment Group (UK)
Balances of obligations at the beginning of the year	70,758
Cost of services for the current year	252
Interest costs	1,083
Contributions of the participants	18
Actuarial profits/losses	(4,887)
Exchange differences	4,947
Benefits paid during the year	(1,818)
Cost of past services	-
Settlements	-
Balance obligations at end of year	70,353

Actual performance of the fair value of affected assets

	FCC Environment Group (UK)
Affected active balances at the beginning of the year	62,478
Expected return on assets	962
Actuarial profits/losses	6,024
Exchange differences	4,368
Contributions made by the employer	1,879
Contributions made by the participant	18
Benefits paid	(1,914)
Settlements	-
Balance of affected assets at the end of the year	73,815

Reconciliation of the actual performance of the obligation less the affected assets and the balances effectively recognised in the balance sheet

	FCC Environment Group (UK)
Net balance obligations less affected assets at the end of the year	(3,462)

2020 Business Year

Actual performance of the current value of the obligation

	FCC Environment Group (UK)
Balances of obligations at the beginning of the year	64,939
Cost of services for the current year	201
Interest costs	1,210
Contributions of the participants	17
Actuarial profits/losses	9,669
Exchange differences	(3,484)
Benefits paid during the year	-
Cost of past services	25
Settlements	(1,819)
Balance obligations at end of year	70,758

Actual performance of the fair value of affected assets

	FCC Environment Group (UK)
Affected active balances at the beginning of the year	59,501
Expected return on assets	1,116
Actuarial profits/losses	5,202
Exchange differences	(3,192)
Contributions made by the employer	1,754
Contributions made by the participant	16
Benefits paid	(1,919)
Settlements	-
Balance of affected assets at the end of the year	62,478

Reconciliation of the actual performance of the obligation less the affected assets and the balances effectively recognised in the balance sheet

	FCC Environment Group (UK)
Net balance obligations less affected assets at the end of the year	8,280

26. GUARANTEE COMMITMENTS TO THIRD PARTIES AND OTHER CONTINGENT LIABILITIES

At 31 December 2021, the Group incurred contingent liabilities, mainly guarantees to third parties, mostly before public bodies and private clients, to secure the correct performance of the urban sanitation works and contracts, for 3,952,987 thousand euros (3,833,058 thousand euros at 31 December 2020).

Additionally, the Group has granted letters of indemnity to certain directors with management and administration duties at subsidiaries, without the any risks for which provisions should be set aside identified during the preparation of these financial statements. Such letters of indemnity are a common practice in multinational companies that expatriate employees due to their double status as company employees and executives of the subsidiary, and are of subsidiary execution in the event that the respective directors' policies do not fully cover the contingency. Letters of indemnity were granted to five executives in relation to the businesses that were maintained by the Group in Alpine.

Fomento de Construcciones y Contratas, S.A. and the Group's subsidiaries are defendants in litigation concerning liability for different activities carried out by the Group in the performance of contracts awarded and for which provisions have been set aside (note 19). These lawsuits, which in number may be significant, are for insignificant amounts when considered on a one-by-one basis. Therefore, given proven experience and existing provisions, the resulting liabilities would not significantly affect the Group's assets.

In relation to the main contingent liabilities arising from the Alpine subgroup's bankruptcy proceedings, it should be noted that the possible financial effects would be the cash outflow of the amount indicated in the respective lawsuits detailed in note 19 of these notes to the consolidated financial statements, plus interest and costs, if any.

On 15 January 2015, the Competition Chamber of the National Markets and Competition Commission issued a decision on file S/0429/12, for an alleged violation of Article 1 of Law 15/2007 on the Defence of Competition. This ruling affects various companies and associations in the waste sector, including Fomento de Construcciones y Contratas, S.A. and other companies that also belong to FCC Group. The Group has filed an administrative appeal before the Spanish National Appellate Court. At the end of January 2018, the judgments handed down by the National High Court were notified, upholding the contentious-administrative appeals filed by Gestión y Valorización Integral del Centro S.L. and BETERTE, S.A. Unipersonal, both companies owned by FCC, against the Resolution of the CNMC imposing several sanctions for alleged collusive practices. In both decisions, the argument put forward by these companies that no single, on-going breach existed was upheld. In April 2018, we were notified of the agreement initiating new legal proceedings for the same conduct investigated in the previous proceedings forming the scope of the upholding decision, commencing an 18-month examining period. In September 2019, an agreement was issued suspending these legal proceedings until the National Court's decision on appeals filed by other companies that had been penalised.

As a result of an internal investigation in May 2019 in application of its compliance policy and regulations, the Group has become aware of the existence of payments between 2010 and 2014, initially estimated at 82 million dollars, which might not be justified and, may, therefore be illegal. The application of the procedures contained in the FCC Group's set of compliance rules made it possible to identify the facts, and the company proceeded to bring them to the attention of the public prosecutors' offices in Spain and Panama, to which it has been providing since then the maximum collaboration for the clarification of the facts within the framework of the "zero tolerance" principle against corruption that permeates the entire FCC Compliance System.

In the context of the aforementioned collaboration, on 29 October 2019, the Central Court of Instruction no. 2 of the National High Court agreed to have FCC Construcción, S.A. and two of its subsidiaries, FCC Construcción America, S.A. and Construcciones Hospitalarias, S.A., investigated within Preliminary Proceedings 34/2017. The case is still in the investigation period, without us being able to determine at this time what type of charges could be filed, if any. These actions may therefore have a financial impact, although we do not have the information needed to qualify this impact.

Additionally, the 2018 agreement for the sale of the 49% FCC Aqualia holding envisages certain variable prices that depend on the resolution of contingent proceedings. The Group, therefore, has not recognised any asset given its contingent nature; likewise, it has not recognised any liability for claims that may arise against its interests, as it is not considered probable that significant losses will be incurred and given that their value is considered insignificant in relation to the transaction price.

Also, as part of the aforementioned sales transaction, FCC Topco S.a.r.l. and its subsidiary FCC Midco, S.A. were constituted, contributing shares representing 10% of the Group's shares in FCC Aqualia to the latter. These shares have been pledged as a guarantee of certain obligations assumed by the Group before FCC Aqualia, mainly in relation to the repayment of the loan that the latter has granted to the Parent Company of the Group for the amount of 806,479 thousand euros. At the date of authorisation for issue of these financial statements, the Group believes that there is no risk that these guarantees will be enforced.

The Group is involved in other lawsuits and legal procedures aside from those already described that it considers will not generate significant cash outflows.

The shareholding of Group companies in jointly controlled operations managed through joint ventures, joint ownership, participation accounts and other entities of similar legal characteristics means that participants must share joint and several liability with respect to the activity carried on (note 13).

In relation to the guarantees received, it should be noted, in general, that the Group only receives guarantees in relation to amounts paid as advances for the purchase of highly specialised equipment that has been ordered, mainly in the Construction and Water segments, for a non-significant amount as a whole. The Group has not obtained any significant assets as a result of the guarantees enforced in its favour or released.

27. INCOME AND EXPENDITURE

a) Operating income

The Group records operating income under “Net turnover”, including interest income from the concession financial model collection rights under IFRIC 12 amounting to €36,374 thousand at 31 December 2021 (31 December 2020: €38,269 thousand), except for work on own property, plant and equipment and other operating income.

Note 28 “Information by activity segments” shows the contribution of the business segments to consolidated net turnover.

Operating income of €32,943 thousand (at 31 December 2020: €35,327 thousand), mainly in the Construction segment, has been recognised in 2021 from performance obligations satisfied or partially satisfied in prior years.

During 2021, €309,111 thousand (at 31 December 2020: €229,065 thousand) previously recognised as customer advances and pre-certified work (notes 16 and 22), which were recognised as revenue under “Trade and other payables”, mainly in the Construction segment, have been recognised under liabilities.

The breakdown of the other operating income for 2021 and 2020 is as follows:

	2021	2020
Income from sundry services	81,297	115,526
CO2 emission allowances (note 29)	7,766	58,909
Reimbursement from insurance compensation	4,129	6,782
Grants related to income	34,497	18,130
Other income	120,310	93,958
	247,999	293,305

“Income from sundry services” mainly includes additional services derived from construction contracts or provision of services not included in the main contracts and income derived from the provision of technical assistance to entities accounted for using the equity method. “Other income” mainly includes excess provisions and rental income when the Group acts as lessor in operating leases in activities other than real estate.

At year-end 2021, the Group has outstanding performance obligations primarily for services rendered in the Environmental Services segment and arising from construction agreements mainly in the

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Construction and Water segments amounting to €14,801,564 thousand (€14,434,994 thousand at year-end 2020) which it expects to recognise as revenue in accordance with the following schedule:

	up to 1 year	2 to 5 years	more than 5 years	Total
Environmental Services	1,694,610	4,078,929	4,972,856	10,746,395
Construction	1,602,978	2,378,347	-	3,981,325
End-to-end Water Management	37,176	36,668	-	73,844
	3,334,764	6,493,944	4,972,856	14,801,564

b) Procurements

The breakdown of the balance of supplies and other external expenses as of 31 December 2021 and 2020 is as follows:

	2021	2020
Subcontracting and work performed by other companies	1,442,802	1,397,896
Purchases and procurements	1,033,343	902,346
	2,476,145	2,300,242

c) Staff costs

Below is a breakdown of staff expenses for 2021 and 2020:

	2021	2020
Wages and salaries	1,541,542	1,498,269
Social security contributions	447,639	432,248
Other staff costs	51,048	40,593
	2,040,229	1,971,110

Information on the number of employees and their distribution by functional level and gender is provided in the Statement of Non-Financial Information which forms part of the Management Report accompanying these consolidated financial statements.

d) Impairment and gains/(losses) on disposal of fixed assets

The breakdown of the balance of the Impairment and gains/(losses) on disposal of fixed assets in the years 2021 and 2020 is as follows:

	2021	2020
Profit/(loss) from takeover of Realia Business, S.A. (notes 5)	241,701	-
Impairment of the commercial fund (note 7)	(100,000)	-
Changes in fair value of investment property (note 9)	16,628	-
Depreciation and amortisation of other property, plant and equipment and intangible assets (endowment) / reversal (notes 7 and 8)	(49,304)	3,955
Profit/(loss) from disposals of other tangible and intangible assets	4,622	2,357
Other concepts	9,930	558
	123,577	6,870

The following results are to be highlighted for 2021:

- as a result of the takeover of Realia Business, S.A. following the acquisition in October 2021 of an additional 13.12% stake by FCyC S.L., a positive operating profit of €241,701 thousand was recognised as the consideration paid was lower than the fair value of the assets acquired (note 5).
- the impairment of goodwill of Corporación Uniland for an amount of €100,000 thousand (note 7) and the impairment of quarries in the Cement business as a result of the expected reduction in their useful life for an amount of 36,011 (note 8).
- a positive result due to the change in the fair value of investment property amounting to €16,628 thousand as a result of the assessment carried out by independent experts of the Realia Group's investment property (note 9).
- A pre-tax gain of €9,643 thousand from the sale of 51% of the Cedinsa Group, included under "Other items" (note 5).

There were no notable events in 2020.

The amount of this item is included in the accompanying consolidated cash flow statement under "Impairment and gains/(losses) on disposal of fixed assets" in the consolidated statement of cash flows.

e) Financial income and financial expenses

The breakdown of the financial income, according to the assets that generate said income, in 2021 and 2020 is as follows:

	2021	2020
Financial assets at fair value with changes in other comprehensive income	1,447	325
Financial assets at amortised cost	18,218	16,430
Other financial income	5,154	16,715
	24,819	33,470

The decrease in “Other finance income” is mainly due to the lower pass-through of finance costs agreed in relation to the deferral of the collection of certain works in the Construction segment (€710 thousand passed through in 2021 compared to €6,316 thousand passed through in 2020).

The breakdown of financial expenses in 2021 and 2020 is as follows:

	2021	2020
Bonds and other marketable securities	52,775	53,761
Credits and loans	25,975	41,689
Debts with limited recourse for project financing	15,862	24,869
Creditors from leases	12,905	12,644
Assignment of credits	1,440	9,691
Financial update of provisions and other liabilities	19,347	23,704
Other financial expenses	7,017	21,071
	135,321	187,429

f) Other financial loss

The breakdown of other financial expenses in 2021 and 2020 is as follows:

	2021	2020
Change in fair value of current financial instruments	6,553	175
Exchange gains/(losses)	24,482	(51,259)
Impairment and profits/losses on disposal of financial Instruments	26,484	27
	57,519	(51,057)

In 2021, “Change in fair value of current financial instruments” includes a gain of €5,440 thousand from the contingent collection arising from the sale of 49% of FCC Aqualia, S.A. in 2018 without loss of control (note 26).

The increase in 2021 in exchange rate differences is mainly due to the appreciation of the US dollar (in the year 2020 the US dollar depreciated).

In addition, in 2021, €15,999 thousand of the gain on the disposal of the stake in Nalanda Global, S.A. is included in “Impairment and gains/losses on disposal of financial instruments”.

The amount of this heading is shown in the accompanying consolidated statement of cash flows under the heading “Other adjustments of profit/(loss) (net)”.

g) Profit/(loss) of entities valued using the equity method

The breakdown for this heading is as follows:

	2021	2020
Profits/(losses) for the year (Note 12)	60,221	61,514
Joint ventures	35,464	38,169
Associates	24,757	23,345
Profits/(losses) on disposals and others	(1,988)	635
	58,233	62,149

In the business year 2021, the line “Gains/losses on disposals and other” includes those from the following transactions:

- sale of 49% of the companies Concessió Estacions Aeroport L9, S.A. and 29% of Urbs Iudex et Causidicus, S.A., which gave the FCC Group a pre-tax profit of €17,617 thousand (note 5).
- sale to Plenium Partners, S.L. of FM Green Power Investments, S.L. and its investees, which gave rise to a pre-tax gain of €39,464 thousand (note 5).
- The acquisition of control of the Realia Business Group, indicated in section d) of this note, which gave rise to a negative result of €58,158 thousand as a result of the fair value of the stake held by the aforementioned company prior to the acquisition of control (note 5).

In the year 2020, this item included a positive result of €635 thousand from the acquisition of control of the company Aquos El Realito, S.A. de C.V.

h) Profit attributable to non-controlling interests

At 31 December 2021 the result attributable to minority interests amounts to €97,145 thousand (€81,421 thousand at 31 December 2020), mainly due to the amount corresponding to the 49% held by the minority shareholder of the Aqualia subgroup, a segment that contributes an amount of €69,988 thousand at 31 December 2021 (€67,883 thousand at 31 December 2020) (note 28).

In addition, as a result of the incorporation in October 2021 of the company Jezzine Uno, S.L. through a non-monetary capital increase in FCyC, S.L., subscribed by Soimob Inmobiliaria Española, S.A., this company now holds 19.97% of the share capital of FCyC, S.L., the parent company of the Real Estate activity, a segment that contributes an amount of €14,455 thousand at 31 December 2021 (note 5).

28. INFORMATION BY ACTIVITY SEGMENTS

a) Activity segments

The activity segments presented coincide with the business areas, as described in Note 1. The information for each segment, reflected in the tables presented below, has been prepared in line with the management criteria established internally by the Group's management, which are consistent with the accounting policies adopted to prepare and present the Group's consolidated financial statements.

The "Corporation" column includes the activity of the functional areas that carry out support tasks for operations and the operation of those companies whose management is not assigned to any of the business areas.

"Eliminations" includes the elimination of operations between different activity segments.

Income statement by segments

In particular, the information reflected in the following tables includes, as profit/(loss) for 2021 and 2020:

- All operating income and expenses of subsidiaries and joint management contracts that correspond to the activities carried out by the segment.
- Interest income and expenses generated on the segment's assets and liabilities, dividends and profits and losses on the sale of the segment's financial investments.
- The share in the profits/(losses) of the companies accounted for under the equity method.
- Corporation tax payable corresponding to the transactions carried out by each segment.
- "Contribution to the profit/(loss) of the FCC Group" contains the contribution of each area to the equity attributed to the shareholders of Fomento de Construcciones y Contratas, S.A.

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2021	Total Group	Environmental Services	End-to-end Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
Net business turnover	6,659,283	3,244,944	1,169,450	1,659,593	433,755	147,928	54,975	66,402	(117,764)
From external customers	6,659,283	3,238,334	1,167,521	1,615,172	427,365	149,148	54,975	6,768	-
From transactions with other segments	-	6,610	1,929	44,421	6,390	(1,220)	-	59,634	(117,764)
Other income	301,322	76,137	73,385	113,605	17,629	4,961	13,947	41,225	(39,567)
From external customers	301,322	74,918	72,076	114,191	17,435	4,923	13,947	3,832	-
From transactions with other segments	-	1,219	1,309	(586)	194	38	-	37,393	(39,567)
Operating expenses	(5,834,018)	(2,786,012)	(943,924)	(1,670,620)	(375,315)	(112,848)	(31,728)	(72,224)	158,653
Amortisation of fixed assets and allocation of grants for non-financial and other assets	(443,936)	(234,064)	(121,021)	(30,898)	(31,422)	(55)	(7,835)	(18,822)	181
Other operating income/(losses)	119,559	(15,613)	3,428	(578)	(134,987)	258,327	8,982	-	-
Operating Profit/(Loss)	802,210	285,392	181,318	71,102	(90,340)	298,313	38,341	16,581	1,503
Percentage of revenue	12.05%	8.79%	15.50%	4.28%	(20.83%)	201.66%	69.74%	24.97%	(1.28%)
Finance income	24,819	6,534	36,927	3,497	741	146	6,009	42,338	(71,373)
Finance costs	(135,321)	(68,887)	(49,212)	(2,575)	(6,059)	(3,079)	(13,745)	(35,116)	43,352
Miscellaneous financial results	57,519	4,337	(332)	34,787	304	74	12,773	167,890	(162,314)
Profit companies accounted for using the equity method	58,233	18,922	2,815	1,966	3,905	(46,006)	25,958	53,973	(3,300)
Profit/(loss) before tax from continuing operations	807,460	246,298	171,516	108,777	(91,449)	249,448	69,336	245,666	(192,132)
Corporate income tax	(130,180)	(66,041)	(42,860)	(27,406)	613	(12,822)	(7,839)	26,550	(375)
Profit/(loss) for the year from continuing operations	677,280	180,257	128,656	81,371	(90,836)	236,626	61,497	272,216	(192,507)
Consolidated profit/(loss) for the year	677,280	180,257	128,656	81,371	(90,836)	236,626	61,497	272,216	(192,507)
Non-controlling interests	97,145	6,805	69,987	1,352	1,101	14,456	3,444	-	-
Profit attributable to the parent company	580,135	173,452	58,669	80,019	(91,937)	222,170	58,053	272,216	(192,507)
Contribution to the profit of the FCC Group	580,135	173,452	58,669	80,019	(91,937)	222,170	58,053	272,216	(192,507)

Consolidated Group

2020	Total Group	Environmental Services	End-to-end Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
Net business turnover	6,158,023	2,888,150	1,188,348	1,610,990	382,639	34,810	123,532	63,545	(133,991)
From external customers	6,158,023	2,882,658	1,182,248	1,552,026	376,232	34,810	123,532	6,517	-
From transactions with other segments	-	5,492	6,100	58,964	6,407	-	-	57,028	(133,991)
Other income	327,162	91,180	60,833	189,726	64,718	924	10,911	63,897	(155,027)
From external customers	327,162	89,983	59,871	73,214	64,680	924	10,909	27,581	-
From transactions with other segments	-	1,197	962	116,512	38	-	2	36,316	(155,027)
Operating expenses	(5,437,686)	(2,528,479)	(966,252)	(1,747,133)	(307,504)	(39,522)	(39,812)	(98,004)	289,020
Amortisation of fixed assets and allocation of grants for non-financial and other assets	(477,342)	(233,826)	(117,776)	(34,718)	(32,929)	(4)	(39,069)	(19,201)	181
Other operating income/(losses)	2,583	(1,368)	2,258	2,071	(116)	-	(166)	9	(105)
Operating Profit/(Loss)	572,740	215,657	167,411	20,936	106,808	(3,792)	55,396	10,246	78
Percentage of revenue	9.30%	7.47%	14.09%	1.30%	27.91%	(10.89%)	44.84%	16.12%	(0.06%)
Finance income	33,470	3,403	37,940	24,075	705	5	10,685	163,116	(206,459)
Finance costs	(187,429)	(74,457)	(47,405)	(23,011)	(10,068)	(14,229)	(33,970)	(38,925)	54,636
Miscellaneous financial results	(51,057)	(4,478)	(2,526)	(42,819)	(1,368)	-	89	71,678	(71,633)
Profit companies accounted for using the equity method	62,149	15,045	1,707	922	(2,607)	680	20,573	22,409	3,420
Profit/(loss) before tax from continuing operations	429,873	155,170	157,127	(19,897)	93,470	(17,336)	52,773	228,524	(219,958)
Corporate income tax	(86,273)	(27,859)	(33,338)	1,261	(21,858)	4,517	(9,186)	234	(44)
Profit/(loss) for the year from continuing operations	343,600	127,311	123,789	(18,636)	71,612	(12,819)	43,587	228,758	(220,002)
Consolidated profit/(loss) for the year	343,600	127,311	123,789	(18,636)	71,612	(12,819)	43,587	228,758	(220,002)
Non-controlling interests	81,421	6,148	67,883	481	2,370	-	4,539	-	-
Profit attributable to the parent company	262,179	121,163	55,906	(19,117)	69,242	(12,819)	39,048	228,758	(220,002)
Contribution to the profit of the FCC Group	262,179	121,163	55,906	(19,117)	69,242	(12,819)	39,048	228,758	(220,002)

Consolidated Group

The contribution of the “Corporation” segment to the results of the FCC Group mainly includes the billing of the support services provided to the rest of the Group's activities under “Other operating income”, the impairment of the investments on the parent companies' shares from the other segments, as well as dividends distributed by group companies that are subsidiaries of the Group's parent company, the financial expenses billed by other group companies as a result of intra-group loans granted to the parent company by other subsidiaries and the financial income billed to other group companies as a result of intra-group loans granted by the parent company to other subsidiaries. All these concepts, as transactions with Group companies, are eliminated as shown under “Eliminations”. Also included are the financial expenses for debts with credit institutions detailed in note 20.

Balance sheet by segments

Consolidated Group

2021	Total Group	Environmental Services	End-to-end Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
ASSETS									
Non-current assets	9,074,069	2,988,252	2,595,915	614,852	933,400	2,169,896	403,192	3,717,710	(4,349,148)
Intangible fixed assets	2,445,233	928,593	889,339	77,933	347,885	69	251,164	6,590	(56,340)
<i>Additions</i>	73,127	48,109	23,165	46	29	-	-	1,778	-
Property, plant and equipment	2,862,556	1,567,870	489,862	142,099	482,968	2,344	58	197,930	(20,575)
<i>Additions</i>	368,094	240,204	65,939	45,104	15,442	10	28	1,367	-
Investment property	2,069,187	-	-	-	-	2,069,187	-	-	-
<i>Additions</i>	4,836	-	-	-	-	4,836	-	-	-
Investments accounted for using the equity method	533,842	199,099	67,966	39,850	42,012	48,126	127,234	9,307	248
Non-current financial assets	604,020	234,742	1,117,636	4,690	3,840	14,940	15,585	3,392,058	(4,179,471)
Deferred tax assets	559,231	57,948	31,112	350,280	56,695	35,230	9,151	111,825	(93,010)
Current assets	5,168,089	1,410,000	1,107,069	1,719,351	212,344	910,279	56,819	461,787	(709,560)
Inventory	1,107,262	38,007	34,218	144,874	93,252	796,635	202	1,240	(1,166)
Trade and other receivables	2,277,734	888,935	387,845	773,992	83,755	16,620	6,881	165,663	(45,957)
Other current financial assets	184,365	66,942	78,684	446,915	12,740	25,272	291	215,958	(662,437)
Other current assets	63,203	35,687	4,399	17,548	1,022	4,310	86	151	-
Cash and cash equivalents	1,535,525	380,429	601,923	336,022	21,575	67,442	49,359	78,775	-
Total assets	14,242,158	4,398,252	3,702,984	2,334,203	1,145,744	3,080,175	460,011	4,179,497	(5,058,708)
LIABILITIES									
Equity	4,440,665	689,679	810,664	900,839	789,434	1,780,671	136,049	2,388,847	(3,055,518)
Non-current liabilities	5,565,941	2,784,715	1,162,409	292,139	248,348	1,027,295	265,147	1,079,484	(1,293,596)
Subsidies	192,185	4,882	38,719	-	89	-	148,495	-	-
Non-current provisions	1,167,340	520,563	198,499	214,953	22,250	25,312	39,791	145,972	-
Non-current financial liabilities	3,732,997	1,993,949	868,744	60,097	158,961	837,678	76,846	933,129	(1,196,407)
Deferred tax liabilities	322,219	117,701	52,867	17,089	67,048	164,305	15	383	(97,189)
Other non-current liabilities	151,200	147,620	3,580	-	-	-	-	-	-
Current liabilities	4,235,552	923,858	1,729,911	1,141,225	107,962	272,209	58,815	711,166	(709,594)
Current provisions	147,874	5,177	13,961	118,978	4,897	1,798	1,366	1,697	-
Current financial liabilities	1,820,176	306,990	1,189,076	21,117	21,104	185,273	50,483	686,687	(640,554)
Trade and other payables	2,267,502	608,153	526,874	1,001,130	81,961	85,138	6,966	26,082	(68,802)
Internal relations	-	3,538	-	-	-	-	-	(3,300)	(238)
Total liabilities	14,242,158	4,398,252	3,702,984	2,334,203	1,145,744	3,080,175	460,011	4,179,497	(5,058,708)

Consolidated Group

2020	Total Group	Environmental Services	End-to-end Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
ASSETS									
Non-current assets	7,130,413	2,792,235	2,541,972	953,282	1,082,897	290,314	388,476	3,920,561	(4,839,324)
Intangible fixed assets	2,437,859	836,432	870,908	77,945	448,025	-	253,633	7,254	(56,338)
<i>Additions</i>	<i>118,940</i>	<i>87,847</i>	<i>28,670</i>	<i>34</i>	<i>448</i>	-	<i>73</i>	<i>1,868</i>	-
Property, plant and equipment	2,810,199	1,493,773	456,512	137,603	527,285	296	45	212,961	(18,276)
<i>Additions</i>	<i>406,764</i>	<i>242,515</i>	<i>116,383</i>	<i>31,019</i>	<i>14,019</i>	<i>23</i>	<i>19</i>	<i>2,786</i>	-
Investment property	-	-	-	-	-	-	-	-	-
<i>Additions</i>	<i>42</i>	-	<i>42</i>	-	-	-	-	-	-
Investments accounted for using the equity method	722,786	163,983	68,269	37,860	35,514	278,758	111,913	25,714	775
Non-current financial assets	580,874	223,597	1,115,194	329,324	7,545	223	14,800	3,555,477	(4,665,286)
Deferred tax assets	578,695	74,450	31,089	370,550	64,528	11,037	8,085	119,155	(100,199)
Current assets	5,704,189	1,304,234	901,514	1,391,258	185,434	507,014	1,472,069	261,771	(319,105)
Non-current assets held for sale	1,392,268	-	-	-	-	-	1,392,268	-	-
Inventory	765,604	31,442	37,449	172,914	82,262	445,469	205	1,232	(5,369)
Trade and other receivables	2,039,451	841,458	283,235	751,333	79,992	27,609	11,624	93,219	(49,019)
Other current financial assets	228,652	74,420	90,251	125,655	5,442	34,907	2,165	160,529	(264,717)
Other current assets	56,105	32,989	4,458	19,261	1,973	(2,980)	86	318	-
Cash and cash equivalents	1,222,109	323,925	486,121	322,095	15,765	2,009	65,721	6,473	-
Total assets	12,834,602	4,096,469	3,443,486	2,344,540	1,268,331	797,328	1,860,545	4,182,332	(5,158,429)
LIABILITIES									
Equity	2,908,694	456,785	726,720	796,793	876,661	708,540	464,401	2,132,708	(3,253,914)
Non-current liabilities	5,531,296	2,749,342	2,048,130	275,622	300,127	10,769	260,504	1,471,721	(1,584,919)
Subsidies	192,961	4,243	44,365	-	100	-	144,253	-	-
Non-current provisions	1,064,384	466,145	140,026	234,302	28,321	10,694	39,099	145,797	-
Non-current financial liabilities	3,977,288	2,023,120	1,812,827	21,599	197,507	75	77,137	1,325,519	(1,480,496)
Deferred tax liabilities	148,794	111,729	47,148	19,721	74,199	-	15	405	(104,423)
Other non-current liabilities	147,869	144,105	3,764	-	-	-	-	-	-
Current liabilities	4,394,612	890,342	668,636	1,272,125	91,543	78,019	1,135,640	577,903	(319,596)
Liabilities related to non-current assets held for sale	1,051,285	-	-	-	-	-	1,051,285	-	-
Current provisions	195,152	4,900	13,273	169,393	3,081	1,451	1,431	1,623	-
Current financial liabilities	874,443	276,694	93,936	39,261	19,593	42,483	76,337	564,391	(238,252)
Trade and other payables	2,273,732	598,044	561,427	1,063,471	68,869	34,085	6,587	22,269	(81,020)
Internal relations	-	10,704	-	-	-	-	-	(10,380)	(324)
Total liabilities	12,834,602	4,096,469	3,443,486	2,344,540	1,268,331	797,328	1,860,545	4,182,332	(5,158,429)

Consolidated Group

Cash flows by segment

	Total Group	Environmental Services	End-to-end Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
2021									
Operating activities	746,246	440,012	95,239	(42,577)	70,476	94,419	25,474	85,662	(22,459)
Investment activities	193,082	(282,058)	(12,205)	(285,750)	(17,464)	51,648	378,873	(14,050)	374,088
Financing activities	(627,727)	(112,296)	30,010	334,153	(47,575)	(80,634)	(400,445)	692	(351,632)
Other cash flows	1,815	10,846	2,759	8,101	373	-	(20,263)	(1)	-
Cash flows for the year	313,416	56,504	115,803	13,927	5,810	65,433	(16,361)	72,303	(3)
2020									
Operating activities	605,074	265,343	223,652	(53,175)	136,557	(29,825)	117,457	208,971	(263,906)
Investment activities	(401,548)	(221,014)	(75,839)	19,926	(3,658)	(17,895)	(18,111)	(203,633)	118,676
Financing activities	(138,437)	(6,151)	(83,484)	(4,273)	(132,192)	44,933	(92,506)	(9,994)	145,230
Other cash flows	(61,524)	(7,107)	268	(15,319)	(603)	-	(38,813)	50	-
Cash flows for the year	3,565	31,071	64,597	(52,841)	104	(2,787)	(31,973)	(4,606)	-

b) Activities and investments by geographic markets

The Group performs approximately 41% of its activity abroad (40% in 2020).

The net turnover realised abroad by the Group companies for the business years 2021 and 2020 is distributed among the following markets:

	Total Group	Environmental Services	End-to-end Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
2021									
United Kingdom	855,745	708,332	-	79,626	67,787	-	-	-	-
Czech Republic	346,605	235,784	110,815	6	-	-	-	-	-
Rest of Europe and Others	811,555	351,759	83,670	339,667	30,197	-	-	6,381	(119)
USA and Canada	117,145	111,852	-	1,709	3,584	-	-	-	-
Latin America	258,609	-	48,433	207,594	281	-	2,306	-	(5)
Middle East and Africa	325,804	-	112,363	145,784	69,001	-	-	-	(1,344)
	2,715,463	1,407,727	355,281	774,386	170,850	-	2,306	6,381	(1,468)
2020									
United Kingdom	668,618	605,328	-	10,651	52,639	-	-	-	-
Czech Republic	285,251	184,605	100,644	2	-	-	-	-	-
Rest of Europe and Others	802,884	307,285	83,322	379,110	27,803	-	-	5,845	(481)
USA and Canada	84,999	75,133	-	9,866	-	-	-	-	-
Latin America	176,598	-	57,256	116,292	941	-	2,055	-	54
Middle East and Africa	467,404	-	162,809	246,231	63,369	-	-	-	(5,005)
	2,485,754	1,172,351	404,031	762,152	144,752	-	2,055	5,845	(5,432)

Consolidated Group

The following items included in the accompanying financial statements are shown below by geographical areas:

	Total Group	Spain	United Kingdom	Czech Republic	Rest of Europe and Others	United States of America and Canada	Latin America	Middle East and Africa
2021								
ASSETS								
Intangible fixed assets	2,445,233	1,352,303	487,559	2,336	250,436	46,543	262,101	43,955
Property, plant and equipment	2,862,556	1,389,079	624,145	323,186	320,259	160,345	11,646	33,896
Investment property	2,069,187	2,069,187	-	-	-	-	-	-
Deferred tax assets	<u>559,231</u>	520,752	5,717	4,874	16,261	-	9,551	2,076
2020								
ASSETS								
Intangible fixed assets	2,437,859	1,398,446	462,520	2,111	251,362	22,603	254,385	46,432
Property, plant and equipment	2,810,199	1,426,708	619,374	298,248	307,572	122,881	16,867	18,549
Investment property	-	-	-	-	-	-	-	-
Deferred tax assets	578,695	522,830	25,076	4,251	14,990	-	8,460	3,088

c) Personnel

The average number of people employed in 2021 and 2020 by business areas is as follows:

	2021	2020
Environmental Services	41,206	40,362
End-to-end Water Management	9,935	10,296
Construction	7,134	7,936
Cement	1,041	1,049
Real Estate	33	-
Concessions	33	158
Corporation	<u>360</u>	<u>328</u>
	59,742	60,129

29. ENVIRONMENTAL INFORMATION

During the meeting held on 3 June 2009, the FCC Board of Directors approved the Environmental Policy of the FCC Group, which responded to the initial objectives of the Corporate Responsibility Master Plan reinforcing the socially responsible commitment in the FCC Group strategy, which is very involved in environmental services.

The FCC Group carries out its activities on the basis of business commitment and responsibility, compliance with applicable legal requirements, respect for the relationship with its stakeholders and its ambition to generate wealth and social well-being.

Aware of the importance of preserving the environment and using available resources responsibly, and in line with its vocation to serve through activities with a clear environmental focus, the FCC Group promotes and enhances the following principles, on which its contribution to sustainable development is based, throughout the organisation:

Continuous improvement

Promote environmental excellence by establishing objectives for the continuous improvement of performance, minimising the negative impacts of the FCC Group's processes, products and services, and enhancing the positive impacts.

Monitoring and control

Establish environmental indicator management systems for the operational control of processes, which provide the necessary knowledge for the monitoring, evaluation, decision-making and communication of the FCC Group's environmental performance and compliance with the commitments undertaken.

Climate change and pollution prevention

Lead the fight against climate change through the implementation of processes with lower greenhouse gas emissions, and by promoting energy efficiency and renewable energies.

Preventing pollution and protecting the natural environment through the responsible management and consumption of natural resources and by minimising the impact of emissions, discharges and waste generated and managed by the FCC Group's activities.

Observation of the environment and innovation

Identify the risks and opportunities of activities in the face of the changing landscape of the environment in order, among other things, to promote innovation and the application of new technologies, as well as the generation of synergies between the various activities of the FCC Group.

Life cycle of products and services

Enhance environmental considerations in business planning, procurement of materials and equipment, and relations with suppliers and contractors.

The necessary participation of all parties

Promote the knowledge and application of environmental principles among employees and other stakeholders.

Share experience in the most excellent practices with the different agents in order to promote alternative solutions to those currently in place, which contribute to the achievement of a sustainable environment.

This Environmental Policy is materialised through the implementation of quality management and environmental management systems, as well as follow-up audits, which accredit the FCC Group's performance in this area. Regarding the management of environmental risks, the Group has implemented environmental management systems certified under the ISO 14001 standards, which focus on:

- a) Compliance with applicable regulations and the achievement of environmental objectives that exceed external requirements.
- b) The reduction of environmental impacts through proper planning.
- c) The continuous analysis of risks and possible improvements.

The basic tool to prevent this risk is the environmental plan that each operational unit must prepare and which consists of:

- a) The identification of environmental aspects and applicable legislation.
- b) Impact evaluation criteria.
- c) The measures to be taken.
- d) A system for measuring the objectives achieved.

The very nature of the activity of the Environmental Services Area is aimed at the protection and conservation of the environment, not only through productive activity: (waste collection, road cleaning, operation and control of landfills, sewer cleaning, treatment and disposal of industrial waste, etc.), but also for the development of this activity through the use of production techniques and systems aimed at reducing environmental impact even more meticulously than required by the regulations on these matters.

The development of the production activity of the Environmental Services Area requires the use of buildings, technical installations and specialised machinery that are efficient in protecting and conserving the environment. At 31 December 2021, the acquisition cost of the productive fixed and non-current assets, net of depreciation, of the Environmental Services Area amounted to 2,496,463 thousand euros (2,330,205 thousand euros at 31 December 2020). Environmental provisions, mainly for landfill sealing and closing costs, amount to 452,963 thousand euros (396,384 thousand euros as of 31 December 2020).

The activities carried out by Aqualia are directly linked to the protection of the environment, as the guiding thread of its actions, in collaboration with the different Public Administrations, is the efficient management of the end-to-end water cycle and the search for guarantees for the availability of water resources that allow for the sustainable growth of the populations where it provides its services. One of FCC Aqualia's fundamental objectives is continuous improvement through an Integrated Management System, which includes both the quality management of processes, products and services and environmental management. The main actions carried out are: Water quality control in both collection and distribution, 24-hour service 365 days a year making it possible to fix faults in distribution networks in the shortest possible time, with the consequent saving of water, optimisation of electricity consumption, the elimination of environmental impacts caused by wastewater discharges and the management of energy efficiency in order to reduce the carbon footprint.

Cement companies have fixed and non-current assets for filtering gases that are discharged into the atmosphere, in addition to meeting the commitments made in the environmental recovery of depleted quarries and applying technologies that contribute to the efficient environmental management of processes.

At year-end the Cementos Portland Valderrivas Group has investments related to environmental activities recorded under intangible assets and property, plant and equipment for a total amount of €137,742 thousand (€137,178 thousand in 2020), with accumulated amortisation of €103,775 thousand (€98,447 thousand in 2020). In 2021, it also incurred expenses of €2,380 thousand (2020: €2,437 thousand) to ensure the protection and improvement of the environment, which were recognised under “Other operating expenses” in the accompanying consolidated income statement.

For the cement activity, the Group receives free CO₂ emission rights in accordance with the corresponding national allocation plans. In this regard, it should be noted that in 2021 emission allowances equivalent to 2,710 thousand tonnes per year (5,200 thousand tonnes per year in 2020) have been received, corresponding to the companies Cementos Portland Valderrivas, S.A. and Cementos Alfa, S.A.

“Operating income” in the accompanying consolidated income statement includes income from the sale of greenhouse gas emission allowances in 2021 amounting to €7,766 thousand (€58,909 thousand in 2020).

The Construction Area adopts environmental practices in the execution of the works that allow for a respectful action with the environment, minimising its environmental impact by reducing the emission of dust into the atmosphere, controlling the level of noise and vibrations, controlling water discharges with special emphasis on the treatment of fluids generated by the works, the maximum reduction of waste generation, the protection of the biological diversity of animals and plants, protection of the urban environment due to occupation, pollution or loss of soils and the development of specific training programmes for technicians involved in the process of making decisions with an environmental impact, as well as the implementation of an “Environmental performance code” that establishes the requirements for subcontractors and suppliers regarding the protection and defence of the environment.

The Real Estate Area, in carrying out its usual development activities, considers the environmental impact of its projects and investments as a key aspect. However, it has not been necessary to incorporate systems, equipment or installations for the protection and improvement of the environment into tangible fixed assets.

Nor is it considered that there are no significant contingencies related to the protection and improvement of the environment as at 31 December 2021 that may have a significant impact on the accompanying financial statements.

For more information on the provisions of this note, the reader should refer to the Statement of Non-Financial Information the Group publishes annually, among other channels, on the web page www.fcc.es.

30. FINANCIAL RISK MANAGEMENT POLICIES

The concept of financial risk refers to the changes in the financial instruments arranged by the Group as a result of political, market and other factors and the repercussion thereof on the financial statements. The risk management philosophy of the Group is consistent with their business strategy, and seeks to achieve maximum efficiency and solvency at all times. To this end, strict financial risk management and control criteria have been established, identifying, measuring, analysing and controlling the risks incurred in the Group's operations. The risk policy has been integrated into the Group's organisation in the appropriate manner.

In view of the Group's activities and the transactions through which it carries on its business, it is currently exposed to the following financial risks:

a) Capital risk

To manage capital, the main objective of the Group is to reinforce its financial-equity structure, in order to improve the balance between borrowed funds and shareholders' equity, and the Group endeavours to reduce the cost of capital and, in turn, to preserve its solvency status, in order to continue managing its activities and to maximise shareholder value, not only at Group level, but also at the level of the parent, Fomento de Construcciones y Contratas, S.A.

The Group's basic capital base is equity in the balance sheet which, for management and monitoring purposes, excludes the item "Changes in fair value of financial instruments" and "Translation differences".

The first of these headings is disregarded for management purposes as it is considered as part of interest rate management, since it is the result of the assessment of instruments that transform floating-rate debt into fixed-rate debt. Translation differences, meanwhile, are managed within the exchange rate risk.

Given the sector in which it operates, the Group is not subject to external capital requirements, although this does not prevent the frequent monitoring of equity to guarantee a financial structure based on compliance with the prevailing regulations of the countries in which it operates, also analysing the capital structure of each of the subsidiaries to enable an adequate distribution between debt and capital.

Proof of the foregoing are the extensions made in 2014 for 1,000,000 thousand euros and in 2016 for 709,519 thousand euros, both aimed at strengthening the capital structure of the Company.

As described in Note 20 on Non-current and current financial liabilities, two simple bonds were issued in December 2019 by FCC Servicios Medioambiente Holding, S.A.U. in the amount of 1.1 billion euros. Additionally, in July 2020, FCC Servicios Medioambiente Holding S.A.U. registered a promissory note programme - Euro Commercial Paper Programme (ECP) - on the Irish stock market, which it has renewed in 2021 for an amount of €400 million; and Fomento de Construcciones y Contratas, S. A. has had a Euro Commercial Paper Programme (ECP) registered in the same market since November 2018 for €600 million, with the balance drawn down at 31 December 2021 amounting to €30 million. In 2021 new financing facilities were also taken out in the form of lines of credit and bilateral loans.

In addition, in 2021 Cementos Portland Valderrivas S.A. voluntarily repaid in advance all of its syndicated financing for a total of €115.5 million and arranged new bilateral financing facilities.

These operations have made it possible to continue completing the process of debt reduction and financial reorganisation and to continue with the policy of diversifying the sources of financing, all of

which has contributed to achieving a much more solid and efficient capital structure, with amounts, terms and costs of financing appropriate to the nature of the different business areas.

The Finance Division, as responsible for financial risk management, regularly reviews the debt-equity ratio and compliance with financing covenants, together with the capital structure of the subsidiaries.

b) The FCC Group is exposed to currency exchange risk

A noteworthy consequence of the Group's positioning in international markets is the exposure resulting from net positions in foreign currencies against the euro or in one foreign currency against another when the investment and financing of an activity cannot be arranged in the same currency.

Although the benchmark currency in which the Group mainly operates is the euro, the Group also holds financial assets and liabilities accounted for in currencies other than the euro. Exchange rate risk is mainly found in debt denominated in foreign currency, except when this entails a natural hedge of the assets financed since they are denominated in the same currency, in investments in international markets, and in collections and payments in currencies other than the euro.

The following shows the composition by currencies of the Group's gross debt at 31 December 2021:

	CONSOLIDATED (thousands of euros)							TOTAL
	Euro	Dollar	Pound	Czech Koruna	Rest of Europe non-euro	Latin America	Rest	
Gross debt	4,254,887	25,475	358,263	219,113	5,559	62,275	19,955	4,945,527
Financial assets	(1,117,040)	(88,676)	(235,384)	(54,949)	(55,043)	(64,424)	(104,302)	(1,719,818)
Total consolidated net indebtedness	3,137,847	(63,201)	122,879	164,164	(49,484)	(2,149)	(84,347)	3,225,709
% Net Debt of the total	97.3%	(2.0%)	3.8%	5.1%	(1.5%)	(0.1%)	(2.6%)	100.0%

Note 17 of these financial statements provides a breakdown of cash and cash equivalents by currency, where 67.9% is denominated in Euros (61.7% at 31 December 2020).

The Group's general policy is to mitigate the adverse effect that exposure to the different foreign currencies could have on its financial statements as much as possible, with regard to both transactional and purely equity-related movements. The Group therefore manages the effect that foreign currency risk can have on the balance sheet and the income statement.

A summary table of the sensitivity to exchange rate changes in the translation of foreign currency financial statements in the main currencies in which the Group operates is shown below (note 18):

	10%	
	Profit and Loss	Equity
Pound sterling	(449)	41,525
US Dollar	(748)	5,308
Algerian dinar	1,386	17,162
Czech koruna	3,067	7,818
Total	3,256	71,813

	-10%	
	Profit and Loss	Equity
Pound sterling	449	(41,525)
US Dollar	748	(5,308)
Algerian dinar	(1,386)	(17,162)
Czech koruna	(3,067)	(7,818)
Total	(3,256)	(71,813)

The impact on sterling is mainly due to the translation of the net assets corresponding to the investment held in the FCC Environment UK subgroup.

c) The FCC Group is exposed to interest rate risk

The Group is exposed to interest rate fluctuations due to the fact that the Group's financial policy aims to ensure that its current financial assets and debt are partially tied to variable interest rates. The benchmark interest rate for the Group's debt arranged with credit entities in euros is mainly the Euribor.

Any increase in interest rates could give rise to an increase in the Group's financing costs associated with its borrowings at variable interest rates, and could also increase the cost of refinancing the borrowings and the issue of new debt.

In order to ensure a position that is in the best interests of the Group, an interest rate risk management policy is actively implemented, with on-going monitoring of markets and assuming different positions depending primarily on the asset financed.

In addition, within the framework of the policy for managing this risk carried out by the Group, fixed-rate debt issuance operations have been carried out in capital markets together with interest rate hedges and fixed-rate financing, totalling 85.4% of the Group's total gross debt at the end of the year, including hedging on structured project financing.

Consolidated Group

The following table shows a breakdown of the gross debt of the Group as well as the hedged debt, either because it is a fixed rate debt or through derivatives:

	Total Group	Construction	Environmental Services	Cement	End-to-end Water Management	Concessions	Real Estate	Corporation
Total Gross External Debt	4,945,527	18,307	1,735,400	148,174	1,922,238	49,955	838,448	233,005
Hedging and Financing at fixed rate at 31.12.21	(4,225,908)	(1,779)	(1,705,509)	(72,947)	(1,654,527)	(47,482)	(713,664)	(30,000)
Total variable rate debt	719,619	16,528	29,891	75,227	267,711	2,473	124,784	203,005
Ratio: Variable-rate debt / Gross External Debt at 31.12.21	14.6%	90.3%	1.7%	50.8%	13.9%	5.0%	14.9%	87.1%

The following table summarises the effect on the Group's income statement of upward movements in the interest rate curve on gross borrowings, after excluding fixed-rate debt and debt associated with hedging agreements:

	Gross indebtedness		
	+25 pp	+50 pp	+100 pp
Impact on profit or loss	1,799	3,598	7,196

In view of the uncertainty in the transition period imposed by the "IBOR Reform" (note 23), the Group has initiated an action plan with the objective of minimising any potential negative impact by first identifying the affected operations, quantifying their notional and reviewing the wording of the agreements.

The Group currently uses interest rate derivatives (interest rate swaps) as cash flow hedging instruments (note 23), which are indexed to floating interest rates, namely Euribor, GBP LIBOR, TIIE28D and SAIBOR. Similarly, some of the Group's bank financing is linked to these reference rates. At 31 December 2021, the Group has adjusted all its financing agreements and hedging derivatives that have been affected by the transition to RFR rates.

In view of any developments by the authorities on IBOR indices, the Group will make the appropriate contractual amendments to incorporate the new replacement benchmark interest rate into its financing and hedging derivatives agreements.

d) Solvency risk

At 31 December 2021 the Group's net financial indebtedness shown in the accompanying balance sheet amounted to €3,225,709 thousand as shown in the table below:

	2021	2020
Bank borrowings	1,742,556	820,021
Debt instruments and other loans	3,031,543	3,230,281
Other interest-bearing financial debt	171,428	198,225
Current financial assets	(184,293)	(228,652)
Treasury and cash equivalents	(1,535,525)	(1,222,109)
Net interest-bearing debt	3,225,709	2,797,766
Net debts with limited recourse	3,551,740	2,696,161
Net indebtedness with recourse	(326,031)	101,605

The increase in net financial debt and also in net debt with limited recourse is mainly due to the acquisition of control of the Realia Business Group and Jezzine Uno, S.L.U. (notes 5 and 20).

e) The FCC Group is exposed to liquidity risk

The Group carries out its operations in industrial sectors that require a high level of financing, and has so far obtained adequate financing to carry out its operations. However, the Group cannot guarantee that these circumstances relating to obtaining financing will continue in the future.

The Group's capabilities to obtain financing depend on many factors, many of which are beyond its control, such as general economic conditions, the availability of funds at financial institutions, the depth and availability of capital markets and the monetary policy of the markets in which it operates. Adverse effects in debt and capital markets may hinder or prevent adequate financing being available to perform the Group's activities.

Historically, the Group has always been able to renew its loan arrangements, and it expects to continue doing so in the coming twelve months. However, FCC Group's ability to renew its financing depends on various factors, many of which are outside the control of the Group, such as general economic conditions, the availability of funds for loans from private investors and financial institutions, and the monetary policy of the markets in which it operates. Negative conditions in debt markets could hinder or prevent Group's capacity to renew its financing. Therefore, the Group cannot guarantee its ability to renew credit agreements and bond issues under economically attractive terms. The inability to renew said financing or to secure it under acceptable terms could have a negative impact on the Group's liquidity and its ability to meet the working capital needs.

To adequately manage this risk, the Group performs exhaustive monitoring of the repayment dates of all credit facilities of each Group company, in order to conclude all renewals in the best market conditions sufficiently in advance, analysing the suitability of the funding and studying alternatives if the conditions are unfavourable on a case-by-case basis. The Group is also present in several markets, which facilitates obtaining credit facilities and mitigating liquidity risk.

Consolidated Group

At 31 December 2021, the Group had the following schedule of maturities of external gross debt, which amounts to 1,653,984 thousand euros for 2022:

2022	2023	2024	2025 and beyond	TOTAL
1,653,984	781,020	170,769	2,339,754	4,945,527

A significant part of the gross financial debt, amounting to €4,694,215 thousand, has no recourse to the parent company, of note being the debt of the End-to-end Water Management segment amounting to €1,922,238 thousand, and of the Environmental Services segment amounting to €1,735,400 thousand at 31 December 2021.

At 31 December 2021, the Group had working capital of 932,537 thousand euros (1,309,577 thousand euros at 31 December 2020).

In order to manage liquidity risk, at 31 December 2021, the Group had 394.5 million euros in undrawn bilateral financing lines, and 1,525,272 thousand euros in cash, in addition to the following current financial assets and cash equivalents, whose maturities are shown below:

Thousands of euros	Amount	1-3 months	3-6 months	6-9 months	9-12 months
Other current financial assets	184,293	23,392	10,222	5,509	145,170

Thousands of euros	Amount	1 month	1-2 months	2-3 months
Cash equivalents	10,253	763	-	9,490

f) Concentration risk

This is risk arising from the concentration of lending transactions with common characteristics, and it is distributed as follows:

- **Funding sources:** In order to diversify this risk, the Group works with a large number of national and international financial institutions and capital markets to obtain financing.
- **Markets/geography (domestic, foreign):** The Group operates in a wide variety of national and international markets, with the debt mainly concentrated in euros and the rest in various international markets, with different currencies.
- **Products:** The Group uses various financial products: loans, credit facilities, obligations, syndicated loans, assignments and discounting, etc.
- **Currency:** The Group is financed through many different currencies according to the country of the investment.

The Group's strategic planning process identifies the objectives to be attained in each of the areas of activity, based on the improvements to be implemented, the market opportunities and the level of risk

deemed acceptable. This process serves as a base for preparing operating plans that specify the goals to be reached each year.

To mitigate the market risks inherent to each line of business, the Group maintains a diversified position among businesses related to the construction and management of infrastructure, provision of environmental services and others. In the area of geographical diversification, in 2021 the weight of the external activity has been 41% of total sales, with special importance in the activities of Environmental Services and Infrastructure Construction.

During 2021, the acquisition of a controlling position in the Realia subgroup and the incorporation of Jezzine Uno S.L.U. (note 5), enabled the creation of a solid, large-scale real estate holding company, which diversified its risk and geographic opportunities by extending its activity to new areas of operations in which it was not present.

g) Credit risk

The provision of services or the acceptance of client engagements, whose financial solvency was not guaranteed at the acceptance date, situations not known or unable to be assessed by the Group and unforeseen circumstances arising during the provision of the service or the execution of the engagement that could affect the client's financial position could generate a payment risk with respect to the amounts owed.

The Group request commercial reports and assess the financial solvency of clients before doing business and perform on-going monitoring, and have put in place a procedure to be adopted in the event of insolvency. In the case of public-sector clients, the Group does not accept engagements that do not have an assigned budget and financial approval. Offers that exceed a certain payment period must be authorised by the Finance Division. Likewise, on-going monitoring is performed of debt delinquency in various management committees.

The maximum level of exposure to credit risk has been calculated, with the breakdown of the amount as of 31 December 2021 as shown in the following table:

Financial credits granted	945,708
Trade and other receivables (note 16)	2,277,734
Derivative financial assets (note 23)	180
Cash and cash equivalents (Note 17)	1,535,525
Guarantees granted (Note 26)	3,952,987
TOTAL	8,712,134

In general, the Group does not have collateral guarantees or improvements to reduce credit risk or for financial credits or accounts receivable from traffic. Although it should be noted that bonds are requested from subscribers in the case of certain contracts of the Water activity, mostly concessions affecting IFRIC 12, there are also offsetting mechanisms in certain contracts, mostly concessions affecting IFRIC 12 in Water, Environmental Services and Corporation activities, making it possible to guarantee the recovery of loans granted to finance early initial fees or investment plans.

With respect to credit quality, the Group applies its best judgement to impair financial assets for which lifetime credit losses are expected to be incurred (note 3.i). The Group regularly analyses changes in the public ratings of the entities to which it is exposed.

During 2021, despite the impact of COVID-19, there was no significant increase in the risk of bad debts, with the Group's average collection periods remaining in line with historical levels.

Risk hedging financial derivatives

In general, the financial derivatives contracted by the Group are treated for accounting purposes in accordance with the accounting hedging regulations set out in these financial statements. The main financial risk hedged by the Group through derivative instruments relates to changes in the floating interest rates to which the financing of Group companies is linked. The financial derivatives are measured by experts on the subject using generally accepted methods and techniques. These experts were independent from the Group and the entities financing it.

Sensitivity analyses are carried out periodically with the objective of observing the effect of a possible change in interest rates on the Group's accounts.

A simulation was carried out, proposing three bullish scenarios of the basic interest rate curve of the Euro, coming in at around 0.05% in the medium/long term as at 31 December 2021, assuming an increase of 25 bp, 50 bp and 100 bp.

The amounts in thousands of euros obtained in relation to derivatives outstanding at year-end with an impact on equity (note 23), after applying, where applicable, the percentage of ownership interest, are shown below.

	Hedging derivatives		
	+25 pp	+50 pp	+100pp
Impact on Equity:			
Global consolidation	4,982	10,190	21,224
Equity method	3,056	5,995	11,444

h) Brexit risk

Exposure to Brexit is mitigated by the natural hedge of keeping assets and liabilities in the same currency. At the close of these consolidated financial statements, the Group's activities in the country were not affected by Brexit.

The Group's activity in the United Kingdom is primarily concentrated in the Environmental Services business area, mainly through its shareholding in the FCC Environment UK subgroup, which engages in the treatment, disposal and collection of waste, and also in the management of waste recovery and incineration plants. In addition, although to a lesser extent, the FCC Group maintains a presence in the country by exporting cement and carrying out construction projects. At the end of the current year, the FCC Group has recorded €855,745 thousand in turnover (€668,618 thousand in 2020) (note 28) and holds assets totalling €1,765,509 thousand (€1,712,455 thousand in 2020) in the United Kingdom.

The net investment held in pounds sterling amounts to €517,829 thousand at year-end 2021 (€407,302 thousand in year 2020) (note 18.d). A sensitivity analysis is provided below showing the potential impact on the Group's results and equity in the event that the exchange rate of the pound sterling against the euro were to increase or decrease by 10%:

	Profit and Loss	Equity
+ 10%	(449)	41,525
- 10%	449	(41,525)

The gross financial debt held in pounds sterling at 31 December 2021 amounts to €358.3 million (€364.9 million in 2020) and is concentrated in the aforementioned FCC Environment UK subgroup, comprising various loans and project finance bonds at fixed or variable rates hedged with hedging derivatives that transform it into a fixed rate at a weighted average rate of 4.5%, so there is no interest rate risk in the cash flows arising from the debt denominated in pounds sterling-

i) COVID-19 risk

The COVID-19 pandemic has had a series of impacts on the accompanying consolidated financial statements both in operational and liquidity terms, which has also led to an update of the main estimates that affect the half-yearly financial statements.

In operational terms, the impact of the COVID-19 crisis on the Group has been limited given that the Water and Environment segments, which represent the most substantial part of the Group's revenues and results, include activities that the various national authorities have considered as essential without relevant interruptions in activity or loss of profitability in most of the assets. In relation to the other activities, such as Construction, which has a smaller weight in the Group's total activity, the pandemic has led to the temporary interruption of part of the portfolio of construction contracts in progress, and also, where appropriate, to some inefficiencies in the supply chain, circumstances which inevitably have an impact on project costs and delivery times. Measures have been taken to bring costs in line with the new activity levels and as of today all activity has resumed, so no material unprovisioned impairments are expected. The Cement Area shows a similar evolution in relation to COVID-19 risk, although it has been adversely affected by the rise in energy prices.

In this regard, as shown in the accompanying consolidated income statement, the Group maintains a positive "Profit from operations" of €802,210 thousand (€572,740 thousand in 2020), which represents 12.0% of turnover (9.3% in 2020). "Cash flows from operating activities" amounted to €746,246 thousand (€605,074 thousand in 2020), as can be seen in the accompanying consolidated cash flow statement.

In the light of the status created by the COVID-19 crisis, the Group has carried out an analysis of the main estimates affecting the accompanying consolidated financial statements:

- Goodwill: The Group has updated the various impairment tests for goodwill recognised. Although the goodwill corresponding to Corporación Uniland's cash-generating unit has been impaired, this impairment did not arise from the impact of COVID-19 (note 7).
- Real estate investments: Following the acquisition of control of the Realia Business Group and the company Jezzine Uno, S.L.U., the FCC Group has included €2,069,187 thousand of investment property in its accompanying consolidated balance sheet, which is measured at fair value at the end of the period, with no decrease in fair value (notes 3 and 9).

- Rest of fixed assets. The recoverable value of the main fixed and non-current assets that could show signs of impairment has been reviewed, in particular, those associated with the concession businesses (Notes 7 and 8). The only significant impairment that has occurred during the year has been that corresponding to quarries of the Cement activity as a result of the expected reduction of their useful life for an amount of €36,011 thousand (note 27).
- Financial instruments: The recoverable value of the main financial instruments has been reviewed, with special attention paid to investments accounted for using the equity method (Note 12).
- Furthermore, with regard to trade sales ledgers, no significant non-payment problems were identified. There are no unimpaired doubtful material trade receivables. The collection periods are in line with previous years.
- Deferred tax assets: The assumptions (both in operational and tax terms) regarding the recoverability of these assets, contemplated in December 2020, have been updated, with the result that under the same criteria used on that date, the impact of Covid-19 does not involve a reversal of the assets for deferred tax or a significant modification of recovery periods.
- Provisions: The level of provisions (note 19) is considered suitable to cover all risks considered probable.
- Real estate inventory assessment: The heading "Inventories" includes real estate assets with a net book value of €804,423 thousand at year-end 2021 (€452,633 thousand at the end of the previous year). In this regard, during the year the fair value estimates of some of the main real estate inventories were updated by independent third parties and there were no significant impairment losses (note 15).
- Recognition of income in construction contracts: The Group reassessed its forecast results in the Construction segment at conservative ranges in the light of current circumstances. In this sense, provisions make it possible to cover the risks associated with average scenarios, in the context of current uncertainty. In any case, it should be noted that the Group has not registered unapproved income derived from cost overruns, delays or claims on third parties as a result of the situation caused by Covid-19, which has caused, in many geographic regions, inefficiencies and delays, with the consequent impact in terms of profitability.

In view of the above, considering the limited impact, the measures undertaken to secure the assets as well as the existing liquidity buffers, the Group has prepared its financial statements on a going concern basis, as there are no doubts about the Group's continuity.

j) Climate change risks

The Group's activities may be impacted by adverse weather conditions, such as floods or other natural disasters, and in some cases by decreases in temperature that may make it difficult, or even impossible in extreme cases, to carry out its activities, such as in the case of severe frost in the construction activity.

The Group takes all appropriate measures to adapt to the effects of climate change and to mitigate its possible effects on its business and fixed assets, as shown by the environmental provisions set aside for this purpose (note 19).

The Group is committed to the decarbonisation of the activities it carries out, for which it uses the most efficient technologies in the fight against climate change and, due to the very nature of some of the

activities it carries out, it promotes the circular economy. In order to achieve these objectives, the Group implements specific policies in its activities.

The Construction area has an Integrated Policy to analyse environmental incidents, the involvement of the interested parties and the establishment of a plan to reduce the significant impacts of the activities of the works, emphasising the mitigation of the generation of waste, the consumption of resources, the generation of noise and vibrations, promoting the use of sustainable and reusable materials and the sustainable use of water. It has environmental certifications in several of the countries in which it operates, as well as environmental certification according to ISO 14001 at the centres located in Spain at some of its main investees.

The very nature of the Environmental Services Area aims to protect and conserve the environment and contribute to the circular economy by treating waste as a resource, through its reuse and energy recovery. Likewise, it uses technologies and equipment to optimise water consumption, promoting a rational use and the use of water from alternative sources, such as the use of rainwater. As for policies aimed at optimising energy consumption, Spain has an Energy Management System certified in accordance with the ISO 50001 standard and projects for the use of landfill gas to generate electricity and hot water.

In 2021, the Water Area was the first company in the sector to certify the Strategy for the Contribution of the Sustainable Development Goals, by AENOR. Likewise, the Area has implemented energy management policies with the aim of optimising energy consumption at its facilities, a policy that is reflected in the calculation of the company's Carbon Footprint at its operations in Spain, verified in accordance with the guidelines of the UNE-ISO 14064 Standard by AENOR, where the impact of energy management (Scope 2) can be seen in the 13% reduction in emissions compared to the previous year. The Area has also implemented policies to reduce greenhouse gas emissions, through the signing of a PPA (Power Purchase Agreement) contract for renewable energies (photovoltaic) and projects to install renewable energy (photovoltaic) at some of its facilities.

The Cement Area takes measures that are specified at each facility, taking into account the current context of each one, its technological, human and economic resources, the applicable legislation and the expectations of the interested parties. The objectives of such measures are to promote the circular economy and to reduce greenhouse gas emissions by increasing material and energy recovery with a greater use of decarbonised raw materials, recoverable waste and biomass fuels, increasing energy efficiency through the optimisation of the fuel mix and the use of expert systems in the manufacturing process and transition to LED lighting and increasing the mix of renewable energies through solar and/or wind energy facility projects and boosting the consumption of biomass in clinker manufacturing.

As a result of the above, the Group has prepared its financial statements on a going concern basis, as there are no doubts about the Group's continued existence.

31. INFORMATION ON TRANSACTIONS WITH RELATED PARTIES

a) Transactions with directors of the Parent Company and senior executives of the Group

The amounts accrued for fixed and variable remuneration received by the Directors of Fomento de Construcciones y Contratas, S.A. in 2021 and 2020, to be paid by the latter or any of the Group companies, jointly managed or associated, are as follows:

	2021	2020
Fixed remuneration	525	525
Other payments	1,933	1,420
	2,458	1,945

The senior executives listed below, who are not members of the Board of Directors, received total remuneration of 1,908 thousand euros (1,832 thousand euros in 2020).

2021

Marcos Bada Gutiérrez	General manager of Internal Audit
Felipe B. García Pérez	General Secretary
Miguel A. Martínez Parra	Managing Director of Administration and Finance
Félix Parra Mediavilla	Managing Director of FCC Aqualia

2020

Marcos Bada Gutiérrez	General manager of Internal Audit
Felipe B. García Pérez	General Secretary
Miguel A. Martínez Parra	Managing Director of Administration and Finance
Félix Parra Mediavilla	Managing Director of FCC Aqualia

Note 25 "Pension plans and similar obligations" describes the insurance taken out in favour of certain executive directors and senior managers.

Details of Board members who hold posts at companies in which Fomento de Construcciones y Contratas, S.A. has a direct or indirect ownership interest were as follows:

Name or corporate name of the director	Company name of the Group entity	Position
ALICIA ALCOGER KOPLOWITZ	CEMENTOS PORTLAND VALDERRIVAS, S.A.	DIRECTOR
	REALIA BUSINESS, S.A.	DIRECTOR
GERARDO KURI KAUFMANN	CEMENTOS PORTLAND VALDERRIVAS, S.A.	CHIEF EXECUTIVE OFFICER
	REALIA BUSINESS, S.A.	CHIEF EXECUTIVE OFFICER
JUAN RODRÍGUEZ TORRES	CEMENTOS PORTLAND VALDERRIVAS, S.A.	DIRECTOR
	FCC AQUALIA, S.A.	DIRECTOR
	REALIA BUSINESS, S.A.	NON-EXECUTIVE CHAIRMAN
ÁLVARO VÁZQUEZ DE LAPUERTA	CEMENTOS PORTLAND VALDERRIVAS, S.A.	DIRECTOR
ALEJANDRO ABOUMRAD GONZÁLEZ	CEMENTOS PORTLAND VALDERRIVAS, S.A.	REPRESENTATIVE OF THE DIRECTOR INMOBILIARIA AEG, S.A. DE C.V.
	FCC AQUALIA, S.A.	DIRECTOR AND CHAIRMAN OF THE BOARD OF DIRECTORS
	FCC SERVICIOS MEDIOAMBIENTE HOLDING, S.A.U.	CHAIRMAN
ANTONIO GÓMEZ GARCÍA	FCC AMÉRICAS, S.A. DE C.V.	ALTERNATE DIRECTOR
PABLO COLIO ABRIL	FCC MEDIO AMBIENTE, S.A.U.	CHAIRMAN
	FCC AQUALIA, S.A.	MEMBER OF THE BOARD, MEMBER OF THE AUDIT AND CONTROL COMMITTEE, OF THE INVESTMENT COMMITTEE, AND OF THE DELEGATED REGULATORY COMPLIANCE COMMITTEE
	FCC CONSTRUCCIÓN, S.A.	CHAIRMAN
	FCC ENVIRONMENT (UK) LIMITED	DIRECTOR
	FCC MEDIO AMBIENTE REINO UNIDO S.L.U.	DEPUTY CHAIRMAN
	FCC SERVICIOS MEDIO AMBIENTE HOLDING, S.A.U.	DEPUTY CHAIRMAN
	GUZMAN ENERGY O&M, S.L.	CHAIRMAN
	FCC AUSTRIA ABFALL SERVICE AG	CHAIRMAN

These directors hold posts or exercise functions and/or hold ownership interests of less than 0.01% in any case in other FCC Group companies, in which Fomento de Construcciones y Contratas, S.A. holds the majority of the voting rights, directly or indirectly.

In 2021, no significant transactions were performed entailing a transfer of assets or liabilities between Group companies and their executives and directors.

b) Situations of conflicts of interest

No conflict of interests have been directly or indirectly declared in the interest of Fomento de Construcciones y Contratas, S.A., in accordance with applicable regulations (Article 229 of the Spanish Corporate Enterprises Act), without prejudice to the operations of Fomento de Construcciones y Contratas, S.A. with its related parties reflected in this report or, as the case may be, of the agreements related to remuneration or appointment of positions. In this regard, when specific conflicts of interest

have taken place with certain directors, they have been resolved in accordance with the procedure stipulated in the Board of Directors' Rules, with the directors involved abstaining from the corresponding debates and votes.

c) Operations between Group companies or entities

There are numerous transactions between Group companies that are part of their routine business and that, in any case, are eliminated in the process of preparing the consolidated financial statements.

The turnover of the attached consolidated income statement includes 140,983 thousand euros (180,131 thousand euros in 2020) from Group companies billing associates and joint ventures.

Likewise, purchases made from associates and joint ventures amounting to 31,194 thousand euros (22,714 thousand euros in 2020) are also included in the Group's consolidated financial statements.

d) Transactions with other related parties

During the year, a number of transactions were approved involving companies in which shareholders of Fomento de Construcciones y Contratas, S.A. own equity interests, the most significant of which were as follows:

- Acquisition of shares of Realia Business, S.A. representing 13.11% of its share capital by the Company FC y C, S.L. Sole-Shareholder Company, amounting to 83,941 thousand euros.
- Capital increase of FC y C, S.L. Unipersonal through the non-monetary contribution of all the shares of Jezzine Uno, S.L.U. by Soimob Inmobiliaria Española, S.A. for €226,200 thousand.
- Granting of a loan by Fomento de Construcciones y Contratas, S.A. to Realia Business, S.A. amounting to €120,000 thousand.
- Execution of construction and service provision contracts between Group companies and investees by other parties related to the controlling shareholder, as follows:

Buyer	Seller	2021	2020
Realia Patrimonio, S.L.U.	FCC Industrial e Infraestructuras Energéticas S.A.U.	1,193	1,197
	FCC Medio Ambiente,S.A.	162	134
	Servicios Especiales de Limpieza,S.A.	496	467
	Fedemes,S.L.	13	13
Realia Business, S.A.	FCC Industrial e Infraestructuras Energéticas S.A.U.	2	-
	FCC Construcción, S.A.	12,001	23,938
	Fomento de Construcciones y Contratas,S.A.	142	120
	Fedemes,S.L.	101	101
F C Y C , S.L. Unipersonal	Aridos de Melo,S.L.	296	-
	FCC Construcción, S.A.	21,383	-
	FCC Medio Ambiente,S.A.	9	-
	Fomento de Construcciones y Contratas,S.A.	54	-
	Fedemes,S.L.	112	-
	Realia Business, S.A.	2,371	-
FCC Construcción, S.A.	FC Y C , S.L. Unipersonal	2	-
Cementos Portland Valderrivas,S.A.	Realia Patrimonio, S.L.U.	90	-
Fomento de Construcciones y Contratas,S.A.	Realia Patrimonio, S.L.U.	11	34
		38,438	26,004

In addition, the following balance sheet balances are maintained:

Receivable	Payable	2021	2020
Realia Patrimonio, S.L.U.	Cementos Portland Valderrivas,S.A.	140	-
	Fomento de Construcciones y Contratas,S.A.	24	24
Realia Business, S.A.	Fedemes,S.L.	38	38
	Fomento de Construcciones y Contratas,S.A.	120,000	-
F C Y C , S.L. Unipersonal	Asesoría financiera y de gestión,S.A.	21	-
	Fomento de Construcciones y Contratas,S.A.	32,258	-
Fomento de Construcciones y Contratas,S.A.	Realia Patrimonio, S.L.U.	2,664	2,716
	Realia Business, S.A.	44	22
	FC Y C , S.L. Unipersonal	23,017	-
FCC Medio Ambiente,S.A.	Realia Patrimonio, S.L.U.	-	3
		178,206	2,803

- Agreement for the provision of services between Fomento de Construcciones y Contratas, S.A. and Vilafulder Corporate Group, S.L.U. for a total annual amount of €338 thousand.
- Agreement for the provision of services between Cementos Portland Valderrivas, S.A. and Gerardo Kuri Kaufmann for €175 thousand.
- Agreement for the provision of services between Realia Business, S.A. and Gerardo Kuri Kaufmann for €175 thousand.
- As part of the refinancing of the debt associated with the Spanish activities of the Cementos Portland Valderrivas Group carried out in 2016, a subordinated financing agreement was entered into with Banco Inbursa, S.A., Institución de Banca Múltiple, with a carrying amount at 31 December 2021 of €70,085 thousand. The finance costs incurred in the business year totalled €1,764 thousand.
- Agreement for the provision of IT services by Claro Enterprise Solutions, S.L. to Fomento de Construcciones y Contratas, S.A. for €13,446 thousand.
- Agreement between FCC Industrial e Infraestructuras Energeticas, S.A.U. and Realia Patrimonio S.L.U., relating to the supply and installation of intercoms by FCC Industrial, S.S. in Torre Fira de Barcelona, owned by Realia, for €13 thousand.
- Construction contract for FCC Construcción, S.A. for 80 homes, garages, storage rooms and sports areas, Phase 2 of PP41 in Alcalá de Henares (Madrid) as a client of Realia Business, S.A. for €12,740 thousand (excluding VAT).

In addition, other transactions are carried out on an arm's length basis, mainly telephone and internet access services, with related parties related to the majority shareholder for an insignificant amount.

e) Mechanisms established to detect, determine and resolve possible conflicts of interest between the Parent Company and/or its Group and its directors, executives or significant shareholders.

The FCC Group has established precise mechanisms to detect, determine and resolve possible conflicts of interest between Group companies and their directors, executives and significant shareholders, as indicated in article 20 et seq. of the Board Regulations.

32. FEES PAID TO AUDITORS

The fees for audit services accrued in 2021 and 2020 for audit services and other assurance services, as well as other professional services, provided to the various Group and jointly managed companies comprising the FCC Group by the principal auditor and other auditors participating in the audit of the various Group companies, and also by entities related to them, both in Spain and abroad, are shown in the following table:

	2021			2020		
	Principal auditor	Other auditors	Total	Principal auditor	Other auditors	Total
Audit services	3,375	613	3,988	3,386	718	4,104
Other assurance services	336	1,037	1,373	261	1,220	1,481
Total audit and related services	3,711	1,650	5,361	3,647	1,938	5,585
Tax advisory services	4	1,545	1,549	-	1,887	1,887
Other services	5	1,011	1,016	20	610	630
Total professional services	9	2,556	2,565	20	2,497	2,517
TOTAL	3,720	4,206	7,926	3,667	4,435	8,102

33. EVENTS AFTER THE CLOSING DATE

On 2 February 2022, FCC Aqualia, S.A. acquired a 65% stake in Georgia Global Utilities JSC for USD 180 million, a water and renewable energy utility in Georgia. This acquisition is the first step in a global operation in which FCC Aqualia, S.A. will end up holding 80% of the water utilities business when a second phase of the agreement is completed, still subject to the fulfilment of suspensive conditions, which basically consists of the spin-off of the renewable energy business.

On 25 January 2022, FCC Aqualia, S.A. cancelled in advance the loan agreement for variable interest provisions amounting to 200,000 thousand Euros which was fully drawn down and in cash at 31 December 2021 (note 20). Also, on 25 January 2022, FCC Aqualia, S.A. signed a new loan agreement for variable interest provisions maturing on 31 March 2023 for the same amount. This new contract can be used for the Company's cash requirements and for the redemption of the GGU bonds mentioned above.

There have been no further significant events between the end of the reporting period and the date of authorisation of these financial statements.

ANNEXE I

FULLY CONSOLIDATED

SUBSIDIARIES

Company	Registered office	% Effective ownership	Auditor
ENVIRONMENTAL SERVICES			
Alfonso Benítez, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Aparcamientos Concertados, S.A.	Av. Aiguera, 1 – Benidorm (Alicante)	100.00	
Armigesa, S.A.	Paseo de Extremadura s/n – Armilla (Granada)	51.00	
Azincourt Investment, S.L.	Federico Salmón, 13 – Madrid	100.00	
Castellana de Servicios, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Corporación Inmobiliaria Ibérica, S.A.	Av. Camino de Santiago, 40 – Madrid	100.00	
Ecoactiva de Medio Ambiente, S.A.	Ctra. Puebla Albortón a Zaragoza km. 25– Zaragoza	60.00	
Ecodeal-Gestao Integral de Residuos Industriais, S.A.	Portugal	53.63	Ernst & Young
Ecogenesis Societe Anonime Rendering of Cleansing and Waste Management Services	Greece	51.00	
Ecoparque Mancomunidad del Este, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Egypt Environmental Services, S.A.E.	Egypt	100.00	Ernst & Young
Empresa Comarcal de Serveis Mediambientals del Baix Penedés – ECOBP, S.L.	Plaça del Centre, 5 – El Vendrell (Tarragona)	66.60	Capital Auditors
Enviropower Investments Limited	United Kingdom	100.00	Ernst & Young
Europea de Tratamiento de Residuos Industriales, S.A.	Federico Salmón, 13 – Madrid	100.00	
FCC Ámbito, S.A. Unipersonal	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
FCC Environment Portugal, S.A.	Portugal	100.00	Ernst & Young

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
FCC Environment Services (UK) Limited	United Kingdom	100.00	Ernst & Young
FCC Environmental Services Florida Llc.	USA	100.00	
FCC Environmental Services Nebraska Llc.	USA	100.00	
FCC Environmental Services Texas Llc.	USA	100.00	
FCC Environmental Services (USA) Llc.	USA	100.00	
FCC Equal CEE, S.L.	Federico Salmón, 13 – Madrid	100.00	
FCC Equal CEE Andalucía, S.L.	Av. Molière, 36 – Malaga	100.00	Atenea
FCC Equal CEE Baleares, S.L.U.		100.00	
FCC Equal CEE C. Valenciana, S.L.	Riu Magre, 6 P.I. Patada del Cid – Quart de Poblet (Valencia)	100.00	
FCC Equal CEE Murcia, S.L.	Luis Pasteur, 8 – Cartagena (Murcia)	100.00	
FCC Medio Ambiente, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
FCC Medio Ambiente Reino Unido, S.L.Unipersonal	Av. Camino de Santiago, 40 – Madrid	100.00	Ernst & Young
FCC Servicios Medio Ambiente Holding, S.A. Unipersonal	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Gamasur Campo de Gibraltar, S.L.	Antigua Ctra. de Jimena de la Frontera, s/n – Los Barrios (Cádiz)	85.00	
Gandia Serveis Urbans, S.A.	Llanterners, 6 – Gandia (Valencia)	95.00	Vaciero Auditores
Geneus Canarias, S.L.	Electricista, 2. U.I. de Salinetas – Telde (Las Palmas)	100.00	
Gestió i Recuperació de Terrenys, S.A. Unipersonal	Balmes, 36 Entresuelo – Barcelona	80.00	Centium
Gipuzkoa Ingurumena Bi, S.A.	Polígono Industrial Zubiondo Par A.5. – Hernani (Gipuzkoa)	82.00	Ernst & Young
Golrib, Soluções de Valorização de Resíduos Lda.	Portugal	55.00	
FCC Group - CEE			
.A.S.A. Hódmezővásárhely Köztisztasági Kft	Hungary	61.83	Ernst & Young

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
ASMJ s.r.o.	Czech Republic	51.00	
FCC Abfall Service Betriebs GmbH	Austria	100.00	
FCC Austria Abfall Service AG	Austria	100.00	Ernst & Young
FCC BEC s.r.o.	Czech Republic	100.00	Ernst & Young
FCC Bratislava s.r.o.	Slovakia	100.00	
FCC Centrum Nonprofit Kft.	Hungary	100.00	Ernst & Young
FCC Česká Republika s.r.o.	Czech Republic	100.00	Ernst & Young
FCC České Budějovice s.r.o.	Czech Republic	75.00	Ernst & Young
FCC Dačice s.r.o.	Czech Republic	60.00	Ernst & Young
FCC Eko d.o.o.	Serbia	100.00	
FCC EKO Polska sp. z.o.o.	Poland	100.00	Ernst & Young
FCC Eko-Radomsko sp. z.o.o.	Poland	100.00	
FCC Entsorga Entsorgungs GmbH & Co. Nfg KG	Austria	100.00	
FCC Environment CEE GmbH	Austria	100.00	
FCC Environment Romania S.R.L.	Romania	100.00	Ernst & Young
FCC Freistadt Abfall Service GmbH	Austria	100.00	
FCC Halbenrain Abfall Service GmbH & Co. Nfg KG	Austria	100.00	
FCC HP s.r.o.	Czech Republic	100.00	Ernst & Young
FCC Industrieviertel Abfall Service GmbH & Co. Nfg KG	Austria	100.00	
FCC Inerta Engineering & Consulting GmbH	Austria	100.00	
FCC Kikinda d.o.o.	Serbia	80.00	Ernst & Young

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
FCC Liberec s.r.o.	Czech Republic	55.00	Ernst & Young
FCC Litovel s.r.o.	Czech Republic	49.00	
FCC Lubliencec sp. z.o.o.	Poland	61.97	
FCC Magyarország Kft	Hungary	100.00	Ernst & Young
FCC Mostviertel Abfall Service GmbH	Austria	100.00	
FCC Neratovice s.r.o.	Czech Republic	100.00	Ernst & Young
FCC Neunkirchen Abfall Service GmbH	Austria	100.00	
FCC Podhale sp. z.o.o.	Poland	100.00	Ernst & Young
FCC Prostějov s.r.o.	Czech Republic	75.00	Ernst & Young
FCC Regios a.s.	Czech Republic	99.99	Ernst & Young
FCC Slovensko s.r.o.	Slovakia	100.00	Ernst & Young
FCC Tarnobrzeg.sp. z.o.o.	Poland	59.72	Ernst & Young
FCC Textil2Use GmbH	Austria	100.00	
FCC Trnava s.r.o.	Slovakia	50.00	Ernst & Young
FCC Uhy s.r.o.	Czech Republic	100.00	Ernst & Young
FCC Únanov s.r.o.	Czech Republic	66.00	
FCC Vrbak d.o.o.	Serbia	51.00	
FCC Wiener Neustadt Abfall Service GmbH	Austria	100.00	
FCC Žabčice s.r.o.	Czech Republic	80.00	Ernst & Young
FCC Zabovresky s.r.o.	Czech Republic	89.00	
FCC Zisterdorf Abfall Service GmbH	Austria	100.00	Ernst & Young

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
FCC Znojmo s.r.o.	Czech Republic	49.66	Ernst & Young
FCC Zohor.s.r.o.	Slovakia	85.00	Ernst & Young
Miejskie Przedsiębiorstwo Gospodarki Komunalnej sp. z.o.o.	Poland	80.00	Ernst & Young
Obsed a.s.	Czech Republic	100.00	
Quail spol. s.r.o.	Czech Republic	100.00	Ernst & Young
Siewierskie Przedsiębiorstwo Gospodarki Komunalnej sp. z.o.o.	Poland	60.00	
FCC Environment Group (UK)			
3C Holding Limited	United Kingdom	100.00	Ernst & Young
3C Waste Limited	United Kingdom	100.00	Ernst & Young
Allington O & M Services Limited	United Kingdom	100.00	Ernst & Young
Allington Waste Company Limited	United Kingdom	100.00	Ernst & Young
Anti-Waste (Restoration) Limited	United Kingdom	100.00	Ernst & Young
Anti-Waste Limited	United Kingdom	100.00	Ernst & Young
Arnold Waste Disposal Limited	United Kingdom	100.00	Ernst & Young
BDR Property Limited	United Kingdom	80.00	Ernst & Young
BDR Waste Disposal Limited	United Kingdom	100.00	Ernst & Young
Darrington Quarries Limited	United Kingdom	100.00	Ernst & Young
Derbyshire Waste Limited	United Kingdom	100.00	Ernst & Young
East Waste Limited	United Kingdom	100.00	Ernst & Young
FCC Environment (Berkshire) Ltd.	United Kingdom	100.00	Ernst & Young
FCC Environment (UK) Limited	United Kingdom	100.00	Ernst & Young

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
FCC Environment Limited	United Kingdom	100.00	Ernst & Young
FCC Environment Lostock Limited	United Kingdom	100.00	
FCC Environmental Services Limited	United Kingdom	100.00	
FCC Recycling (UK) Limited	United Kingdom	100.00	Ernst & Young
FCC Waste Services (UK) Limited	United Kingdom	100.00	Ernst & Young
Finstop Limited	United Kingdom	100.00	
Focsa Services (UK) Limited	United Kingdom	100.00	
Hykeham O&M Services Limited	United Kingdom	100.00	Ernst & Young
Integrated Waste Management Limited	United Kingdom	100.00	Ernst & Young
Landfill Management Limited	United Kingdom	100.00	Ernst & Young
Lincwaste Limited	United Kingdom	100.00	Ernst & Young
Norfolk Waste Limited	United Kingdom	100.00	Ernst & Young
Pennine Waste Management Limited	United Kingdom	100.00	Ernst & Young
T Shooter Limited	United Kingdom	100.00	Ernst & Young
Waste Recovery Limited	United Kingdom	100.00	Ernst & Young
Waste Recycling Group (Central) Limited	United Kingdom	100.00	Ernst & Young
Waste Recycling Group (Scotland) Limited	United Kingdom	100.00	Ernst & Young
Waste Recycling Group (UK) Limited	United Kingdom	100.00	Ernst & Young
Waste Recycling Group (Yorkshire) Limited	United Kingdom	100.00	Ernst & Young
Wastenotts O & M Services Limited	United Kingdom	100.00	Ernst & Young
Welbeck Waste Management Limited	United Kingdom	100.00	Ernst & Young

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
WRG (Midlands) Limited	United Kingdom	100.00	Ernst & Young
WRG (Northern) Limited	United Kingdom	100.00	Ernst & Young
WRG Acquisitions 2 Limited	United Kingdom	100.00	Ernst & Young
WRG Environmental Limited	United Kingdom	100.00	Ernst & Young
WRG Waste Services Limited	United Kingdom	100.00	
FCC Group - PFI Holdings			
FCC Lostock Holdings Limited	United Kingdom	100.00	Ernst & Young
FCC PFI Holdings Limited	United Kingdom	100.00	Ernst & Young
FCC Wrexham PFI Holdings Limited	United Kingdom	100.00	Ernst & Young
FCC Wrexham PFI Limited	United Kingdom	100.00	Ernst & Young
FCC Wrexham PFI (Phase II Holding) Ltd.	United Kingdom	100.00	Ernst & Young
FCC Wrexham PFI (Phase II) Ltd.	United Kingdom	100.00	Ernst & Young
RE3 Holding Limited	United Kingdom	100.00	Ernst & Young
RE3 Limited	United Kingdom	100.00	Ernst & Young
Green Recovery Group			
FCC (E&M) Holdings Ltd.	United Kingdom	51.00	Ernst & Young
FCC (E&M) Ltd.	United Kingdom	51.00	Ernst & Young
FCC Buckinghamshire Holdings Limited	United Kingdom	51.00	Ernst & Young
FCC Buckinghamshire Limited	United Kingdom	51.00	Ernst & Young
FCC Buckinghamshire (Support Services) Limited	United Kingdom	51.00	
FCC Energy Holdings Ltd	United Kingdom	51.00	Ernst & Young

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
FCC Energy Limited	United Kingdom	51.00	Ernst & Young
FCC Environment (Lincolnshire) Ltd.	United Kingdom	51.00	
FCC Environment Developments Ltd.	United Kingdom	51.00	Ernst & Young
Green Energy Finance Solutions Ltd	United Kingdom	51.00	Ernst & Young
Green Recovery Projects Ltd	United Kingdom	51.00	Ernst & Young
Kent Energy Limited	United Kingdom	51.00	Ernst & Young
Kent Enviropower Limited	United Kingdom	51.00	Ernst & Young
Wastenotts (Reclamation) Limited	United Kingdom	51.00	Ernst & Young
Integraciones Ambientales de Cantabria, S.A.	Monte de Carceña Cr CA-924 Pk 3,280 – Castañeda (Cantabria)	90.00	Ernst & Young
International Services Inc., S.A. Unipersonal	Av. Camino de Santiago, 40 – Madrid	100.00	
Jaime Franquesa, S.A.	P.I. Zona Franca Sector B calle D 49 – Barcelona	100.00	
Jaume Oro, S.L.	Av. del Bosc, s/n P.I. Hostal Nou – Bellpuig (Lleida)	100.00	
Limpieza e Higiene de Cartagena, S.A.	Luis Pasteur, 8 – Cartagena (Murcia)	90.00	Ernst & Young
Limpiezas Urbanas de Mallorca, S.A.	Ctra. Santa Margalida-Can Picafort – Santa Margalida (Balearic Islands)	100.00	Ernst & Young
Manipulación y Recuperación MAREPA, S.A.	Av. San Martín de Valdeiglesias, 22 – Alcorcón (Madrid)	100.00	Ernst & Young
Premier Waste Services, LLC.	USA	100.00	
Recuperació de Pedreres, S.L.	Balmes, 36 Entresuelo – Barcelona	80.00	
Serveis Municipals de Neteja de Girona, S.A.	Pl. del Vi, 1 - Gerona	75.00	Cataudit Auditors Associats
Servicio de Recogida y Gestión de Residuos Sólidos Urbanos del Consorcio Vega Sierra Elvira, S.A.	Antonio Huertas Remigio, 9 – Maracena (Granada)	60.00	Capital Auditors
Servicios de Levante, S.A.	Camino Pla de Museros, s/n – Almazora (Castellón)	100.00	Ernst & Young
Servicios Especiales de Limpieza, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
Sistemas y Vehículos de Alta Tecnología, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Societat Municipal Mediambiental d'Igualada, S.L.	Pl. de l'Ajuntament, 1 – Igualada (Barcelona)	65.91	Vaciero Auditores
Telford & Wrekin Services Limited	United Kingdom	100.00	Ernst & Young
Tratamientos y Recuperaciones Industriales, S.A.	Balmes, 36 Entresuelo – Barcelona	75.00	Capital Auditores
Valoración y Tratamiento de Residuos Urbanos, S.A.	Riu Magre, 6 – P.I. Patada del Cid – Quart de Poblet (Valencia)	80.00	Capital Auditores
Valorización y Tratamiento de Residuos, S.A.	Alameda de Mazarredo, 15-4º A – Bilbao (Biscay)	100.00	Vaciero Auditores
AQUALIA			
Abrantaqua – Serviço de Aguas Residuais Urbanas do Municipio De Abrantes, S.A.	Portugal	30.60	Oliveira, Reis & Associados
Acque di Caltanissetta, S.p.a.	Italy	50.22	Ernst & Young
Aguas de Alcázar Empresa Mixta, S.A.	Rondilla Cruz Verde, 1 – Alcázar de San Juan (Ciudad Real)	26.71	Capital Auditores
Aguas de las Galeras, S.L.	Av. Camino de Santiago, 40 – Madrid	51.00	
Aigües de Vallirana, S.A. Unipersonal	Conca de Tremp, 14 – Vallirana (Barcelona)	51.00	
Aqua Campiña, S.A.	Blas Infante, 6 – Écija (Seville)	45.90	Centium Auditores
Aquaelvas – Aguas de Elvas, S.A.	Portugal	51.00	Ernst & Young
Aquafundalia – Agua do Fundão, S.A.	Portugal	51.00	Ernst & Young
Aquajerez, S.L.	Cristalería, 24 – Cádiz	51.00	Ernst & Young
Aqualia Czech, S.L.	Av. Camino de Santiago, 40 – Madrid	51.00	Ernst & Young
Aqualia Desalación Guaymas, S.A. de C.V.	Mexico	51.00	Ernst & Young
Aqualia France	France	51.00	SNR Audit
Aqualia Gestión Los Cabos SACV	Mexico	51.00	
Aqualia Infraestructuras d.o.o. Beograd-Vracar	Serbia	51.00	

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
Aqualia Infraestructuras d.o.o. Mostar	Bosnia-Herzegovina	51.00	
Aqualia Infraestructuras Inzenyring, s.r.o.	Czech Republic	51.00	CMC Audit s.r.o.
Aqualia Infraestructuras Montenegro (AIM) d.o.o. Niksic	Montenegro	51.00	
Aqualia Infraestructuras Pristina LLC.	Kosovo	51.00	
Aqualia Intech, S.A.	Av. Camino de Santiago, 40 – Madrid	51.00	Ernst & Young
Aqualia Latinoamérica, S.A.	Colombia	51.00	Ernst & Young
Aqualia Mace Contracting, Operation & General Maintenance LLC.	United Arab Emirates	26.01	Deloitte
Aqualia Mace Qatar	Qatar	26.01	Mazars
Aqualia México, S.A. de C.V.	Mexico	51.00	Ernst & Young
Aqualia New Europe B.V.	Netherlands	51.00	
Aqualia Portugal, S.A.	Portugal	51.00	Ernst & Young
Aqualia Villa del Rosario, SA	Colombia	51.00	Ernst & Young
Aquamaior – Aguas de Campo Maior, S.A.	Portugal	51.00	Ernst & Young
Aquos El Realito, S.A. de C.V.	Mexico	26.01	Ernst & Young
C.E.G. S.P.A. Simplifié	France	51.00	SNR Audit
Cartagua, Aguas do Cartaxo, S.A.	Portugal	30.60	Oliveira, Reis & Associados
Compañía Onubense de Aguas, S.A.	Av. Martín Alonso Pinzón, 8 – Huelva	30.60	
Conservación y Sistemas, S.A.	Federico Salmón, 13 – Madrid	51.00	Ernst & Young
Depurplan 11, S.A.	Madre Rafols, 2 – Zaragoza	51.00	Capital Auditors
Ecosistema de Morelos S.A. de C.V.	Mexico	51.00	CTS Consultores
Empresa Gestora de Aguas Linenses, S.L.	Federico Salmón, 13 – Madrid	51.00	

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
Empresa Mixta de Conservación de la Estación Depuradora de Aguas Residuales de Butarque, S.A.	Princesa, 3 – Madrid	35.70	
Entemanser, S.A.	Castillo, 13 – Adeje (Santa Cruz de Tenerife)	49.47	Ernst & Young
FCC Aqualia, S.A.	Av. Camino de Santiago, 40 – Madrid	51.00	Ernst & Young
FCC Aqualia América, S.A. Unipersonal	Uruguay, 11 – Vigo (Pontevedra)	51.00	
FCC Aqualia U.S.A. Corp	USA	51.00	Berkowitz Pollack Brant
Flores, Rebollo y Morales, S.L.	Urbanización Las Buganvillas, 4 – Vera (Almería)	30.60	
H.A.A. & CO. Integrated Services	Saudi Arabia	26.01	Ernst & Young
Hidrotec Tecnología del Agua, S.L. Unipersonal	Pincel, 25 – Seville	51.00	Ernst & Young
Infraestructuras y Distribución General de Aguas, S.L.U.	La Presa, 14 – Adeje (Santa Cruz de Tenerife)	51.00	Ernst & Young
Qatarat Saquia Desalination	Saudi Arabia	26.01	Ernst & Young
Servicios Hídricos Agricultura y Ciudad, S.L.U.	Alfonso XIII – Sabadell (Barcelona)	51.00	
Severomoravske Vodovody a Kanalizace Ostrava, a.s.	Czech Republic	51.00	Ernst & Young
Shariket Tahlya Miyah Mostaganem, S.P.A.	Algeria	13.01	Samir Hadj Ali
Sociedad Española de Aguas Filtradas, S.A.	Jacometrezo, 4 – Madrid	51.00	Ernst & Young
Sociedad Ibérica del Agua, S.A. Unipersonal	Federico Salmón, 13 – Madrid	51.00	
Società des Eaux de Fin d'Oise, S.A.S.	France	51.00	SNR Audit
Tratamiento Industrial de Aguas, S.A.	Federico Salmón, 13 – Madrid	51.00	Ernst & Young
Vodotech, spol. s.r.o.	Czech Republic	51.00	CMC Audit s.r.o.
Water Sur, S.L.	Urbanización Las Buganvillas, 4 – Vera (Almería)	30.60	
CONSTRUCTION			
ACE Scutmadeira Sistemas de Gestao e Controlo de Tráfego	Portugal	100.00	

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
Agregados y Materiales de Panamá, S.A.	Panama	100.00	Ernst & Young
Áridos de Melo, S.L.	Finca la Barca y el Ballestar, s/n – Barajas de Melo (Cuenca)	100.00	Capital Auditors
Colombiana de Infraestructuras, S.A.S.	Colombia	100.00	ASTAF Auditores y Consultores
Concesiones Viales S. de R.L. de C.V.	Mexico	100.00	Ernst & Young
Concretos Estructurales, S.A.	Nicaragua	100.00	
Conservial Infraestructuras, S.L.	Federico Salmón, 13 – Madrid	100.00	
Consortio FCC Iquique Ltda.	Chile	100.00	
Construcción Infraestructuras y Filiales de México, S.A. de C.V.	Mexico	52.00	
Construcciones Hospitalarias, S.A.	Panama	100.00	Ernst & Young
Constructora Meco-Caabsa, S.A. de C.V.	El Salvador	60.00	
Constructora Túnel de Coatzacoalcos, S.A. de C.V.	Mexico	55.60	Ernst & Young
Contratas y Ventas, S.A.	Av. de Santander, 3 1º – Oviedo (Asturias)	100.00	Ernst & Young
Consortio FCC Meco y Santa Fe de Costa Rica y Nicaragua, S.A.	Nicaragua	100.00	
Desarrollo y Construcción DEYCO CRCA, S.A.	Costa Rica	100.00	
Edificadora MSG, S.A. (Panama)	Panama	100.00	
Edificadora MSG, S.A. de C.V. (El Salvador)	El Salvador	100.00	
Edificadora MSG, S.A. de C.V. (Nicaragua)	Nicaragua	100.00	
FCC Américas, S.A. de C.V.	Mexico	50.00	Deloitte
FCC Américas Colombia, S.A.S.	Colombia	50.00	
FCC Américas Panamá, S.A.	Panama	50.00	Ernst & Young
FCC Colombia, S.A.S.	Colombia	100.00	ASTAF Auditores y Consultores

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
FCC Construcción, S.A.	Balmes, 36 – Barcelona	100.00	Ernst & Young
FCC Construcción América, S.A.	Costa Rica	100.00	Ernst & Young
FCC Construcción Chile, SPA	Chile	100.00	
FCC Construcción Costa Rica, S.A.	Costa Rica	100.00	Ernst & Young
FCC Construcción de México, S.A. de C.V.	Mexico	100.00	Ernst & Young
FCC Construcción Perú, S.A.C.	Peru	100.00	
FCC Constructii Romania, S.A.	Romania	100.00	
FCC Construction Australia Pty Ltd	Australia	100.00	
FCC Construction Inc.	USA	100.00	BPB
FCC Construction International B.V.	Netherlands	100.00	
FCC Construction Ireland DAC	Ireland	100.00	Mazars
FCC Construction Northern Ireland Limited	United Kingdom	100.00	Mazars
FCC Construções do Brasil Ltda.	Brazil	100.00	
FCC Edificadora CR, S.A.	Costa Rica	100.00	
FCC Electromechanical LLC.	Saudi Arabia	100.00	Ernst & Young
FCC Elliott Construction Limited	Ireland	100.00	Mazars
FCC Industrial de Panamá, S.A.	Panama	100.00	
FCC Industrial e Infraestructuras Energéticas, S.A. Unipersonal	Av. Camino de Santiago, 40 – Madrid	100.00	Ernst & Young
FCC Industrial Perú, S.A.	Peru	100.00	
FCC Industrial UK Limited	United Kingdom	100.00	Mazars
FCC Immobilien Holding GmbH	Germany	100.00	

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
FCC Servicios Industriales y Energéticos México, S.A. de C.V.	Mexico	100.00	Ernst & Young
FCC Soluciones de Seguridad y Control, S.L.	Federico Salmón, 13 – Madrid	100.00	
Fomento de Construcciones Colombianas, S.A.S.	Colombia	100.00	
Fomento de Construcciones y Contratas Canadá Ltd.	Canada	100.00	
Guzmán Energy O&M, S.L.	Av. Camino de Santiago, 40 – Madrid	52.13	Ernst & Young
Impulsora de Proyectos Proserme, S.A. de C.V.	Mexico	100.00	
Mantenimiento de Infraestructuras, S.A.	Federico Salmón, 13 2a planta – Madrid	100.00	Ernst & Young
Meco Santa Fe Limited	Belize	100.00	
Megaplás, S.A. Unipersonal	Hilanderas, 4-14 – La Poveda – Arganda del Rey (Madrid)	100.00	Ernst & Young
Megaplás Italia, S.p.A.	Italy	100.00	Collegio Sindicale
Participaciones Teide, S.A.	Av. Camino de Santiago, 40 – Madrid	100.00	
Prefabricados Delta, S.A. Unipersonal	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Ramalho Rosa Cobetar Sociedade de Construções, S.A.	Portugal	100.00	Ernst & Young
Servicios Dos Reis, S.A. de C.V.	Mexico	100.00	
CEMENT			
Áridos de Navarra, S.A.	Estella, 6, Pamplona (Navarra)	65.66	
Canteras de Alaiz, S.A.	Dormilateria, 72 – Pamplona (Navarre)	69.66	Ernst & Young
Cementos Alfa, S.A.	María Tubau, 9 – 4 planta – Madrid	87.61	Ernst & Young
Cementos Portland Valderrivas, S.A.	Dormilateria, 72 – Pamplona (Navarre)	99.49	Ernst & Young
Dragon Alfa Cement Limited	United Kingdom	87.61	Ernst & Young
Dragon Portland Limited	United Kingdom	99.49	Ernst & Young

Consolidated Group

Company	Registered office	% Effective ownership	Auditor
Prebesecc Mallorca, S.A.	Conradores (P.I. Marratxi) - Marratxi (Balearic Islands)	67.97	
Select Beton, S.A.	Tunisia	87.31	Ernst & Young
Société des Ciments d'Enfidha	Tunisia	87.41	Ernst & Young
Tratamiento Escombros Almoguera S.L.	María Tubau, 9 - 4 planta - Madrid	50.77	
Uniland Acquisition Corporation	USA	99.49	
Uniland International B.V.	Netherlands	99.49	
Uniland Trading B.V.	Netherlands	99.49	
REAL ESTATE			
Costa Verde Habitat, S.L.	Av. Camino de Santiago, 40 – Madrid	80.03	
FCyC, S.L.	Federico Salmón, 13 – Madrid	80.03	Ernst & Young
FCC Real Estate (UK) Limited	United Kingdom	80.03	
Grupo Realia Business			
Boane 2003, S.A. Unipersonal	Paseo de la Castellana, 41 – Madrid	51.00	
Guillena Golf, S.L. Unipersonal	Paseo de la Castellana, 216 – Madrid	40.76	
Hermanos Revilla, S.A.	Paseo de la Castellana, 41 – Madrid	35.77	Ernst & Young
Inversiones Inmobiliarias Rústicas y Urbanas 2000, S.L.	Av. Camino de Santiago, 40 – Madrid	27.18	
Planigesa, S.A.	Av. Camino de Santiago.40– Madrid	30.97	
Realia Business, S.A.	Av. Camino de Santiago, 40 – Madrid	40.76	Ernst & Young
Realia Contesti, S.R.L.	Romania	40.76	
Realia Patrimonio, S.L.U.	Av. Camino de Santiago, 40 – Madrid	40.76	Ernst & Young
Servicios Índice, S.A.	Av. Camino de Santiago, 40 – Madrid	20.58	

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Company	Registered office	% Effective ownership	Auditor
Valaise, S.L. Unipersonal	Av. Camino de Santiago, 40 – Madrid	40.76	
Vela Borovica Koncern d.o.o.	Croatia	80.03	
OTHER ACTIVITIES			
Asesoría Financiera y de Gestión, S.A.	Federico Salmón, 13 – Madrid	100.00	
Autovía Conquense, S.A.	Av. Camino de Santiago, 40 – Madrid	100.00	Ernst & Young
Cemark - Mobiliario Urbano e Publicidade, S.A.	Portugal	100.00	Ernst & Young
Concesionaria Atención Primaria, S.A.	Gremi de Sabaters, 21 (Loc. A. 15.2) - Palma de Mallorca (Balearic Islands)	82.50	Ernst & Young
Concesionaria Túnel de Coatzacoalcos, S.A. de C.V.	Mexico	85.60	Ernst & Young
FCC Concesiones Al Ansar, S.A. Unipersonal	Federico Salmón, 13 – Madrid	100.00	
FCC Concesiones de Infraestructuras, S.L.	Av. Camino de Santiago, 40 – Madrid	100.00	
FCC Midco, S.A.	Luxembourg	100.00	
FCC Topco, S.A.R.L.	Luxembourg	100.00	
FCC Versia, S.A.	Av. Camino de Santiago, 40 – Madrid	100.00	Baker & Tilly
Fedemes, S.L.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Jezzine Uno, S.L. Unipersonal	Av. Camino de Santiago, 40 – Madrid	80.03	Crowe
PPP Infrastructure Investments B.V.	Netherlands	100.00	
Vialia Sociedad Gestora de Concesiones de Infraestructuras, S.L.	Av. Camino de Santiago, 40 – Madrid	100.00	

ANNEXE II

COMPANIES JOINTLY CONTROLLED WITH THIRD PARTIES OUTSIDE THE GROUP
(CONSOLIDATED USING THE EQUITY METHOD)

Company	Registered office	Carrying amount of the backlog		% Effective ownership	Auditor
		2021	2020		
ENVIRONMENTAL SERVICES					
Atlas Gestión Medioambiental, S.A.	Viriato, 47 – Barcelona	8,627	9,808	50.00	Ernst & Young
Beacon Waste Limited	United Kingdom	1,334	1,250	50.00	Deloitte
Ecoparc del Besós, S.A.	Av. Torre d'en Mateu. P.I. Can Salvatella s/n – Barcelona	7,389	7,803	49.00	Castellà Auditors Consultors S.L.P.
Ecoserveis Urbans de Figueres, S.L.	Av. de les Alegries, s/n – Lloret de Mar (Girona)	121	138	50.00	
Electrorecycling, S.A.	Ctra. BV – 1224 km. 6,750 – El Pont de Vilomara i Rocafort (Barcelona)	1,319	1,284	33.34	Audinform
Empresa Mixta de Limpieza de la Villa de Torrox, S.A.	Plaza de la Constitución, 1 – Torrox (Málaga)	326	360	50.00	Audinform
Empresa Mixta de Medio Ambiente de Rincón de la Victoria, S.A.	Barrio Las Zorreras, 8 – Rincón de la Victoria (Málaga)	305	316	50.00	Audinform
Fisera Ecoserveis, S.A.	Alemanya, 5 – Figueres (Girona)	179	165	36.36	Auditoria i Control Auditors S.L.P.
Gestión y Valorización Integral del Centro, S.L.	De la Tecnología, 2. P.I. Los Olivos – Getafe (Madrid)	372	322	50.00	Capital Auditors
Ingeniería Urbana, S.A.	Calle I esquina calle 3, P.I. Pla de la Vallonga – Alicante	4,209	4,210	35.00	Deloitte
Mediaciones Comerciales Ambientales, S.L.	Av. Barcelona, 109. P.5 – Sant Joan Despí (Barcelona)	619	359	50.00	
Mercia Waste Management Ltd.	United Kingdom	8,714	11,781	50.00	Deloitte
Palacio de Exposiciones y Congresos de Granada, S.A.	Paseo del Violón, s/n – Granada	(2,660)	(1,969)	50.00	Hispanobelga Economistas Auditores, S.L.P.
Pilagest, S.L.	Ctra. BV – 1224 km. 6,750 – El Pont de Vilomara i Rocafort (Barcelona)	614	211	50.00	

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Company	Registered office	Carrying amount of the backlog		% Effective ownership	Auditor
		2021	2020		
Reciclado de Componentes Electrónicos, S.A.	Calle El Matorral (Parque Actividades Medioambientales) – Aznalcóllar (Sevilla)	3,129	1,924	50.00	KPMG
Servicios Urbanos de Málaga, S.A.	Av. Camino de Santiago, 40 – Madrid	3,191	3,216	51.00	
Severn Waste Services Limited	United Kingdom	213	199	50.00	Deloitte
Tratamiento Industrial de Residuos Sólidos, S.A.	Rambla Cataluña, 91 – Barcelona	1,037	1,580	33.33	Castellà Auditors Consultors S.L.P.
Zabalgardi, S.A.	Camino Artigabidea, 10 – Bilbao (Biscay)	13,834	16,060	30.00	KPMG
AQUALIA		-	-		
Aguas de Langreo, S.L.	Alonso del Riesgo, 3 – Langreo (Asturias)	853	909	24.99	Baker & Tilly
Aguas de Narixa, S.A.	Málaga, 11 – Nerja (Málaga)	308	237	25.50	Capital Auditors
Aigües de Girona, Salt i Sarrià del Ter, S.A.	Ciudadans, 11 – Gerona	162	162	13.71	
Compañía de Servicios Medioambientales do Atlántico, S.A.	Estrada de Cedeira Km. 1 – Narón (La Coruña)	299	296	24.99	Kreston Iberaudit
Constructora de Infraestructura de Agua de Querétaro, S.A. de C.V.	Mexico	(2,995)	(2,996)	12.50	Deloitte
Empresa Municipal de Aguas de Benalmádena EMABESA, S.A.	Explanada de Tivoli, s/n – Arroyo de la Miel (Málaga)	1,596	1,583	25.50	Audinfor
Girona, S.A.	Travesía del Carril, 2 – Gerona	1,650	1,701	17.14	Cataudit Auditors Associats, S.L.
HA Proyectos Especiales Hidráulicos S. de R.L. de C.V.	Mexico	1,045	992	25.25	Grant Thornton SC
Orasqualia Construction, S.A.E.	Egypt	(100)	(100)	25.50	KPMG
Orasqualia for the Development of the Waste Water Treatment Plant S.A.E.	Egypt	14,552	11,943	25.50	Deloitte
Orasqualia for Operation and Maintenance S.A.E.	Egypt	1,153	1,130	25.50	Deloitte

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Company	Registered office	Carrying amount of the backlog		% Effective ownership	Auditor
		2021	2020		
CONSTRUCTION					
ACS FCC Canada Inc.	Canada	-	-	50.00	
Administración y Servicios Grupo Zapotillo, S.A. de C.V.	Mexico	115	108	50.00	
Altos del Javier, S.A.	Panama	-	-	50.00	
Consortio Tramo Dos S.A. DE C.V.	Mexico	-	8	50.00	Deloitte
Construcciones Olabarri, S.L.	Ripa, 1 – Bilbao (Vizcaya)	5,820	5,735	49.00	Charman Auditores
Constructora de Infraestructura de Agua de Querétaro, S.A. de C.V.	Mexico	-	-	24.50	Deloitte
Constructora Durango Mazatlán, S.A. de C.V.	Mexico	1,479	1,403	51.00	
Constructora Nuevo Necaxa Tihuatlán, S.A. de C.V.	Mexico	(9,006)	(29,993)	40.00	Deloitte
Constructores del Zapotillo, S.A. de C.V.	Mexico	1,446	1,114	50.00	Grant Thornton SC
Ctra. Cabo San Lucas San José, S.A. de C.V.	Mexico	-	-	50.00	
Elaboración de Cajones Pretensados, S.L.	Av. Camino de Santiago, 40 – Madrid	2	2	50.00	
Integral Management Future Renewables, S.L.	A Condomiña, s/n – Ortoño (La Coruña)	-	3,488	50.00	
North Tunnels Canada Inc.	Canada	-	(1,674)	50.00	
OHL Co Canada & FCC Canada Ltd. Individual	Canada	(71,126)	(65,044)	50.00	
Operaciones y Servicios para la Industria de la Construcción, S.A. de C.V.	Mexico	-	-	50.00	
Servicios Empresariales Durango-Mazatlán, S.A. de C.V.	Mexico	124	119	51.00	
CEMENT					
Pedreira de l'Ordal, S.L.	Ctra. N 340 km. 1229.5 – Subirats (Barcelona)	1,750	3,243	49.64	Ernst & Young

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Company	Registered office	Carrying amount of the backlog		% Effective ownership	Auditor
		2021	2020		
REAL ESTATE					
Realia Group					
As Cancelas Siglo XXI, S.L.	Av. Camino de Santiago, 40 – Madrid	37,254	–	20.38	Ernst & Young
MDM-Teide, S.A.	Panama	172	161	40.02	
Teide-MDM Quadrat, S.A.	Panama	30	60	40.02	
OTHER ACTIVITIES					
Ibisan Sociedad Concesionaria, S.A	Av. Isidor Macabich, s/n. Sant Rafel de Sa Creu (Balearic Islands)	8,401	8,204	50.00	Deloitte
Sociedad Concesionaria Tranvía de Murcia, S.A.	Paseo de la Ladera, 79– Murcia	24,427	22,572	50.00	Deloitte
Grupo FM Green Power Investments		–	16,462	49.00	
Enestar Villena, S.A.	Maestro Chanzá, 3 – Villena (Alicante)	–	–	49.00	Ernst & Young
Estructuras Energéticas Generales, S.A. Unipersonal	Paseo de la Castellana, 91 planta 11 – Madrid	–	–	49.00	
Ethern Electric Power, S.A.	Paseo de la Castellana, 91 planta 11 – Madrid	–	–	49.00	Ernst & Young
FM Green Power Investments, S.L.	Paseo de la Castellana, 91 planta 11 – Madrid	–	–	49.00	Ernst & Young
Guzmán Energía, S.L.	Portada, 11 – Palma del Río (Córdoba)	–	–	34.30	Ernst & Young
Helios Patrimonial 1, S.L. Unipersonal	Paseo de la Castellana, 91 planta 11 – Madrid	–	–	49.00	Ernst & Young
Helios Patrimonial 2, S.L. Unipersonal	Paseo de la Castellana, 91 planta 11 – Madrid	–	–	49.00	Ernst & Young
TOTAL VALUE OF CONSOLIDATED COMPANIES USING THE EQUITY METHOD (JOINT VENTURES)		72,283	40,842		

ANNEXE III

ASSOCIATES

(CONSOLIDATED USING THE EQUITY METHOD)

Company	Registered office	Carrying amount of the backlog		% Effective ownership	Auditor
		2021	2020		
ENVIRONMENTAL SERVICES					
Aprochim Getesarp Rymoil, S.A.	P.I. Logrezana s/n– Carreño (Asturias)	1,203	1,117	32.17	Menéndez Auditores CGM Auditores, S.L.y Villalba, Envid y Cia. Auditores, S.L.P.
Aragonesa de Gestión de Residuos, S.A.	Paseo María Agustín, 36 – Zaragoza	13	12	12.00	
Aragonesa de Tratamientos Medioambientales XXI, S.A.	Ctra. Castellón km. 58 – Zaragoza	608	609	33.00	
Betearte, S.A. Unipersonal	Cr. BI – 3342 pk 38 Alto de Areitio – Mallabia (Biscay)	144	(91)	33.33	
Gestión Integral de Residuos Sólidos, S.A.	Serrans, 12 – 14 Ent. 1 – Valencia	5,331	5,298	49.00	DULA Auditores, S.L.P.
Giref Generación Renovable	Pedro Lafayo, 6 - Ibiza	1	–	20.00	
FCC Group - CEE		7,148	6,310		
.A.R.K. Technicke Sluzby s.r.o.	Slovakia	–	–	50.00	
A.K.S.D. Városgazdálkodási Korlátolt FT	Hungary	–	–	25.50	Interauditor
ASTV s.r.o.	Czech Republic	–	–	49.00	
FCC + NHSZ Környezetvédelmi HKft	Hungary	–	–	50.00	Interauditor
FCC Hlohovec s.r.o.	Slovakia	–	–	50.00	
Huber Abfallservice Verwaltungs GmbH	Austria	–	–	49.00	
Huber Entsorgungs GmbH Nfg KG	Austria	–	–	49.00	
Killer GmbH	Austria	–	–	50.00	

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Killer GmbH & Co KG	Austria	-	-	50.00	Rittmann
Recopap s.r.o.	Slovakia	-	-	50.00	
Tev-Akva Kft.	Hungary	-	-	8.67	Lazar Eniko
FCC Group - PFI Holdings	United Kingdom	32,333	22,766		
CI III Lostock Efw Limited	United Kingdom	-	-	40.00	
Lostock Power Limited	United Kingdom	-	-	40.00	
Lostock Sustainable Energy Plant Limited	United Kingdom	-	-	40.00	
Tirme Group		8,156	6,783		
Balear de Trituracions, S.L.	Cr. de Sóller km. 8.2) - Palma de Mallorca (Balearic Islands)	-	-	20.00	
Mac Insular, S.L.	P.I. Ses Veles, (Cl. Romani), 2 – Bunyola (Balearic Islands)	-	-	14.00	Deloitte
Mac Insular Segunda, S.L.	Cr. de Sóller km. 8.2) - Palma de Mallorca (Balearic Islands)	-	-	15.00	
Tirme, S.A.	Ctra. Soller km. 8.2 Camino de Son Reus – Palma de Mallorca (Balearic islands)	-	-	20.00	Deloitte
Sogecar, S.A.	Polígono Torrelarragoiti – Zamudio (Biscay)	475	499	30.00	
AQUALIA					
Aguas de Archidona, S.L.	Pz. Ochavada, 1 – Archidona (Málaga)	24	62	24.48	Centium Auditores
Aguas de Denia, S.A.	Pedro Esteve, 17– Denia (Alicante)	427	440	16.83	Audinfor
Aguas de Guadix, S.A.	Plaza Constitución, 1– Guadix (Granada)	419	179	20.40	Deloitte
Aguas de Priego, S.L.	Plaza Constitución, 3 – Priego de Córdoba (Córdoba)	(66)	(33)	24.99	
Aguas del Puerto Empresa Municipal, S.A.	Aurora, 1 – El Puerto de Santa María (Cádiz)	3,924	3,910	24.98	Deloitte
Aigües de Blanes, S.A.	Canigó, 5 – Blanes (Gerona)	51	38	8.40	Acordia ACR, S.L
Aigües del Segarra Garrigues, S.A.	C/ Mas d'en Colom, 14 – Tárrega (Lleida)	-	-	0.52	Deloitte

Consolidated Group

Aigües del Vendrell, S.A.	Vella, 1 – El Vendrell (Tarragona)	471	509	24.99	Gm Auditors SL
Codeur, S.A.	Mayor, 22 – Vera (Almería)	6,503	6,560	13.26	Deloitte
Concesionaria de Desalación de Ibiza, S.A.	Rotonda de Santa Eulalia, s/n – Ibiza (Balearic Islands)	1,203	1,208	25.50	BDO Auditores
Constructora de Infraestructuras de Aguas de Potosí, S.A. de C.V.	Mexico	(5,396)	(5,396)	12.50	
EMANAGUA Empresa Mixta Municipal de Aguas de Nijar, S.A.	Plaza de la Glorieta, 1 – Nijar (Almería)	255	320	24.99	Deloitte
Empresa Mixta de Aguas de Ubrique, S.A.	Juzgado, s/n – Ubrique (Cádiz)	81	77	24.99	Vaciero Auditores
Empresa Mixta de Aguas de Jodar, S.A.	Pz. España, 1 – Jodar (Jaén)	35	13	24.99	Vaciero Auditores
Empresa Municipal de Aguas de Algeciras, S.A.	Av. Virgen del Carmen – Algeciras (Cádiz)	163	153	24.99	Kreston Iberaudit
Empresa Municipal de Aguas de Linares, S.A.	Cid Campeador, 7 – Linares (Jaén)	290	198	24.99	Centium Auditores
Empresa Municipal de Aguas de Toxiria, S.A.	Plaza de la Constitución – Torredonjimeno (Jaén)	108	92	24.99	Vaciero Auditores
Nueva Sociedad de Aguas de Ibiza, S.A.	Av. Bartolomé Roselló, 18 - Ibiza (Balearic Islands)	101	83	20.40	
Omán Sustainable Water Services SAOC	Oman	1,220	953	24.99	Deloitte
Operadora El Realito, S.A. de C.V.	Mexico	279	278	7.65	Ernst & Young
Prestadora de Servicios Acueducto El Realito, S.A. de C.V.	Mexico	1	1	12.50	
Proveïments d’Aigua, S.A.	Astúries, 13 - Gerona	637	603	7.71	GPM Auditors Associats
Sera Q A Duitama E.S.P., S.A.	Colombia	6	8	15.61	
Suministro de Aguas de Querétaro, S.A. de C.V.	Mexico	9,325	9,136	25.51	Deloitte
CONSTRUCTION					
Agrenic Complejo Industrial Nindiri, S.A.	Nicaragua	2,239	2,194	50.00	Deloitte
Aigües del Segarra Garrigues, S.A.	C/ Mas d’en Colom, 14 – Tárrega (Lleida)	7,473	7,193	24.68	Deloitte
Cafig Constructores, S.A. de C.V.	Mexico	4,497	3,518	45.00	Deloitte
Construcciones y Pavimentos, S.A.	Panama	4	4	50.00	

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Constructora de Infraestructuras de Aguas de Potosí, S.A. de C.V.	Mexico	(5)	(4)	24.50	Deloitte
Constructora San José - Caldera CSJC, S.A.	Costa Rica	(1,681)	(1,548)	50.00	Ernst & Young
Constructora San José - San Ramón SJSR, S.A.	Costa Rica	(68)	(60)	50.00	
Constructora Terminal Valle de México, S.A. de C.V.	Mexico	1,096	422	14.28	Deloitte
Desarrollo Cuajimalpa, S.A. de C.V.	Mexico	6	6	25.00	
Efi Túneles Necaxa, S.A. de C.V.	Mexico	406	319	45.00	
Euroconcretos de Nicaragua, S.A.	Nicaragua	-	-	40.00	
FCC Tarrío TX-1 Construção Ltda	Brazil	-	-	70.00	
M50 (D&C) Limited	Ireland	(3,273)	(3,273)	42.50	Deloitte
N6 (Construction) Limited	Ireland	(38,413)	(38,413)	42.50	Deloitte
OHL-FCC GP Canada Inc.	Canada	-	-	50.00	
Prestadora de Servicios Acueducto El Realito, S.A. de C.V.	Mexico	1	1	24.50	
Promvias XXI, S.A.	Anglesola, 6 - Barcelona	1	1	25.00	
Roadbridge FCC JV Limited	Ireland	212	951	50.00	Mazars
Servicios CTVM, S.A. de C.V.	Mexico	3	2	14.28	Deloitte
Serv. Terminal Valle de México, S.A. de C.V.	Mexico	34	32	14.28	Deloitte
Terminal Polivalente de Huelva, S.A.	La Marina, 29. Huelva	-	-	31.50	
CEMENT					
Aplicaciones Minerales, S.A.	Camino Fuente Herrero - Cueva Cardiel (Burgos)	479	504	34.39	
Canteras y Hormigones VRE, S.A.	Berroa (P.I. La Estrella) - Tanojar (Navarra)	(312)	(370)	49.74	
Giant Group		18,327	9,973		
Coastal Cement Corporation	USA	-	-	44.77	

Consolidated Group

Dragon Energy LLC.	USA	-	-	44.77	
Dragon Products Company Inc.	USA	-	-	44.77	
Giant Cement Company	USA	-	-	44.77	
Giant Cement Holding Inc.	USA	-	-	44.77	Deloitte
Giant Cement NC Inc.	USA	-	-	44.77	
Giant Cement Virginia Inc.	USA	-	-	44.77	
Giant Resource Recovery Inc.	USA	-	-	44.77	
Giant Resource Recovery - Arvonía Inc.	USA	-	-	44.77	
Giant Resource Recovery - Attalla Inc.	USA	-	-	44.77	
Giant Resource Recovery - Harleyville, Inc.	USA	-	-	44.77	
Giant Resource Recovery - Sumter Inc.	USA	-	-	44.77	
Keystone Cement Company	USA	-	-	44.77	
Sechem Inc.	USA	-	-	44.77	
Hormigones Castro, S.A.	Ctra. Nacional 634 - Ambrosero - Barcena de Cicero (Cantabria)	283	303	35.04	
Hormigones de la Jacetania, S.A.	Llano de la Victoria – Jaca (Huesca)	820	1,327	62.18	KPMG
Hormigones del Baztán, S.L.	Berroa (P.I. La Estrella) - Tanojar (Navarra)	432	414	49.74	
Hormigones Delfín, S.A.	Venta Blanca - Peralta (Navarra)	870	857	49.74	
Hormigones en Masa de Valtierra, S.A.	Ctra. Cadreita km. 1 - Valtierra (Navarra)	2,390	2,369	39.80	
Hormigones Galizano, S.A.	Ctra. Nacional, 634 - Ambrosero - Barcena de Cicero (Cantabria)	158	146	43.80	
Hormigones Reinares, S.A.	Pintor Murillo, s/n - Calahorra (La Rioja)	899	833	49.74	
Hormigones y Áridos del Pirineo Aragonés, S.A.	Ctra. Nacional, 260 km. 516.5- Sabiñánigo (Huesca)	6,090	5,941	49.74	KPMG
Lázaro Echevarría, S.A.	P.I. Isasia- Alsasua (Navarra)	7,959	8,065	27.86	KPMG

Consolidated Group

Navarra de Transportes, S.A.	C/Circunvalación Inguraketa s/n - Olazagutia (Navarra)	607	525	33.16	KPMG
Novhorvi, S.A.	Portal de Gamarra, 25 - Vitoria -Gasteiz (Alava)	108	125	33.16	
Portcemen, S.A.	Muelle Contradique Sur- Puerto Barcelona - Barcelona	1,092	1,195	33.09	
Terminal Cimentier de Gabes-Gie	Tunisia	34	33	29.13	Ernst & Young
Vescem-LID, S.L.	Valencia, 245 - Barcelona	27	27	24.82	
REAL ESTATE		-	-		
Grupo Realia Business		-	278,103		
Las Palmeras de Garrucha, S.L.	Mayor, 19 – Garrucha (Almería)	970	971	16.01	
OTHER ACTIVITIES		-	-		
Future Valleys Project Co Limited	United Kingdom	1,944	13	42.50	Grant Thornton SC
Future Valley Hold Co Limited	United Kingdom	-	-	42.50	Grant Thornton SC
Metro de Lima Línea 2, S.A.	Peru	31,684	26,215	18.25	Ernst & Young
Sigenera, S.L.	Av. Linares Rivas, 1 – La Coruña	260	380	50.00	
World Trade Center Barcelona, S.A. de S.M.E.	Moll Barcelona (Ed. Este), s/n – Barcelona	9,904	10,137	24.01	Ernst & Young
TOTAL VALUE OF CONSOLIDATED COMPANIES USING THE EQUITY METHOD (ASSOCIATED COMPANIES)		133,030	382,126		

ANNEXE IV

CHANGES IN THE SCOPE OF CONSOLIDATION

ADDITIONS

Company	Registered office
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GLOBAL CONSOLIDATION

Aqualia Gestión Los Cabos SACV	Mexico
FCC Equal CEE Baleares, S.L.U.	Camino Fondo, 27 - Palma (Balearic Islands)
Jezzine Uno S.L. Unipersonal	Av. Camino de Santiago, 40 – Madrid
Premier Waste Services, LLC.	USA
Aqualia Gestión Los Cabos SACV	Mexico
FCC Equal CEE Baleares, S.L.U.	Camino Fondo, 27 - Palma (Balearic Islands)

PROPORTIONAL

Lúcius & RRC, ACE	Portugal
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JOINT VENTURES

Future Valley Hold Co Limited	United Kingdom
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CHANGES IN THE SCOPE OF CONSOLIDATION
DERECOGNITIONS

Company	Registered office
GLOBAL CONSOLIDATION	
Agua y Gestión del Ciclo Integral, S.L.U. (1)	Av. Diego Martínez Barrio, 4 – Seville
Beootpad d.o.o. Beograd (2)	Serbia
Bvefdomintaena Beteiligungsverwaltung GmbH (2)	Austria
Carbocem, S.A. (2)	María Tubau, 9 – 4 planta – Madrid
Cedinsa Concessionària, S.A. (3)	Av. Josep Tarradellas, 38 – Barcelona
Cedinsa Conservació, S.L. Unipersonal (3)	Ctra. C-16 – Puig-Reig (Barcelona)
Cedinsa d'Aro Concessionària de la Generalitat de Catalunya, S.A.Unipersonal (3)	Av. Josep Tarradellas, 38 – Barcelona
Cedinsa Eix Llobregat Concessionària de la Generalitat de Catalunya, S.A.Unipersonal (3)	Av. Josep Tarradellas, 38 – Barcelona
Cedinsa Eix Transversal Concessionària de la Generalitat de Catalunya, S.A.Unipersonal (3)	Av. Josep Tarradellas, 38 – Barcelona
Cedinsa Ter Concessionària de la Generalitat de Catalunya, S.A.Unipersonal (3)	Av. Josep Tarradellas, 38 – Barcelona
Compañía Catalana de Servicios, S.A. (4)	Balmes, 36 – Barcelona
Per Gestora, S.L. (2)	Federico Salmón, 13 – Madrid
JOINT VENTURES	
A.I.E. Itam Delta de la Tordera (2)	Berlin, 38-48. Barcelona
ACE Ribeiradio-Ermida (2)	Portugal

Consolidated Group

Company	Registered office
ASSOCIATES	
Concessió Estacions Aeroport L9, S.A. (5)	Av. Carrilet, 3 Edificio D – L'Hospitalet de Llobregat (Barcelona)
Helios Operación y Mantenimiento, S.L. (5)	Av. Camino de Santiago, 40 – Madrid
Integral Management Future Renewables, S.L. (5)	A Condomiña, s/n – Ortoño (La Coruña)
North Tunnels Canada Inc. (6)	Canada
Port Premià, S.A (2)	Balmes, 36. Barcelona
Urbs Iudex et Causidicus, S.A. (5)	Av. Carrilet, 3. L'Hospitalet de Llobregat (Barcelona)
Villena O&M, S.L. (5)	Av. Camino de Santiago, 40 – Madrid

- (1) Derecognition by merger with FCC Aqualia, S.A.
- (2) Derecognition by liquidation
- (3) Derecognition by disposal of the Cedinsa Concessionària Group.
- (4) Derecognition by absorption with FCC Environment
- (5) Derecognition by disposal
- (6) Derecognition by dissolution

CHANGES IN THE SCOPE OF CONSOLIDATION

CHANGES IN THE SCOPE OF CONSOLIDATION

Company	Change in the consolidation method (current method)	Change in the consolidation method (previous method)
Realia Contesti, S.R.L.	Global	Equity method
Realia Business, S.A.	Global	Equity method
Boane 2003, S.A. Unipersonal	Global	Equity method
Guillena Golf, S.L. Unipersonal	Global	Equity method
Hermanos Revilla, S.A.	Global	Equity method
Inversiones Inmobiliarias Rústicas y Urbanas 2000, S.L.	Global	Equity method
Planigesa, S.A.	Global	Equity method
Realia Patrimonio, S.L.U.	Global	Equity method
Servicios Índice, S.A.	Global	Equity method
Valaise, S.L. Unipersonal	Global	Equity method

ANNEXE V

TEMPORARY CONSORTIA (JOINT VENTURES), ECONOMIC INTEREST GROUPS AND
OTHER ENTERPRISES JOINTLY MANAGED WITH THIRD PARTIES OUTSIDE THE GROUP

	Proportional integration at 31 December 2021
ENVIRONMENTAL SERVICES	
Absa – Perica JV	60.00
Absa – Perica II JV	60.00
A Coruña Limpieza JV	70.00
Airport VI JV	50.00
Agarbi JV	60.00
Agarbi Bi JV	60.00
Agarbi Interiores JV	60.00
Aizmendi JV	60.00
AKEI JV	60.00
Alcantarillado Melilla JV	50.00
Alella JV	50.00
Alumbrado Tias JV	67.00
Arazuri 2016 JV	50.00
Arazuri 2020 JV	50.00
Arcos JV	51.00
Artigas JV	60.00
Arucas II JV	70.00
Bailin Etapa 2 JV	60.00
Baix Ebre-Montsià JV	60.00
Berango JV	60.00
Bilboko Saneamendu JV	50.00
Bilboko Saneamendu Bi JV	50.00

Consolidated Group

	Proportional integration at 31 December 2021
Bilketa 2017 JV	60.00
Biocompost de Álava JV	50.00
Bizkaiko Hondartzak JV	50.00
Bizkaiko Hondartzak 2021 JV	50.00
Boadilla JV	50.00
Cabrera de Mar JV	50.00
Cana Putxa JV	20.00
Carma JV	50.00
Chipiona JV	50.00
CMG2 Lanak JV	82.00
CMG2 Kudeaketa JV	82.00
Complejo Ambiental Copero JV	67.00
Contenedores las Palmas JV	30.00
Contenedores Madrid JV	38.25
Contenedores Madrid 2 JV	36.50
CTR – Vallès JV	20.00
Ctr. de l'alt Empordà JV	45.00
CTR Valladolid JV	80.00
Cua JV	50.00
Donostiako Garbiketa JV	70.00
Dos Aguas JV	35.00
Eco A Coruña JV	85.00
Ecogondomar JV	70.00
Ecoparque Cáceres JV	50.00
Ecourense JV	50.00
Eco-Tri JV	50.00
Efic. Energ. JV Puerto del Rosario JV	60.00
Elche JV	50.00

Consolidated Group

	Proportional integration at 31 December 2021
Energía Solar Onda JV	25.00
Enllumenat Sabadell JV	50.00
Envases Ligeros Málaga JV	50.00
Epeleko Konposta JV	60.00
Epeleko Planta JV	35.00
Epremasa Provincial JV	55.00
Eretza JV	70.00
Es Vedra JV	25.00
Etxebarri JV	60.00
FCC Caviclum JV	80.00
FCC - Ers Los Palacios JV	50.00
FCC Perica I JV	60.00
FCC - SuFI Majadahonda JV	50.00
FCC-Mcc Santiago del Teide JV	80.00
F.L.F. La Plana JV	47.00
F.S.S. JV	99.00
Fuentes las Palmas JV	25.00
Gestió Integral de Runes del Papiol JV	40.00
Gestión Instalación III JV	34.99
Giref JV	20.00
Goierri Garbia JV	60.00
Guipuzkoako Hondartzak 2020 JV	60.00
Guipuzkoako Portuak 2019 JV	40.00
Icat Lote 7 JV	50.00
Icat Lote 11 JV	50.00
Icat Lote 15 JV	50.00
Icat Lote 20 and 22 JV	70.00
Bilbao Interiors JV	80.00

Consolidated Group

	Proportional integration at 31 December 2021
Bilbao Interiors II JV	70.00
Jardineras 2019 JV	60.00
Jardines Boadilla JV	70.00
Jardines Pto del Rosario JV	78.00
Jardines UJI JV	50.00
Jard. Universitat Jaume I JV	50.00
Jerez JV	80.00
Jundiz II JV	51.00
Kimaketak Hiru JV	50.00
Kimeketak Bi JV	50.00
la Lloma del Birlet JV	80.00
Lagunas II JV	33.34
Lagunas de Arganda JV	50.00
Las Caldas Golf JV	50.00
Legio VII JV	50.00
Lekeitioko Mantenimendua JV	60.00
Lezo Garbiketa 2018 JV	55.00
Limpieza Santa Coloma JV	50.00
Limpieza y RSU Lezo JV	55.00
Logroño Limpio JV	50.00
Luze Vigo JV	40.00
LV Lote IV JV	65.00
LV Ribera JV	90.00
LV RSU Muszik JV	60.00
LV RSU Vitoria-Gasteiz JV	60.00
LV Zumaia JV	60.00
LV Zumarraga JV	60.00
Mant. Edificios Valencia JV	55.00

Consolidated Group

	Proportional integration at 31 December 2021
Manteniment Lot 12 JV	75.00
Mantenimiento Reg Cornellà JV	60.00
Mantenimiento Breña Alta JV	50.00
Marepa – Carpa Pamplona JV	50.00
Melilla JV	50.00
Mnto. Mediterranea FCC JV	50.00
Mnto. Edifici Mossos Esquadra	70.00
Muérdago JV	60.00
Muskiz JV	60.00
Neteja Illes Balears JV	50.00
Neumática Casco Antiguo JV	65.00
Onda Exploitation JV	33.33
Pájara JV	70.00
Pamplona JV	80.00
Parla JV	50.00
Parques Infantiles LP JV	50.00
Pasaia JV	70.00
Waste Plan JV	47.50
Planta Estabilizac. Tudela JV	55.00
Planta Materia Orgánica JV	40.00
Planta Rsi Tudela JV	60.00
Planta Transferencia FTV 2 JV	70.00
Planta Tr. Fuerteventura	70.00
Planta Tratamiento Valladolid JV	90.00
Playas Gipuzkoa III JV	55.00
Poniente Almeriense JV	50.00
Portmany JV	50.00
PTMR JV	50.00

Consolidated Group

	Proportional integration at 31 December 2021
Puerto II JV	70.00
Puerto de Pto del Rosario JV	70.00
RBU Els Ports JV	50.00
RBU Villa-Real JV	47.00
Recollida Segrià JV	60.00
Reg Cornellà JV	60.00
Residuos 3 Zonas Navarra JV	60.00
RSU Bilbao II JV	60.00
RSU Chipiona JV	50.00
RSU Inca JV	80.00
RSU LV S. Bme. Tirajana JV	50.00
RSU y LV Torrejón de Ardoz JV	60.00
RSU Málaga JV	50.00
RSU Sestao JV	60.00
RSU Tolosaldea JV	60.00
S.U. Alicante JV	33.33
S.U. Benicassim	35.00
S.U. Bilbao	60.00
S.U. Oropesa del Mar	35.00
Saneamiento Urbano Castellón JV	65.00
Saneamiento Vitoria-Gasteiz JV	60.00
Saneament Cellera de Ter JV	50.00
San Miguel-Anaka JV	50.00
SAV – FCC Tratamientos JV	35.00
Seguretat Urbicsa JV	60.00
Selectiva Urola Kosta II 2017 JV	60.00
Selectiva las Palmas JV	55.00
Selectiva Sanlucar JV	50.00

Consolidated Group

	Proportional integration at 31 December 2021
Selectiva San Marcos II JV	63.00
Selectiva Urola Kosta JV	60.00
Solares Ceuta JV	50.00
Son Espases JV	50.00
Tolosako Garbiketa JV	40.00
Tolosako Garbiketa 2020 JV	40.00
Tolosaldea RSU 2018 JV	60.00
Transp. y Elim. SUW	33.33
Transporte RSU JV	33.33
Txingudiko Garbiketa JV	73.00
Urola Erdia JV	60.00
Urretxu Garbiketa JV	60.00
Urretxu y Zumarraga JV	65.00
Vertedero Gardelegui III JV	70.00
Vertresa JV	10.00
Vidrio Melilla JV	50.00
Vigo Recicla JV	70.00
Vilomara II JV	33.33
Zamora Limpia JV	30.00
Zaragoza Delicias JV	51.00
Zarautz Garbia JV	60.00
Zarauzko Garbieta JV	60.00
Zumaia JV	60.00
Zumarraga Garbia JV	60.00
Zurita II JV	50.00
AQUALIA	
A.I.E. Costa Brava Abastament Aqualia-Sorea	50.00
A.I.E. Sorea Aqualia	37.50

Consolidated Group

	Proportional integration at 31 December 2021
Abastament en Alta Costa Brava Empresa Mixta, S.A.	26.00
Aguas y Servicios de la Costa Tropical de Granada, A.I.E.	51.00
Empresa Mixta d'Aigües de la Costa Brava, S.A.	25.01
Empresa Mixta de Aguas y Servicios, S.A.	41.25
Gestión de Servicios Hidráulicos de Ciudad Real, A.I.E.	75.00
Consortium O&M Alamein	65.00
Abastecimiento Picadas Almoguera JV	95.00
Abu Rawash Construccion JV	50.00
Agua Santo Domingo JV	70.00
Aguas Alcalá JV	50.00
Aguas del Doramás JV	50.00
Alkhorayef-FCC Aqualia JV	51.00
Expansion SWDP Melilla JV	50.00
Badajoz Zona Este JV	50.00
Badajoz Zona Oeste JV	50.00
Calle Cruz JV	80.00
UTE Cap Djinet	50.00
UTE Cons. Gestor Ptar Salitre JV	30.00
UTE Costa Tropical	51.00
Costa Tropical II JV	51.00
UTE Costa Tropical III	51.00
Depuración Poniente Almeriense JV	75.00
Depuradoras Lote 1 JV	95.00
Edar A Guarda 2013 JV	50.00
Edar Baeza JV	50.00
Edar Gijón JV	60.00
UTE Edar Tablada	50.00
Gestión Cangas JV	70.00

Consolidated Group

	Proportional integration at 31 December 2021
Groupement Solidaire Jerba JV	50.00
Guadiana Pueblonuevo JV	51.00
Hidc - Hidr. – Inv Do Centr. Ace JV	50.00
UTE Ibiza	50.00
Idam San Antoni JV	50.00
Idam Sant Antoni II JV	50.00
SWDP Santa Eulalia JV	50.00
Idam Santa Eulalia II JV	50.00
Idam Santa Eulalia III JV	50.00
UTE Idga Saneca	70.00
Infilco JV	50.00
Louro JV	65.00
UTE Mostaganem	50.00
Obra Edar Argamasilla de Calatrava JV	70.00
OYM CAP Djinet JV	50.00
JV OYM Mostaganem	50.00
Ptar Ambato JV	60.00
UTE Puebla Reina	65.00
Qatar JV	51.00
UTE SCC Sice	50.00
SEAFSA Lanzarote JV	60.00
UTE Sentinas	50.00
Sollano-Zalla JV	50.00
TSE Riad JV	51.00
Vigo Piscinas JV	50.00
Zafra JV	65.00
CONSTRUCTION	
ACE Caet XXI Construções	50.00

Consolidated Group

	Proportional integration at 31 December 2021
Consortio Cobra – FCC Industrial	43.00
Consortio FCC Construcción-Ferrovial Agroman Ltda.	50.00
Fast Consortium Limited LLC	35.92
Lúcios & RRC, ACE	50.00
ACP du Port de la Condamine	45.00
Asoc. Astaldi-FCC-Salcef-Thales, Lot 2 A	49.50
Asoc. Astaldi-FCC-Salcef-Thales, Lot 2 B	49.50
Asoc. FCC Azvi Straco S. Atel-Micasasa	55.00
Asocierea FCC-Astaldi-Convensa, Tronson 3	50.50
Associate FCC Azvi S. Sighisoara - Atel	55.00
Atraque Ribera Fondo CS Ute	50.00
BSV Mersey Joint Venture Uninc	50.00
CJV-UJV	35.92
Consortio Antioquía al Mar	40.00
Consortio Centenario de Panamá Sociedad Accidental	50.00
Consortio Chicago II	60.00
Consortio CJV Constructor Metro Lima	25.50
Consortio Epc Metro Lima	18.25
Consortio FCC Americas	50.00
Consortio FCC-FI	50.00
Consortio FCC – Corredor de las Playas	51.00
Consortio FCC – Corredor de las Playas II	51.00
Consortio FCC-JJC (Puerto Callao)	50.00
Consortio Ica – FCC – Meco Pac-4	43.00
Consortio Línea 2	40.00
Consortio Línea 2 Ramal	40.00
Consortio Línea Uno	45.00
Consortio M&S Santa Fe Mca	50.00

Consolidated Group

	Proportional integration at 31 December 2021
Consorcio Nueva Esperanza	63.00
Consorcio Remos Fase I	60.00
Fast 5 – U.J.V.	28.25
FCC - Yuksel – Archidoron – Petroserv J.V.	50.00
Groupement FCC - Ingenium	93.00
J.V. Asocierea Arad-Timisoara FCC-Webuild	50.00
J.V. Astaldi-FCC-UTI-Activ. Magistrala	37.00
J.V. Bypass Constata	50.00
J.V. Centure Otopeni Overpass	40.00
J.V Estension of Line 2 to Antohoupoli	50.01
J.V. FCC, Hochtief Un Acb – Aeropuerto Riga	36.00
J.V. SFI Leasing Company	30.00
Merseylink Civil Contractors J.V.	33.33
Metro Bucarest J.V.	47.50
RokFCC JV	80.00
Shimmick Co. Inc. FCC Co. Impregilo Spa JV	30.00
Sisk FCC Gg Ppp	50.00
Thv Cafasso Construction	50.00
TJV-UJV	16.16
Webuild – FCC JV (Basarab)	50.00
2nd Phase Sphinx Dam JV	35.00
Accesos a La Estación de La Sagrera JV	37.50
Acceso Norte A Vigo Nueva Estación JV	50.00
Acceso Puerto Seco Monforte JV	50.00
Adif Bancada 2018 JV	50.00
Adolfo Suárez Airport JV	50.00
Castellón Airport JV	50.00
Aguas Madrid 2021 JV	70.00

Consolidated Group

	Proportional integration at 31 December 2021
Alameda de Cervantes en Lorca JV	60.00
Alta Capacidad 2020 JV	50.00
Alumbrado Alameda JV	20.00
Andenes L1-L9 Tram Benidorm JV	65.00
Aparatos Atocha JV	39.97
Arroyo del Fresno JV	50.00
Aucosta Conservación JV	50.00
Auditorio de Lugo JV	50.00
Autovía el Batán – Coria JV	50.00
Autopista Cartagena – Vera JV	50.00
Ave Alcántara-Garrovillas JV	85.00
Ave Eje Sur JV	25.00
Ave Girona JV	40.00
Ave Maside JV	67.00
Avenoreste1 JV	25.00
Avenoreste2 JV	25.00
Badajoz Sur JV	50.00
Barbados JV	50.00
Barcience JV	50.00
Belltall JV	40.00
Bergara Antzuola JV	50.00
Boetticher Clima JV	50.00
Boetticher Electricidad JV	50.00
Bombeo Fuente Alamo JV	60.00
Bosque de la Herrería JV	40.00
Brazatortas JV	33.34
C&F Jamaica JV	50.00
Cáceres Norte JV	50.00

Consolidated Group

	Proportional integration at 31 December 2021
Cáceres Plasencia JV	50.00
Calders-Vilaseca JV	20.00
Campo Gibraltar JV	80.00
Cárcel Marcos Paz JV	35.00
Carretera Ibiza - San Antonio JV	50.00
Castuera JV	33.34
Catlántico JV	25.00
Cecoex JV	20.00
Centro Salud Tui JV	50.00
Chuac JV	50.00
Cierre Anillo Insular Tfe JV	85.00
Circuito JV	70.00
Circunvalación Lucentum JV	50.00
Ciutat de la Justícia JV	30.00
Conexión Corredor Mediterráneo JV	40.00
Conexión Molinar JV	70.00
Conservacion Ex-A1 JV	50.00
Conservacion Plasencia JV	50.00
Conservación Telde JV	50.00
Construcción Tranvía Zaragoza JV	50.00
Control JV	80.00
Control Mogán JV	33.33
Club de Mar Mallorca JV	70.00
Creaa JV	50.00
Suministros Puente Río Ozama JV	50.00
Deacentro JV	60.00
Deansur JV	60.00
Desarrollo Puerto de Avilés Fase I JV	80.00

Consolidated Group

	Proportional integration at 31 December 2021
Dique Este JV	35.00
Dique Torres JV	27.00
Districte Administratiu Lot 2 JV	99.99
Donostialdea 2018 JV	60.00
Duplicacion Calzada N-338 JV	60.00
Efw South Humber JV	50.00
Electrification La Sagrera JV	50.00
Encauzamiento Barranco de Fraga JV	60.00
ErtMS Rodalies Bcn JV	22.00
Esclusa Sevilla JV	70.00
Estación Girona JV	40.00
Estacions Line 9 JV	33.00
Estacions Terrassa JV	36.00
Ezkio Itsaso JV	40.00
Facultad de Filosofía JV	60.00
Fase II Pabellón Reyno de Navarra JV	50.00
FCC Industrial - Aton JV	90.00
FCCi-Orbe JV	70.00
F.I.F. GNL FB 301/2 JV	35.96
Fuente de Cantos JV	50.00
Galibos Monforte JV	50.00
UTE Galindo-Beurko	60.00
Gc – 1 Puerto de Rico – Mogán JV	40.00
Girona Norte 2014 JV	70.00
Goián JV	70.00
Granadilla II JV	50.00
Guadarrama 3 JV	33.33
Guadarrama 4 JV	33.33

Consolidated Group

	Proportional integration at 31 December 2021
Helios I JV	74.50
Helios 2 JV	74.50
Hospital Alcázar JV	60.00
Hospital Campus de la Salud JV	80.00
Hospital del Sur, Segunda Fase JV	40.00
Hospital FCC - Vvo JV	80.00
Hospital Norte Tenerife JV	80.00
Hospital Son Dureta JV	33.00
Hospital Universitario de Murcia JV	50.00
Lecisa-FCC/Interfonia En Estaciones JV	50.00
Impermeabilización Túnel Pajares Norte JV	50.00
Instalaciones Madrid Este JV	46.25
Instalaciones Metro Málaga JV	54.00
Instalaciones Urbanas Este JV	50.00
Juan Grande JV	50.00
La Aldea JV	35.00
Línea 2 JV	50.00
Línea 9 JV	33.00
Llovio 2012 JV	70.00
Lote 1 Centro JV	50.00
Lot 2 Pmi Bcn JV	80.00
Lot 3 Pmi Bcn JV	80.00
Lot 5 Glories JV	37.50
Lote 4 Hospital de Alcañiz JV	55.00
Lote 6 Sur JV	50.00
M-407 JV	50.00
Madrid Sevilla Ave JV	60.00
Manteniment Rondes 2012 JV	70.00

Consolidated Group

	Proportional integration at 31 December 2021
Mantenimiento Júcar JV	50.00
Mantenimiento Tdm 2018 JV	50.00
Mantenimiento Tranvía Zaragoza JV	50.00
Mantenimiento Vía Aranjuez JV	50.00
Maquinaria Pesada 2015 JV	50.00
Medinaceli JV	22.40
Mejora Estructuras Mora JV	39.97
Metro Línea 12 JV	95.00
Metro Málaga JV	36.00
Metro Madrid JV	70.00
Miv Centro JV	19.00
Miv Centro 2021-2022 JV	22.50
Miv Sur JV	27.00
Miv Sur Lot 6 JV	22.50
Monforte JV	24.00
Montaje Vía Mollet – Girona JV	50.00
Mora - Calatrava JV	39.97
Mto Postr Tajo-Segura JV	60.00
Muelle Baleares JV	70.00
Muelle de la Química JV	70.00
Muelle Poniente Norte de Pto Palma JV	75.00
Muelles Comerciales JV	60.00
Murcia JV	40.00
Navalmoral JV	55.00
Nave Frío Cilsa JV	50.00
Nudo de Mollet JV	50.00
Nuevo Estadio Vcf JV	49.00
Nuevo Hospital de Cáceres JV	50.00

Consolidated Group

	Proportional integration at 31 December 2021
Nuevo Puerto de Igoumenitza JV	50.00
Obras Alumbrado Madrid JV	50.00
Operadora Termosolar Guzmán JV	67.50
Osorno 2019 JV	60.00
Pabellón Arena JV	50.00
Pabellón Reyno de Navarra JV	50.00
Pago de Enmedio JV	75.00
Palacio de Congresos de León JV	50.00
Parque Tecnológico JV	60.00
Pasaia Berri JV	50.00
Pasaia Berri Instalaciones JV	80.00
Pizarro JV	99.00
Pla de Na Tesa JV	70.00
Pont de Candi JV	75.00
Presa Enciso JV	50.00
Presas Itoiz JV	33.00
Prim Barrio San Anton – Elche JV	80.00
Proser – Geocontrol JV	60.00
Proser – Geocontrol II JV	62.00
Psir Castro Urdiales JV	50.00
Puente del Rey JV	33.33
Puente Río Ozama (Dfc-Cocimar) JV	35.00
Puerto de Granadilla JV	50.00
Puertollano JV	50.00
Radiales JV	35.00
Red Arterial Palencia Fase I JV	80.00
Reforma Plaza España JV	80.00
Regadíos Río Flumen JV	60.00

Consolidated Group

	Proportional integration at 31 December 2021
Rehabilitación Parque la Gavia JV	75.00
Renovación Desvíos Fase 1 JV	25.00
Ruta Nacional Haití JV	55.00
Sagunto JV	60.00
Saneamiento Arco Sur JV	56.50
Saneamiento de Villaviciosa JV	80.00
Santa Maria D'oló-Gurb JV	60.00
Sector M-5 2012 JV	70.00
Serv. Energ. Piscina Cub. S. Caballo JV	50.00
Sica JV	60.00
Sica II JV	50.00
Sistemas Tunel Plaza de España JV	50.00
Sotiello JV	50.00
Ssaa Ap - 7 JV	50.00
Tecsacon 2017 JV	20.00
TF-5 2ª FASE JV	70.00
Torquemada JV	50.00
Torre Don Jimeno JV	50.00
Tratamientos Selvícolas 2020 JV	50.00
TS Villena JV	88.00
Túnel Aeroport JV	49.00
Túnel Aeroport II JV	49.00
Túnel Atocha Chamartín JV	40.00
Túnel C.E.L.A. JV	50.00
Túnel de Pajares 1 JV	50.00
Túnel Fira JV	49.00
Tunnel La Aldea JV	50.00
Túneles Bolaños JV	47.50

Consolidated Group

	Proportional integration at 31 December 2021
Túneles de Barajas JV	50.00
Túneles de Guadarrama JV	33.33
Túneles de Sorbes JV	67.00
Ue 1 Arroyo del Fresno JV	50.00
Ue 2 Arroyo del Fresno JV	50.00
Unquera – Pendueles JV	80.00
Urbanització Girona JV	40.00
Urbanización Parc Sagunt JV	50.00
Urbanizacion Vara del Rey JV	57.50
Urbanización Via Parque Tramo Av. JV Carb.-P	60.00
Vandellós JV	24.00
Variante Mancha Real JV	67.00
Velódromo JV	60.00
Vertedero Castañeda JV	62.50
Vía Pajares JV	50.00
Viaducto Quisi JV	65.00
Vigo-Das Maceiras JV	50.00
Vilariño (Via izquierda) JV	90.00
Yeltes JV	75.00
Yesa JV	33.33
REAL ESTATE	
C.B.Turó del Mar	20.38
OTHER ACTIVITIES	
F C y C Harri Iparra JV	50.00
Mel 9 JV	49.00
Operación Tranvía de Murcia JV	50.00
Sagunto Parcela M17-3 JV	50.00

MANAGEMENT REPORT

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES
at 31 December 2021**

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1. STATUS OF THE ENTITY

1.1. Status of the entity: Organisational structure and decision-making process in management

The Group's organisational structure is based on a first level consisting of Areas, which are divided into two main groups: operational and functional.

The operating Areas include all those activities related to the productive line. The following operating areas exist within the Group, as discussed in more detail in note 1 of the Notes to the consolidated financial statements, and also in section 2.2 of the Non-Financial Information Statement:

- i. **Environmental Services.**
- ii. **End-to-end Water Management.**
- iii. **Construction.**
- iv. **Cement Business.**
- v. **Concessions**
- vi. **Real Estate.**

Each of these operating Areas is headed by one or more specialised companies which, depending on FCC, encompass the Group's activities.

In addition, there are the functional Areas, which carry out support tasks for the operational ones:

- 1) **Administration and Finance:** the Administration and Finance Division comprises the Administration, Information Technologies, Finance, Communication, Purchasing and Human Resources areas.

The Administration area directs the administrative management of the Group, and has, among others, the following functions in relation to the Information and Internal Control Systems:

- i. General accounting.
- ii. Accounting standardisation.
- iii. Consolidation.
- iv. Tax advice.
- v. Tax procedures.
- vi. Tax compliance.
- vii. Administrative procedures.

- 2) **Internal Audit and Risk Management:** Its objective is to provide the Audit and Control Committee and Senior Management with an independent and objective opinion on the Group's ability to achieve its objectives through a systematic and methodological approach for the assessment, management and effectiveness of internal control and risk management processes, assessing the effectiveness and reasonableness of the internal control systems, as well as the functioning of processes according to the procedures, proposing improvements and providing methodological support to the Division in the process of identifying the main risks that affect activities and supervising the actions for their management.

- 3) **General Secretary:** reporting directly to the Group's CEO, its main duty is to support the management of the Group, as well as management support for the heads of the other areas of the Group, by providing the services detailed in the corresponding sections of the divisions and departments that make up the Group, which are promoted and supervised by the General Secretary.

It is made up of the following areas: Legal Advice Department, Quality Management, Corporate Security and General Services and Corporate Responsibility.

The Areas, on a second level, can be divided into Sectors, the operational ones, and Divisions, the functional ones, establishing areas that allow greater specialisation when considered necessary.

The structure of the main decision-making bodies is set out below:

- **Board of Directors:** is the body that holds the broadest powers, without any limitation, except those that are expressly reserved, by the Spanish Corporate Enterprises Act or the Articles of Association, for the jurisdiction of the General Shareholders' Meeting.
- **Audit And Control Committee:** its main function is to support the Board of Directors in its supervisory duties by periodically reviewing the process for preparing economic and financial information, its internal controls and the independence of the external auditor.
- **Appointments and Remuneration Committee:** supports the Board of Directors in relation to proposals for the appointment, re-election, ratification and removal of Directors, establishes and controls the policy for the remuneration of the company's Directors and senior managers and the fulfilment of their duties by Directors, particularly in relation to situations of conflict of interest and related-party transactions.
- **Managing Committee:** Each of the business units has a Managing Committee with similar duties.

Further information on the duties of the Group's decision-making bodies is provided in Section 1 of the Internal Financial Reporting Control System (IFRS) and in Section 2.1 of the Non-Financial Information Statement.

1.2. Status of the entity: Business model and company strategy

The Group is one of the leading European groups specialising in environment, water, development and infrastructure management with a presence in more than 30 countries around the world and with 41.1% of its turnover generated in international markets, mainly Europe (30.1%), the Middle East (2.8%), Latin America (3.98%), North Africa (2%), and the United States. (1.8%).

Environmental Services

The Environmental Services Area has a strong presence in Spain, having maintained a leadership position in the provision of urban environmental services for over 120 years.

At the national level, the Group provides environmental services in more than 3,500 municipalities and organisations in all the Autonomous Communities, serving a population of more than 31 million inhabitants. Waste collection and street cleaning are two of the most important services

in this sector, representing 48% of revenue. They are followed, in order of importance, by disposal of wastes with 33%, cleaning and maintenance of buildings, parks and gardens and, to a lesser extent, sewage. In terms of client types, more than 86% of the activity is carried out with public clients.

The limited impact of the COVID-19 pandemic, with most of the services provided being so-called "essential", has practically disappeared in 2021, returning to normal levels of activity. The Group is still engaged in a complex process whose ultimate goal is to replace the linear production model with a circular model that reincorporates waste materials into the production process, relying on its high level of know-how and the development of new innovative technologies.

Moreover, international business is mainly conducted in the United Kingdom, Central Europe and the USA. For years, the Group has held a leading position in the United Kingdom and Central European markets in the integrated management of municipal solid wastes, as well as in the provision of a wide range of environmental services. The various services provided in this sector include treatment and recycling, disposal, waste collection and the generation of renewable energy. With a growing emphasis on treatment, recycling and renewable energy generation activities and a gradual reduction of disposal in controlled landfills.

In Central and Eastern Europe, the Group provides services in seven countries (Austria, Czech Republic, Slovakia, Poland, Hungary, Romania and Serbia) to a total population of 4.3 million inhabitants, 1,401 municipalities and more than 51,600 industrial customers. The range of services provided and the geographical dispersion is very diverse and balanced, including municipal and industrial collection, mechanical and biological treatment, incineration, landfill, street cleaning, snow collection, recycling, outsourcing, building cleaning, soil decontamination work, etc. This broad diversification ensures great business stability and is one of the reasons why the economic impact of COVID has been irrelevant. The significant increase in recycling prices during 2021 (with revenues representing around 13% of total revenues) has led to significant improvements in profitability in absolute and relative terms.

The Environmental Services Area also specialises in the end-to-end management of industrial and commercial waste, recovery of by-products and soil decontamination, through the FCC *Ámbito* brand, which encompasses a group of companies with an extensive network of management and recovery facilities. This enables proper waste management, ensuring the protection of the environment and people's health. This activity accounted for more than 4% of all activity in 2021.

Internationally, growth in the US stands out, where sales growth in 2021 compared to the previous year was 49% and is expected to be even higher by 2022, the pandemic has not affected the strong growth rate in the slightest. FCC now ranks among the Top 15 companies in the sector in the USA, with expectations of being in the Top 10 in the next two years. FCC Environmental Services already serves more than 8.5 million Americans, is the largest recycler in Texas, and has a very important presence in Florida in cities as important as Orlando, Tampa, Palm Beach, Daytona Beach, Lakeland and Wellington. Growth continues to be exponential and the company now employs more than 1,000 people. The Wellington contract kicked off in the last month of 2021 and the Hillsborough County contract will also start in the first month of 2022, both in Florida, adding even more to FCC's leading position in that status.

In December 2021, the Group's first acquisition in the US market was completed with the purchase of Premier Waste Services, Llc. in Dallas (Texas). Premier is one of the leading commercial waste collection operators in the Dallas-Fort Worth metropolitan area, which will further enhance the Group's significant growth in the commercial collection market, which will already account for

more than 10% of revenues by 2022, as well as bring significant synergies to the Group's recycling facility in the Texas city.

As has been the case for years, the strategy in Spain will focus on maintaining competitiveness and a leading position, combining know-how and the development of innovative technologies, offering respectful, inclusive and sustainable services (combating climate change and reducing the carbon footprint). Additionally, the potential opportunities created by stricter regulation and new services (smart cities) will be exploited.

The incorporation of new technologies will enable the company to gain a foothold in the waste recycling and revaluation markets in Europe and to position itself as a key player in the circular economy. In the United States, the company will continue to consolidate its presence in the coming years by growing more residential contracts and boosting commercial collection activity.

In general, there is a broad commitment to climate change, materialised for example in the issuance of green bonds to finance the operation and acquisition of assets developed with the activity.

End-to-end Water Management

FCC Aqualia serves nearly 30 million users and provides services in 17 countries, offering the market all the solutions to the needs of public and private entities and organisations in all phases of the end-to-end water cycle and for all uses: human, agricultural or industrial.

FCC Aqualia's activity is focused on Concessions and Services, encompassing distribution network concessions, BOT, operation and maintenance services and irrigation; as well as Technology and Networks activities encompassing EPC contracts and industrial water risk management activities.

In 2021 the market in Spain represents 70% of revenue. On a like-for-like basis, water consumption at the end user level (downstream water) has grown in Spain as a whole in 2021 by 0.25% and the amounts billed by 1.55% with respect to 2020. Compared to 2019, the last year prior to COVID-19, the average volume billed is still 0.8% lower, although in terms of tariff revenue the amounts are similar. This was despite the lower consumption levels for the year as a whole than during the pandemic: 10.1% in the Canary Islands, 6.7% in the Balearic Islands and 2.0% in the province of Cadiz, which we estimate will gradually recover in 2022. The reduction in the volume of consumption has been partially offset by an improvement in Operation and Maintenance (O&M) activities, efficiency improvements in operations and a higher volume of execution of various works linked to concession contracts.

In the public sector, there is still a low level of tendering for water infrastructure concessions, despite which 2021 can be considered a successful exercise. We have been awarded new contracts, and renewals and extensions of existing contracts, in 354 municipalities, with a contracted portfolio volume of over €873 million. The contract renewal loyalty rate remains at very high levels (above 90%) in the municipalities in which it operates. In addition, Aqualia has worked hard to expand its presence in the O&M and facilities market (WWTP, DWTP, desalination and network management).

The international market reached a turnover of 30%. FCC Aqualia focuses its activity in Europe, North Africa, the Middle East and the Americas, with ongoing contracts in 16 countries at present.

The year 2021 also presented an operational challenge for Aqualia throughout Europe due to the impact of COVID-19 on end-to-end water cycle management. Despite the impact on non-

residential consumption, which was more marked in the Czech Republic, the business remained at very high levels in terms of activity, quality and continuity of service. In addition to the management of the municipal concession services in the Czech Republic, Italy and Portugal, work was carried out to integrate the new business in France

FCC Aqualia seeks to maintain its competitive position in those end-to-end water management markets where it has an established presence (Europe) and to take advantage of the opportunities that arise in this activity. In other expanding markets, it plans to boost growth via BOT and O&M (North Africa, Latin America and the Middle East), along with end-to-end cycle management, while the study of possibilities in others (such as the USA) will continue. In addition, FCC Aqualia will use its extensive experience in end-to-end water cycle management for business opportunities in countries with a stable political and social balance.

Construction

The Construction Area focuses its activity on the design, development and construction of large civil, industrial and building infrastructure projects. The presence in public works of complex elements such as railways, tunnels and bridges stands out, which together with those involving installation and industrial maintenance, form a large part of the activity.

Its teams have the experience, technical training and innovation to participate in the entire project value chain, from the definition and design, to its complete execution and subsequent operation.

In 2021, 47% of total revenues will come from abroad, including the execution of major infrastructure projects such as lines 4, 5 and 6 of the Riyadh Metro, Haren Penitentiary Centre (Belgium), Tren Maya (Mexico), A-465 (Wales), Lima Metro (Peru), Toyo Tunnel (Colombia), Mapocho River Park (Chile), A-9 Badhoevedorp-Holendrecht motorway (Netherlands), and the Gurasada-Simeria railway line (Romania) - Sectors 2a, 2b and 3.

In 2021, the contract for the construction of the "Industrial Bridge" in Chile, with a budget of approximately €125.6 million, was awarded.

Cement

The Group carries out its cement activity through the Cementos Portland Valderrivas group. Its core business is cement manufacturing, which accounted for 91% of its Group turnover in 2021. The remaining percentage was contributed by the concrete, mortar and aggregate businesses.

In terms of geographical diversification, by 2021, 39% of income came from international markets. The Cementos Portland Valderrivas Group is present in Spain, Tunisia and the United Kingdom. Exports from these three countries also go to Africa, Europe and America.

The Cementos Portland Valderrivas Group has a leading position both in its main market, Spain, and in the Tunisian market.

The main objective of the Cementos Portland Valderrivas Group is to maintain competitive tension both in terms of costs and in the markets in which it operates, trying to remain a reference in the sector in all the countries in which it is present.

Real Estate

After October 2021, Real Estate becomes a relevant area of the Group, following the corporate transactions described below.

The Group is present in the real estate sector, mainly in housing development and office rental through the company FCyC, SLU ("FCC Inmobiliaria") of which it controls 80.03%, a company that holds 50.35% of Realia Business S.A., after the acquisition of 13.12% of the same in 2021, taking control and proceeding to its full consolidation from 1 November 2021. Likewise, in November 2021, FCyC incorporated, through a non-monetary contribution, 100% of the company Jezzine Uno, S.L.U., the purpose of which is to lease properties to Caixabank distributed in Spain, under a framework lease agreement with a term until 2037. Finally, in December 2021, Realia acquired 37.11% of Hermanos Revilla, S.A., reaching 87.86% of its share capital. These operations have increased the size of FCC Inmobiliaria with the following objectives:

- Consolidate a solid, large-scale real estate group, with greater management efficiency derived from operational and financial synergies that will enable it to take advantage of growth opportunities in the sector.
- Diversify FCC Inmobiliaria's risk and geographic opportunities by extending its activity to new areas of operations in which it was not already present.
- Significant increase in the contribution of Realia's and Jezzine's recurring rental property activity to FCC Inmobiliaria as a whole, whose asset assessments at December 2021 accounted for more than [70%] of the area's total.

2. BUSINESS PERFORMANCE AND RESULTS

2.1. Operating performance

2.1.1. Significant Events

FCC Inmobiliaria increases in size and strengthens its competitive position

On 8 October, FCC Inmobiliaria, parent company of the real-estate area of FCC Group, reached an agreement with Control Empresarial de Capitales (CEC) to acquire 13.12% of the capital stock of Realia for an amount of 83.9 million euros, whereby FCC Inmobiliaria now holds a majority share (50.1%) and, as a result, has achieved its global consolidation within the FCC Group. In addition, it acquired the capital stock of Jezzine, an asset holding company 100% owned by Soinmob, a subsidiary of CEC. As a result of this operation, control of FCC Inmobiliaria is retained, with 80.03% of the capital of the head subsidiary company of the strengthened Real Estate area of the FCC Group, leading to significant strengthening of its competitive position, operating synergies, and presence in the rental property business.

Subsequently, last December, Realia, through Realia Patrimonio, acquired 37.11% of its subsidiary company Hermanos Revilla, S.A. for a price of €189 million. After this purchase, the Realia Group's direct and indirect stake in the company rose to 87.76% of its share capital, and it now controls 100% of the company.

FCC Aqualia agrees to purchase 80% of GGU's water business for USD 180 million

Last December FCC Aqualia agreed to acquire 80% of the water business of Georgia Global Utilities (GGU) for USD 180 million. The purchase process with GGU, the proprietor of water utility and power generation assets, will be carried out in two phases: (i) a first phase, which has been

completed, where FCC Aqualia has acquired 65% of the current GGU, which includes water and renewable energy assets, for a price of USD 180 million. (ii) a second phase, in which GGU will spin off the renewable energy assets, leaving in the perimeter of GGU only the water assets (with four hydroelectric plants associated with the water cycle), with FCC Aqualia then holding 80% of GGU and its former sole shareholder holding the remaining 20%.

FCC Medio Ambiente expands its presence in the USA and Central Europe

Last December, FCC Environmental Services made its first acquisition in the USA with the purchase of Premier Waste Services in Dallas (Texas), a company specialising in tertiary waste collection in that area, for USD 34 million. This operation enhances the service offering and increases operational efficiency in the existing collection and treatment activities in the state of Texas. In addition, the city of Wellington (Florida) awarded the municipal solid waste collection service for ten years (with a possible extension for another five years), with a portfolio of more than €110 million. This was in addition to the residential and commercial solid waste collection contract in Hillsborough County, also in Florida, awarded for eight years (with a possible extension for four years) with a portfolio of €230 million.

FCC Environment Austria was awarded with the municipal waste treatment and transport contract of the West Tyrol Waste Treatment Association, which will begin in January 2022, with a 5-year duration, extendable for another 5 years and with a backlog worth €33 million.

FCC Aqualia is awarded three contracts in France

Last November, FCC Aqualia, through its subsidiary SEFO, was awarded the water supply management of 16 municipalities around Mantes-la-Ville in the Yvelines department located in the Île-de-France region, very close to Paris. This award consists of the concession of the drinking water supply for a period of six years for around €30 million. As a result, the portfolio of future revenues of the end-to-end water management area exceeds €15,000 million, an increase of 2.2% at the end of the business year.

FCC Medio Ambiente increases its contracting and boosts its backlog by 17% in the business year

The volume of future revenues secured by the FCC Medio Ambiente area grew by 17% at year-end, after increasing revenues by 12.4% in the year, thanks to the incorporation of important contracts in Spain and, to a lesser extent, those mentioned previously in the USA. Among others, the contract for street collection in Barcelona stands out, and in the fourth quarter the awarding of two street cleaning contracts in Madrid, as well as another two for the end-to-end management of green areas and two for the maintenance of urban furniture. This group of contracts contributed a combined contract amount of €1,585 million for the year.

Lastly, in terms of treatment and recycling activity, the joint venture led by FCC Medio Ambiente won the contract for the design, development, and operation of the Valladolid Household Waste Treatment and Disposal Centre. It has a duration of 11 years and a portfolio of more than €110 million. Also in the recovery activity, the new contract for the selective collection and temporary storage of glass packaging waste for ECOVIDRIO in various regions of Spain, with a portfolio of €13.5 million and a duration of 8 years, stands out.

2.1.2. Executive Summary

KEY FIGURES			
<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (%)
Net turnover (NT)	6,659.3	6,158.0	8.1%
Gross Operating Profit (EBITDA)	1,126.6	1,047.5	7.6%
<i>EBITDA Margin</i>	16.9%	17.0%	-0.1 p.p
Net Operating Profit (EBIT)	802.2	572.7	40.1%
<i>EBIT Margin</i>	12.0%	9.3%	2.7 p.p
Income attributable to the parent company	580.1	262.2	121.2%
Equity	4,440.7	2,908.7	52.7%
Net financial debt	3,225.7	2,797.8	15.3%
Backlog	30,196.9	29,411.7	2.7%

In the 2021 business year, the FCC Group increased its revenues to €6,659.3 million, 8.1% higher than in 2020. It is worth highlighting the positive development of most of the business activities, which equalled or exceeded the revenue levels recorded in 2019 (prior to the pandemic), with a notable contribution by the Environment area with a 12.4% increase.

Gross operating profit (EBITDA) grew 7.6%, to reach €1,126.6 million. This can be explained by a number of factors. Operating margins rose in most business areas, particularly in Construction. Cement was impacted by high CO₂ sales in 2020, €51.1 million more than in 2021 and, lastly, the effects of consolidation, with the exit of the concession subgroup Cedinsa from April 2021, in contrast to the entry into full consolidation, in the Real Estate area, of Realia and Jezzine, from 1 November last year. Adjusted for the impact of CO₂ and changes in the scope of consolidation, EBITDA grew 17.9% in the business year.

Operating profit (Ebit) includes the described development of Ebitda together with the accounting impact of Realia's full consolidation, by raising the previous level of recorded value of its rental property assets by €241.7 million. This is mitigated by the adjustment of €136.0 million in the value of property, plant and equipment and goodwill linked to various assets in the Cement area. This together allowed Ebit to increase by 40.1% in the business year.

Attributable net income reached €580.1 million, more than twice as much as last year's figures. This increase largely represents operational developments together with a positive performance of the financial result, which includes a reduction in net financial expenses of €43.5 million in the year together with a positive impact of €24.5 million from exchange differences recorded, compared to a negative contribution of €51.3 million in 2020.

Net financial debt amounted to €3,225.7 million at the end of the business year, €427.9 million more than in 2020. This increase is due to the consolidation of the financing of Realia's and Jezzine's rental assets in the Real Estate area, with a combined amount of €889.7 million at year-end. Meanwhile, the performance of all the operating and investment activities accounts for the rest of the financial debt amount.

Equity rose considerably at year-end, with a figure of €4,440.7 million, 52.7% higher than at the end of 2020, explained by the substantial increase achieved by the net profit for the year and the effect of the full consolidation of Realía and Jezzine.

The FCC Group's revenues stood at €30,196.9 million as at 31 December 2021, up 2.7% on the balance at year-end 2020, with the new contracts of the Environmental area being a particular highlight.

Consolidated Group

2.1.3. Summary by Business area

Area	Dec. 21	Dec. 20	Chg. (%)	% of 2021 total	% of 2020 total
REVENUE BY BUSINESS AREA					
Environment	3,244.9	2,888.2	12.4%	48.7%	46.9%
Water	1,169.5	1,188.3	-1.6%	17.6%	19.3%
Construction	1,659.6	1,611.0	3.0%	24.9%	26.2%
Cement	433.8	382.6	13.4%	6.5%	6.2%
Real Estate*	147.9	34.8	N/A	2.2%	0.6%
Corporate serv. and others	3.6	53.1	-93.2%	0.1%	0.9%
Total	6,659.3	6,158.0	8.1%	100.0%	100.0%
REVENUE BY GEOGRAPHICAL AREA					
Spain	3,943.8	3,672.3	7.4%	59.2%	59.6%
United Kingdom	855.6	668.6	28.0%	12.8%	10.9%
Rest of Europe and Others	811.5	803.0	1.1%	12.2%	13.0%
Latin America and the USA	376.0	261.5	43.8%	5.6%	4.2%
Czech Republic	346.6	285.2	21.5%	5.2%	4.6%
Middle East & Africa	325.8	467.4	-30.3%	4.9%	7.6%
Total	6,659.3	6,158.0	8.1%	100.0%	100.0%
EBITDA**					
Environment	535.1	450.9	18.7%	47.5%	43.0%
Water	298.9	282.9	5.7%	26.5%	27.0%
Construction	102.6	53.6	91.5%	9.1%	5.1%
Cement	76.1	139.9	-45.6%	6.8%	13.4%
Real Estate*	40.0	-3.8	N/A	3.6%	-0.4%
Corporate serv. and others	73.9	124.0	-40.4%	6.6%	11.8%
Total	1,126.6	1,047.5	7.6%	100.0%	100.0%
OPERATING PROFIT/(LOSS)					
Environment	285.4	215.7	32.3%	35.6%	37.7%
Water	181.3	167.4	8.3%	22.6%	29.2%
Construction	71.1	20.9	N/A	8.9%	3.6%
Cement	(90.3)	106.8	-184.6%	-11.3%	18.6%
Real Estate*	298.3	(3.8)	N/A	37.2%	-0.7%
Corporate serv. and others	56.4	65.7	-14.2%	7.0%	11.5%
Total	802.2	572.7	40.1%	100.0%	100.0%
NET FINANCIAL DEBT**					
Corporate					
With recourse	(326.0)	101.6	N/A	-10.1%	3.6%
Without recourse	0.5	14.7	-96.6%	0.0%	0.5%
Areas					
Environment	1,289.7	1,330.2	-3.0%	40.0%	47.5%
Water	1,247.6	1,177.6	5.9%	38.7%	42.1%
Cement	124.4	173.7	-28.4%	3.9%	6.2%
Real Estate*	889.7	0.0	N/A	27.6%	0.0%
Total	3,225.7	2,797.8	15.3%	100.0%	100.0%
BACKLOG**					
Environment	10,746.4	9,184.3	17.0%	35.6%	31.2%
Water	15,361.1	15,025.9	2.2%	50.9%	51.1%
Construction	3,981.3	5,155.8	-22.8%	13.2%	17.5%

Consolidated Group

Real Estate*	108.1	45.7	N/A	0.4%	0.2%
Total	30,196.9	29,411.7	2.7%	100.0%	100.0%

*Real Estate presents its consolidated key figures for both business years separately.

2.1.4. Income Statement

<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (%)
Net turnover (NT)	6,659.3	6,158.0	8.1%
Gross Operating Profit (EBITDA)	1,126.6	1,047.5	7.6%
<i>EBITDA Margin</i>	16.9%	17.0%	-0.1 p.p
Provision for amortisation of fixed and non-current assets	(452.3)	(488.9)	-7.5%
Other operating income	127.9	14.1	N/A
Net Operating Profit (EBIT)	802.2	572.7	40.1%
<i>EBIT margin</i>	12.0%	9.3%	2.7 p.p
Financial income	(110.5)	(154.0)	-28.2%
Miscellaneous financial results	57.5	(51.1)	N/A
P/L Entities accounted for using the equity method	58.2	62.1	-6.3%
Profit/(loss) before tax from continuing activities	807.5	429.9	87.8%
Company tax on profits	(130.2)	(86.3)	50.9%
Income from continuing operations	677.3	343.6	97.1%
Net Income	677.3	343.6	97.1%
Non-controlling interests	(97.1)	(81.4)	19.3%
Income attributable to the parent company	580.1	262.2	121.2%

2.1.4.1. Net Revenue

Consolidated revenues grew to €6,659.3 million in the business year, up 8.1% on the previous year. The development reflects the gradual strengthening of the recovery of the different activities after the distortions and impacts caused by the healthcare crisis in 2020. The strength and competitive position of the business areas has therefore enabled the revenue levels recorded in 2019 to be surpassed by over 6%.

By business area, Environment recorded an increase of 12.4%, thanks to the general recovery in its various operating platforms, mainly due to the combination of the entry into service of new treatment contracts and street cleaning activity in Spain and collection in the USA, together with the increase in revenues in Central Europe and the UK, especially linked to waste treatment and recovery activities.

Revenues in the Water area declined by 1.6%, but this was entirely due to the lower contribution expected in the year from the Technology and Networks business, due to the entry into the completion phase of some one-off international projects. Moreover, the main concessions activity maintained a sustained increase of 3.6%, while the area's revenues grew by 3.1% during the period without a reduction in T&N.

In Construction, revenues were 3% higher than in 2020, with a significant increase in Europe (mainly the UK and the Netherlands), together with various contracts in different Latin American countries, which was mitigated by other contracts that were completed or nearing completion, especially in the Middle East, including Saudi Arabia.

In the Cement area, revenues had double-digit growth of 13.4% for the year, due both to the increase in sales in Spain and the rise in exports, which was more pronounced in the first half of the year.

The Real Estate area, which is presented separately, experienced a notable increase in revenues to €147.9 million, compared to €34.8 million in the previous year. This is due both to the entry into full consolidation of Realia and Jezzine since last November, and to the increase in revenues from the development and sale of properties. Without this consolidation, revenues for the year would have risen significantly to €102.4 million.

Revenue breakdown by geographical area			
(Millions of euros)	Dec. 21	Dec. 20	Chg. (%)
Spain	3,943.8	3,672.3	7.4%
United Kingdom	855.6	668.6	28.0%
Rest of Europe and Others	811.5	803.0	1.1%
Latin America and the USA	376.0	261.5	43.8%
Czech Republic	346.6	285.2	21.5%
Middle East & Africa	325.8	467.4	-30.3%
Total	6,659.3	6,158.0	8.1%

In terms of the geographical areas, *Spain's* contribution stood at 59.2% of revenues, totalling €3,943.8 million, an increase of 7.4%. With regards to the different areas of activity, the Environmental area's revenues rose by 7.1% due to the increase in all main activities of the waste management chain, especially collection and street cleaning. The Water area's revenues rose by 3.8%, due to a progressive recovery in the volumes invoiced in end-to-end cycle concessions and water network actions. The Construction area's revenues increased by 4.3%, with the development of projects in progress being somewhat higher than the expected execution rates planned for the period. The demand increased moderately in the Cement area when compared to the figures of 2020; there was more prominent growth in the first half of the year, with revenues up by 10.5%. The Real Estate activity, which is concentrated entirely in Spain, has seen its revenues increase substantially (by €113.1 million), due both to the aforementioned integration of the Realia and Jezzine groups within its parent company, FCC Inmobiliaria, and to its increased activity in the sale of properties this business year. Lastly, it is worth mentioning that the Concessions area (included in the *Corporate Services and Others heading*, after completing the sale of some of its most significant concessions at the end of March 2021) reduces its contribution to only the first quarter of this business year, with €52.7 million in revenues this year, compared to €121.5 million the previous business year.

Moreover, revenues in the *United Kingdom* were up by 28% to €855.6 million, largely due to the recovery of the municipal waste treatment plant activity and the start of several contracts of the Construction area.

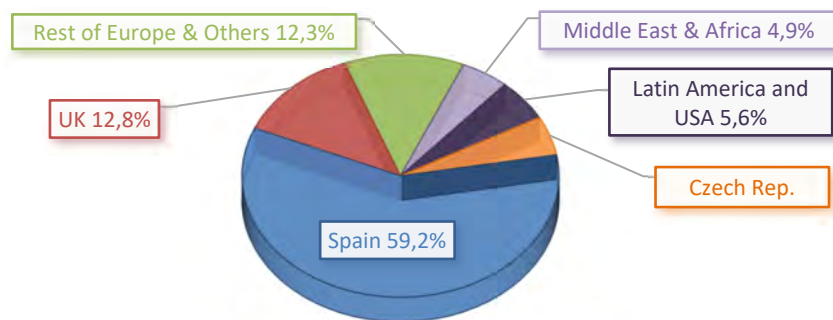
In the EU area, a 1.1% increase was recorded in the area of *Rest of Europe and Others*, amounting to €811.5 million. This is largely due to an increase in revenues linked to treatment activity in Central Europe. In Construction, the level of activity increased, thanks to a higher contribution, especially in the Netherlands, which compensated for the completion and progress of other projects (Ireland and Romania).

Developments in the *Czech Republic*, which is of particular relative importance within the EU, increased substantially by 21.5% to €346.6 million, with a larger increase in waste management services in the Environment area and a more moderate increase in the end-to-end water cycle activity in the Water area.

Revenues in *Latin America and the USA* increased significantly by 43.8% to €376 million, largely due to the faster pace of project performance in the Construction area, especially in Mexico, Chile, and Colombia. In the USA, revenues concentrated in the Environment area in municipal waste collection services such as recycling increased significantly (38.2%), thanks to a new contract coming into force in Nebraska and other contracts in Florida for municipal waste collection and green space services.

Lastly, in the Middle East and Africa, activity fell by 30.3%, due to the very high level of progress and reduced contribution from some very significant contracts in Saudi Arabia in the Construction area and for the same reason, although with less of an impact, in the Water area, especially due to the termination of a Technology and Networks activity contract on the north coast of Egypt.

% revenue by geographical area



2.1.4.2. Gross Operating Profit (EBITDA)

The Gross Operating Profit for the business year amounted to €1,126.6 million, an increase of 7.6% compared to the previous year. It should be noted that this amount represents a 16.9% margin over income, almost identical to the 17.0% achieved in 2020, but with three significant key components: (i) the sale of a large amount of CO2 rights in the cement area in 2020, with a lower contribution of €51.1 million this year, (ii) the deconsolidation, by sale, of certain transport concession assets at 31 March 2021, which has led to a lower contribution of €55.1 million and (iii) the entry into consolidation of the Realial and Jezzine group assets from 1 November 2021,

with a contribution of €16.7 million in the business year. Adjusted for these three components, those exceptional in nature and the change in scope, EBITDA in 2021 would have grown by 17.9%. Similarly, with both business years being adjusted for the aforementioned effects, the gross operating margin would have increased significantly to 16.8% in 2021 compared to 15.3% in the previous year.

By business area, the most noteworthy developments have been:

The Environment area reached €535.1 million, a 18.7% increase, which is higher than the revenues distributed across all activities of the value chain. The operating margin was 16.5%, compared to 15.6% the previous business year, thanks to the impact of higher treatment/recycling activity volumes and the increase in related prices, in particular, in the UK and Central Europe.

The Water area reported €298.9 million, up by 5.7% when compared to last year's figures, supported by an increased contribution from concessions and services in all the jurisdictions where it is present, and which offset the lower contribution made by the Technology and Networks segments internationally. The margin therefore grew to 25.6% compared to 23.8% in 2020.

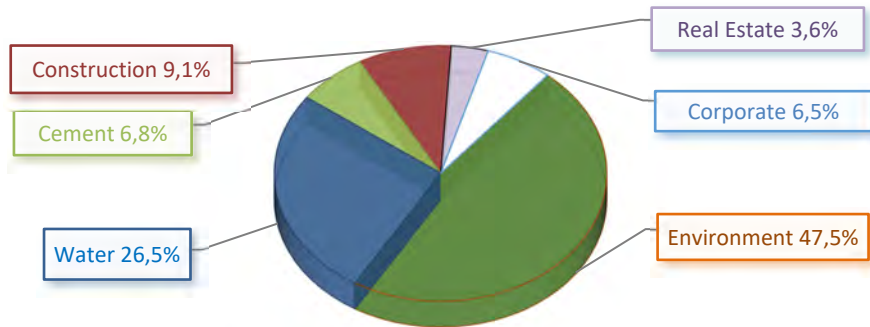
Moreover, the Construction area reported €102.6 million, a significant increase of 91.5% when compared to 2020, in line with the scheduled projects and with a substantial improvement in the recovery of the development pace compared to the downtime in 2020 and concentrated in the first half of the last business year in international projects. This allowed operating profit to increase to 6.2% compared to 3.3% in the previous year.

In the Cement area, it reached €76.1 million, a substantial reduction of 45.6% compared to €139.9 million in the previous year. This mainly reflects the aforementioned effect of lower revenues from CO2 sales of €51.1 million this year, together with a more moderate increase in demand in the local and export markets in the second half of the year and increases in energy prices in the same period.

Real Estate activity recorded a notable increase to €40 million, compared to a negative figure of €3.8 million in 2020, due to the contribution of Realia and Jezzine (€16.7 million) since last November, as well as the higher profitability generated by the sale of properties by the head of the area, FCC Inmobiliaria.

It should be noted that the Corporate Services and Others heading includes the Infrastructure Concessions activity, to which the Cedinsa subgroup's activity contributed until the end of the first quarter of this business year.

% EBITDA by Business Area



The performance of the utilities areas of Environment and Water maintained their high contribution to operating profit of 74% for the year as a whole

2.1.4.3. Net Operating Profit (EBIT)

Net operating profit amounted to €802.2 million, 40.1% more than in the previous year. This increase reflects, in addition to the changes in gross operating profit, two other significant factors in Other Operating Income/(Losses), namely: (i) the accounting impact of the full consolidation of Realia, by raising the previously recorded level of the value of its rental real estate assets, with a positive result of €241.7 million and (ii) the negative adjustment of €136 million in the value of property, plant and equipment and goodwill in the Cement area.

2.1.4.4. Earnings before Taxes (EBT) from continuing operations

Profit before tax from continuing operations amounted to €807.5 million, up significantly from €429.9 million in 2020. This was due to the combined good performance of operating activities and a positive impact from financial results.

Thus, the performance was as follows for the various components:

2.1.4.4.1. Financial income

The net financial result amounted to €-110.5 million, compared to €-154 million the previous year, a reduction of 28.2%. This reflects the effect of the contraction in the average volume of financial debt recorded during the year, as well as reduction in its cost, and the elimination of the sale of collection rights without recourse.

2.1.4.4.2. Miscellaneous financial results

This heading, which has no impact on cash flow, amounted to €57.5 million during the business year, compared to €-51.1 million last year. The is mainly due to the differential behaviour of the exchange rate of certain currencies, representing a positive impact of €24.5 million this year, compared to the negative impact of €51.3 million during the same period of 2020. A positive effect of €26.6 million is added to this, resulting from the sale of various concession and Construction area investees.

2.1.4.4.3. Profit/(loss) of equity-accounted investees

The contribution from investee companies amounted to €58.2 million, similar to figure from the previous business year of €62.1 million. In addition to the increase in the contribution from various investees in the different operating areas of the business, this slight reduction was the result of a contrasting number of factors compared to the previous year, the most significant of which were on the positive side of the balance sheet: (i) the 45 million euro profit from the sale of most of the energy assets in which the Group has an interest, which includes both the gain up to the time of sale and the gain on disposal, (ii) the 17.6 million euro effect of the closing of the sale of the Ceal 9 and Urbicsa transport concessions and, also, (iii) the 46.7 million euro adjustment for the acquisition of control of Realia and its change of consolidation from the equity method to the full consolidation method.

2.1.4.5. Income attributable to the parent company

Attributable net income for the business year 2021 amounts to 580.1 million euros, a significant increase compared to 262.2 million euros in the previous business year. This performance is down to the increase in pre-tax profit described above. A corporation tax expense of 130.2 million euros was also recorded, in line with the pre-tax profit obtained, together with profit attributable to non-controlling interests of 97.1 million euros, compared to 81.4 million euros in the previous year, reflecting the increase in the Group's consolidated profit attributable to those interests, mainly in the Water area and to a lesser extent in the Real Estate area

2.1.4.6. Profit and loss statement figures on a pro rata basis

The most significant figures in the income statement, calculated on the basis of the percentage of effective shareholding in each of the subsidiaries, joint ventures and associates, are as follows

	Dec. 21	Dec. 20	Chg. (%)
Net turnover (NT)	6,475.4	6,132.6	5.6%
Gross Operating Profit (EBITDA)	1,066.0	1,032.7	3.2%
<i>EBITDA Margin</i>	<i>16.5%</i>	<i>16.8%</i>	<i>-0.4 p.p</i>
Net Operating Profit (EBIT)	775.9	567.7	36.7%
<i>EBIT margin</i>	<i>12.0%</i>	<i>9.3%</i>	<i>2.7 p.p</i>
Income attributable to the parent company	580.1	262.2	121.2%

2.1.5. Balance Sheet

<i>(Millions of Euros)</i>	Dec. 21	Dec. 20	Chg. (€M)
Intangible fixed and non-current assets	2,445.2	2,437.9	7.3
Property, Plant and Equipment and Real Estate Investments	4,931.7	2,810.2	2,121.5
Equity-accounted affiliates	533.8	722.8	(189.0)
Non-current financial assets	604.0	580.9	23.1
Deferred tax assets and other non-current assets	559.2	578.7	(19.5)

Consolidated Group

Non-current assets	9,074.1	7,130.4	1,943.7
Non-current assets held for sale	0.0	1,392.3	(1,392.3)
Inventory	1,107.3	765.6	341.7
Trade and other receivables	2,340.9	2,095.6	245.3
Other current financial assets	184.4	228.7	(44.3)
Cash and cash equivalents	1,535.5	1,222.1	313.4
Current assets	5,168.1	5,704.2	(536.1)
TOTAL ASSETS	14,242.2	12,834.6	1,407.6
Equity attributable to shareholders of the parent company	3,007.1	2,288.3	718.8
Non-controlling interests	1,433.6	620.4	813.2
Equity	4,440.7	2,908.7	1,532.0
Subsidies	192.2	193.0	(0.8)
Non-current provisions	1,167.3	1,064.4	102.9
Long-term financial debt	3,294.3	3,543.3	(249.0)
Other non-current financial liabilities	438.7	434.0	4.7
Deferred tax liabilities and other non-current liabilities	473.4	296.7	176.7
Non-current liabilities	5,565.9	5,531.3	34.6
Liabilities relating to non-current assets held for sale	0.0	1,051.3	(1,051.3)
Current provisions	147.9	195.2	(47.3)
Short-term financial debt	1,651.2	705.2	946.0
Other current financial liabilities	169.0	169.2	(0.2)
Trade and other payables	2,267.5	2,273.7	(6.2)
Current liabilities	4,235.6	4,394.6	(159.0)
TOTAL LIABILITIES	14,242.2	12,834.6	1,407.6

2.1.5.1. Property, plant and equipment and investment property

Property, plant and equipment and investment property at year-end amounted to €4,931.7 million, an increase of €2,121.5 million. This increase is largely due to the increase in real estate investments, with rental assets of €1,470.5 million acquired through the takeover of Realia and those of Jezzine, amounting to €600.4 million.

2.1.5.2. Property, Plant and Equipment and Real Estate Investments

Property, Plant and Equipment and Real Estate Investments reached €4,931.7 million at the end of the year, with a €2,121.5 million increase. This increase is mainly explained by the increase in Real Estate investments, with €1,470.5 million from the rental assets incorporated after taking control of Realia, and the ones from Jezzine, amounting to €600.4 million.

2.1.5.3. Investments accounted for using the equity method

The epigraph entitled investments accounted for using the equity method amounted to €533.8 million at the end of the year, with the following breakdown of the most significant investments in equity:

- 1) €108.3 million for the stake in companies in the Environment area (recycling and municipal services, mainly in Spain and the UK).
- 2) €83.8 million for the stakes held in various transport infrastructure and equipment concessions.
- 3) €38.7 million for stakes held in companies in the Water area, largely concessionary companies that manage services abroad (North Africa and Spain).
- 4) €42.0 million from the subsidiaries of the parent company in the Cement area.
- 5) €38.4 million from investee companies in the Real Estate area.

The reduction in the balance of this heading during the year is mainly due to the change in Realia's consolidation method, following its takeover in the last quarter of the year.

This epigraph also includes a further €222.6 million for the remaining investments in own funds for other participations together with loans granted to subsidiaries.

2.1.5.4 Assets held for sale

This heading reduces its balance to zero compared to the €1,392.3 million recorded at the end of 2020. Its complete reduction is due to the disposal of certain infrastructure concessions located in Spain, following their sale at the end of the first quarter of the business year.

2.1.5.5. Cash and cash equivalents

The balance of the Cash and cash equivalents heading amounts to €1,535.5 million at the end of the business year, €313.4 million more than the figure at the end of last year, distributed as follows:

- 1) In the perimeter with recourse, cash and equivalents totalled €414.8 million.
- 2) In the perimeter without recourse, cash and equivalents amounted to €1,120.7 million.

2.1.5.6 Equity

Equity at the end of the period amounted to €4,440.7 million, compared to €2,908.7 million at the end of 2020. The notable increase of 52.7% is mainly due to the contribution of the net profit achieved in the period of €677.3 million and the effect of the increase in non-controlling interests due to the full consolidation of Realia.

2.1.5.7. Financial Debt

<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (€M)
Bank borrowings	1,742.6	820.0	922.6
Debt instruments and other loans	3,031.5	3,230.3	(198.8)
Payables due to financial leases	37.3	50.2	(12.9)
Other financial liabilities	134.1	148.0	(13.9)
Gross Financial Debt	4,945.5	4,248.5	697.0
Treasury and other current financial assets	(1,719.8)	(1,450.7)	(269.1)
Net Financial Debt	3,225.7	2,797.8	427.9
<i>Net financial debt with recourse</i>	<i>(326.0)</i>	<i>101.6</i>	<i>(427.6)</i>
<i>Net financial debt without recourse</i>	<i>3,551.7</i>	<i>2,696.2</i>	<i>855.5</i>

At year-end, gross financial debt increased by 16.4% to €697 million.

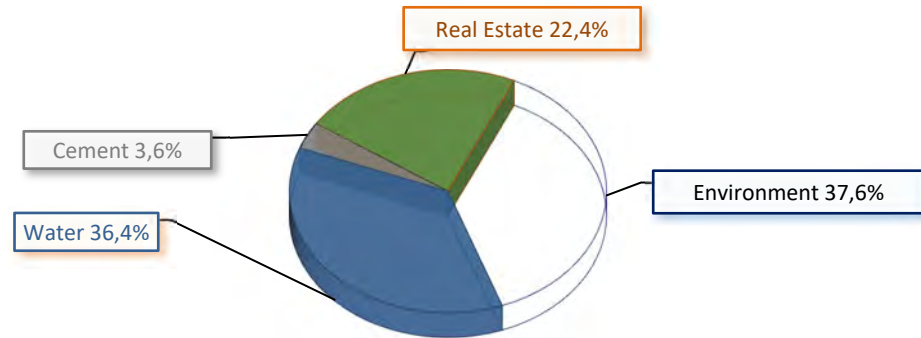
This increase is largely due to the entry into consolidation in the fourth quarter of the Realia Group and Jezzine in the Real Estate area, with an overall balance of €966.6 million at the end of the year.

Regarding its temporary structure, it should be noted that 33.4% has a short-term maturity, worth €1,651.2 million. Most of this corresponds to the principal amount of the bonds issued for €700 million by the head of the Water Area and another €217.2 million by its subsidiary in the Czech Republic, maturing in June and July 2022, respectively. Another 210.5 million of short-term debt corresponds to marketable securities, largely commercial paper issued on the Irish Stock Exchange by the Group's parent company and that of the Environment area.

The balance of net financial debt increased by 15.3% in the period to €3,225.7 million. This is largely explained by the aforementioned increase in the Real Estate area, which generated a balance of €889.7 million at year-end. This effect was mitigated by the greater contribution of cash generated by the Group's operations, which includes the effect of the reduction of €109.1 million in non-recourse credit assignments in the year, mainly in the Water area, which meant their complete elimination at the end of the first half of the year for the consolidated Group as a whole.

All of the net financial debt is without recourse and is mostly allocated to the Water Utilities and Environment areas (its Market debt is rated as "Investment Grade") and in the recurrent activity of rental property in Real Estate. As a result, the Group's parent company had a net cash position of €326.0 million at the end of the year.

Breakdown of Net Financial Debt without recourse by Business Area



Net financial debt without recourse to the Group's parent company is structured as follows:

(i) The Water area accounts for €1,247.6 million, of which, in addition to the financing of corporate bonds at the parent company, another €203.2 million correspond to the business in the Czech Republic and the rest to various concessions of the end-to-end water cycle; (ii) the Environment area accounts for €1,289.7 million, most of which corresponds to long-term bonds issued at the end of 2019 by the area's parent company, another €143.9 million to the activity in the UK, and the rest mainly to the project financing of three waste treatment and recycling plants in Spain (iii) the Real Estate area has €889.7 million, concentrated in its rental property activity; (iv) the Cement area accounted for €124.4 million; (iv) and a remaining €0.5 million associated with the concessions activity.

2.1.5.8. Other current and non-current financial liabilities

The epigraph of other current and non-current financial liabilities totals €607.7 million at the end of the period. The balance mainly includes the item suppliers of fixed and non-current assets for operating leases, amounting to €395.5 million. It also includes other liabilities that are not financial liabilities, such as those associated with hedging derivatives, suppliers of fixed and non-current assets, guarantees and deposits received.

2.1.6. Cash Flow

<i>(Millions of Euros)</i>	Dec. 21	Dec. 20	Chg. (%)
Gross Operating Profit (EBITDA)	1,126.6	1,047.5	7.6%
(Increase)/decrease in working capital	(167.9)	(302.1)	-44.4%
Corporation tax (paid)/received	(135.6)	(96.7)	40.2%
Other operating cash flow	(76.9)	(43.6)	76.4%
Operating cash flow	746.2	605.1	23.3%
Investment payments	(557.9)	(541.2)	3.1%
Divestment receipts	568.6	75.9	N/A
Other investing cash flows	182.4	63.8	185.9%
Investing cash flow	193.1	(401.5)	-148.1%
Interest paid	(99.1)	(151.4)	-34.5%
(Payment)/receipt of financial liabilities	(269.3)	(137.7)	95.6%
Other financing cash flow	(259.3)	150.7	N/A
Financing cash flow	(627.7)	(138.4)	N/A
Exchange differences, change in consolidation scope, etc.	1.8	(61.5)	-102.9%
Increase/(decrease) in cash and cash equivalents	313.4	3.6	N/A

2.1.6.1. Operating cash flow

The operating cash flow generated in the year business amounted to €746.2 million, 23.3% more than in the previous year. It is noteworthy that this figure is obtained even though the current operating working capital was up €167.9 million, which includes in this year the elimination of the balance of non-recourse loan assignments for €109.1 million, most of them in the Water area, as was done in the Environment area in the previous year, with the common aim of optimising and reducing the Group's financial costs.

The heading collections/(payment) of corporation tax shows an outflow of €135.6 million compared to €96.7 million in 2020, a variation that is explained by the increase in net income during this business year and in line with the accounting basis affecting the accrual of taxes.

The heading other operating cash flow includes an outflow of €76.9 million compared to €43.6 million the previous business year, due to the application of provisions mainly in the Construction and Environment area.

2.1.6.2. Investing cash flow

The investment cash flow represents a generation of €193.1 million euros compared to an application of €401.5 million in the previous business year.

The most significant item of this first period corresponds to earnings for transport concession divestment transactions, for a cash entry of 377.1 million euros, so proceeds from disposals amounted to 568.6 million euros, when compared to 75.9 million euros of the last business year. In addition, last July, 93 million euros were collected from the sale of various energy assets, together with others distributed among other areas, such as Construction and Real Estate, which added the remaining 98.5 million euros.

With regards to payments for investments totalling 557.9 million euros, these are similar to those during the last year. By business area, the Environment area's investments represented 299.4 million euros, highlighting the investment required for the construction and expansion of the Loeches and Campello treatment plants, for a combined amount of 42.8 million euros. In the UK, among the most significant investments is the one made in the progress of the development of the Lostock energy recovery plant for 28.6 million euros, as well as the investment of 30 million euros in the USA, out of a total of 69.6 million euros invested in the country, for the purchase of an urban waste collection company in the state of Texas last December.

In the Water area, payments for investments amounted to 107.1 million euros, of which 24.3 million euros are for new contracts, among which Mexico, Colombia, and Spain stand out, distributed among different concession contracts for the operation of hydraulic plants and the end-to-end cycle.

Lastly, included in the Real Estate heading is 83.9 million euros invested in the acquisition of an additional 13.12% of the Realia Group's capital by the parent company in the Real Estate area, FCC Inmobiliaria, which allowed it to gain control and full consolidation.

The breakdown of net investments by business area, excluding other cash flows from investment activities, in terms of payments and collections, is as follows:

<i>(Millions of Euros)</i>	Dec. 21	Dec. 20	Chg. (€M)
Environment	(291.8)	(283.1)	(8.7)
Water	(86.8)	(134.1)	47.3
Construction	0.5	(7.6)	8.1
Cement	(10.9)	(10.4)	(0.5)
Real Estate	(64.9)	0.0	(64.9)
Corporate serv. etc. & adjustments	464.6	(30.1)	494.7
Net investments (Payments - Collections)	10.7	(465.3)	476.0

Other investment flows amounted to 182.4 million euros, of which 116.4 million euros came from the Real Estate area, largely due to the entry of the balance of cash and cash equivalents from the consolidation of the Realia Group and Jezzine, as well as a further 36.9 million euros in Water from the cancellation and recovery of deposits and cash linked to various projects.

2.1.6.3. Financing cash flow

The consolidated cash flow from financing in the year represents an application of 627.7 million euros compared to 138.4 million euros in the previous business year. Interest payments amounted to 99.1 million euros, mainly in the Water and Environment areas, with a substantial reduction compared to the previous year, in line with the reduction in the average balance of financial debt this year.

The heading "Proceeds from/(payments on) financial liabilities" includes an application of the financing flows, with a net reduction worth 269.3 million euros in the business year, extending and increasing the 137.7 million euros recorded in the previous year. In addition, the heading other financing flows includes an application of 259.3 million euros, which essentially includes the payment of 189 million euros for the acquisition of non-controlling interests in companies in the

real estate area (Hnos. Revilla in Realia) and the payment of dividends to shareholders of the parent company and minority shareholders of the rest of the consolidated group for a total amount of 63.1 million euros.

2.1.6.4 Change in cash and cash equivalents

As a result of the performance of the different cash flow components, the FCC Group's cash position increased by 313.4 million euros since December 2020, with a balance of 1,535.5 million euros at the close of the business year.

2.1.7. Analysis by Business Areas

2.1.7.1. Environment

The Environment division contributed 47.5% of the Group's EBITDA in the 2021 business year. Some 80.7% of its activity is focused on the provision of essential waste collection, treatment and disposal services, as well as street cleaning. The remaining 19.3% corresponds to other types of urban environmental activities, such as the conservation of green areas or sewage systems.

In Spain, it provides services in more than 3,500 municipalities and serves a population of more than 31 million inhabitants. It is worth mentioning the important weight of the urban waste management and street cleaning services. In the UK, it focuses on urban waste treatment, recovery and disposal activities and serves more than 22 million people. In Central Europe, mainly Austria and the Czech Republic, FCC is present across the entire waste management chain (collection, treatment and disposal). FCC's activities in the US include both the collection and end-to-end retrieval of municipal waste.

2.1.7.1.1. Earnings

<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (%)
Turnover	3,244.9	2,888.2	12.4%
<i>Waste collection and street cleaning</i>	1,550.0	1,428.6	8.5%
<i>Waste processing</i>	1,067.5	879.0	21.4%
<i>Other services</i>	627.4	580.6	8.1%
EBITDA	535.1	450.9	18.7%
<i>EBITDA Margin</i>	16.5%	15.6%	0.9 p.p
EBIT	285.4	215.7	32.3%
<i>EBIT margin</i>	8.8%	7.5%	1.3 p.p

Revenues at the Environment area were up 12.4% to reach 3,244.9 million euros at the end of the business year. The waste collection and street cleaning activity's revenues rose by 8.5% to 1,550 million euros, thanks to the new contracts, especially in Spain and the US, as well as the greater contribution in the activity of street cleaning and other similar services in Spain. Waste treatment activity was up 21.4% to €1,067.5 million, largely due to the recovery of the activities in the UK and the increase in activity in Central Europe, alongside the activity of a new plant in the USA.

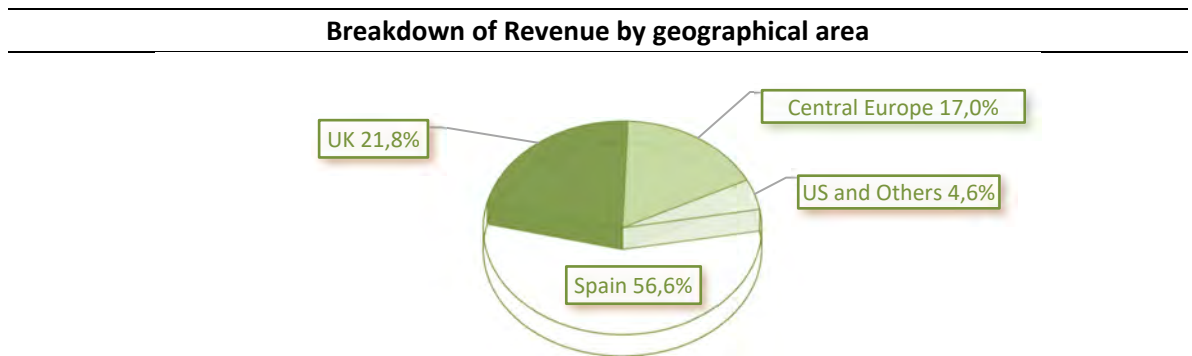
Breakdown of revenue by geographical area			
(Millions of euros)	Dec. 21	Dec. 20	Chg. (%)
Spain	1,837.2	1,715.8	7.1%
United Kingdom	708.3	605.3	17.0%
Central Europe	550.7	464.6	18.5%
US and others	148.7	102.5	45.1%
Total	3,244.9	2,888.2	12.4%

By geographical area, revenues in Spain were up 7.1% compared to the previous year to reach 1,837.2 million euros, due to an increased contribution from the Campello treatment plant, plus the contribution made by the new street cleaning and waste collection contracts. Also significant has been the increased activity in cleaning and green areas due to a return to normal after the partial disruptions suffered in certain periods of last year.

In the UK, turnover increased by 17% to 708.3 million euros, mainly due to the recovery in the recycling and reduction of urban waste, after stoppages and lower volumes treated in the previous year.

In central Europe, revenues grew by 18.5% to 550.7 million euros due to the higher volume of activity in almost all countries in which the company operates, mainly the Czech Republic, Slovakia, and Poland, in urban collection and treatment, as well as due to the general increase in the price of recycled by-products.

Last but not least, turnover in the USA and other markets increased by 45.1% to 148.7 million euros, mainly due to the contribution from new urban collection contracts in Omaha (Nebraska) and Volusia (Florida), as well as the treatment and recovery plants in Texas



The gross operating profit (EBITDA) increased by a remarkable 18.7% to 535.1 million euros due to the aforementioned development of revenues and the improvement in volumes treated and prices in the treatment and recovery activities. This has allowed the operating margin to recover by 0.9 per cent and to reach 16.5%, close to pre-pandemic profitability levels.

The net operating profit (EBIT) increased by 32.3% over the previous year to 285.4 million euros, thanks to the development of the different components mentioned in the Ebitda.

Breakdown of backlog by geographical area

(Millions of euros)	Dec. 21	Dec. 20	Chg. (%)
Spain	6,300.6	4,872.2	29.3%
International	4,445.8	4,312.1	3.1%
Total	10,746.4	9,184.3	17.0%

At the end of last December, the area's backlog increased by 17% to 10,746.4 million euros. In Spain, it amounts to 6,300.6 million euros, where the contribution of street collection and cleaning in Barcelona stands out with 903.2 million euros, as well as other contracts in the city of Madrid, for a total amount of 682.6 million euros. In the rest of the territorial areas as a whole, the portfolio of services also increased by 3.1% to 4,445.8 million euros, highlighting the new contracts secured in the UK and the USA.

2.1.7.1.2. Financial Debt

(Millions of euros)	Dec. 21	Dec. 20	Chg. (€M)
Net Financial Debt	1,289.7	1,330.2	(40.5)

Financial debt decreased slightly in the year to 1,289.7 million euros. Its main balance corresponds to the issuance of two green bonds and a smaller amount of euro commercial paper, with a total accounting balance exceeding 70% of the total at year-end. The remainder mainly finances activity in the UK and is linked to project financing of waste treatment and recycling plants.

2.1.7.2. Water

The Water area contributed 26.5% of FCC Group EBITDA in the period. 90.1% of its activity is focused on public service concession management related to the end-to-end water cycle (collection, treatment, storage and distribution) and the operation of different types of water infrastructures; the remaining 9.9% corresponds to Technology and Networks, which is responsible for the design, engineering and equipment of hydraulic infrastructures, related to a great extent to the development of new concessions and ancillary works for operations.

In Spain the area serves over 13 million inhabitants in more than 1,100 municipalities. In Central Europe, it serves 1.3 million users, mainly in the Czech Republic, while in the rest of the continent it is present in Italy, Portugal and France. In Latin America, the Middle East, and Africa its activity centres on the design, equipping, and operation of processing plants. Overall, the Water area provides supply and/or sanitation services to more than 29 million inhabitants.

2.1.7.2.1. Earnings

(Millions of euros)	Dec. 21	Dec. 20	Chg. (%)
Turnover	1,169.5	1,188.3	-1.6%
<i>Concessions and services</i>	<i>1,053.3</i>	<i>1,016.6</i>	<i>3.6%</i>
<i>Technology and networks</i>	<i>116.2</i>	<i>171.7</i>	<i>-32.3%</i>
EBITDA	298.9	282.9	5.7%
<i>EBITDA Margin</i>	<i>25.6%</i>	<i>23.8%</i>	<i>1.8 p.p</i>
EBIT	181.3	167.4	8.3%
<i>EBIT margin</i>	<i>15.5%</i>	<i>14.1%</i>	<i>1.4 p.p</i>

Revenues fell slightly in the year to 1,169.5 million euros, due to decreased activity in the development of hydraulic assets. Revenues of the concessions and services and core business activity were up by 3.6% to 1,053.3 million euros, due to the higher volume of activity in Spain and abroad. Moreover, the activity of the Technology and Networks are dropped by 32.3%, due to the entry into the completion phase of a number of one-off international projects, which was partially offset by the growth of this activity in Spain.

Breakdown of revenue by geographical area			
<i>(Millions of euros)</i>	<i>Dec. 21</i>	<i>Dec. 20</i>	<i>Chg. (%)</i>
Spain	814.2	784.3	3.8%
Central Europe	113.6	105.0	8.2%
Middle East, Africa and Others	112.4	163.1	-31.1%
Rest of Europe (France, Portugal and Italy)	80.8	78.5	2.9%
Latin America	48.5	57.4	-15.5%
Total	1,169.5	1,188.3	-1.6%

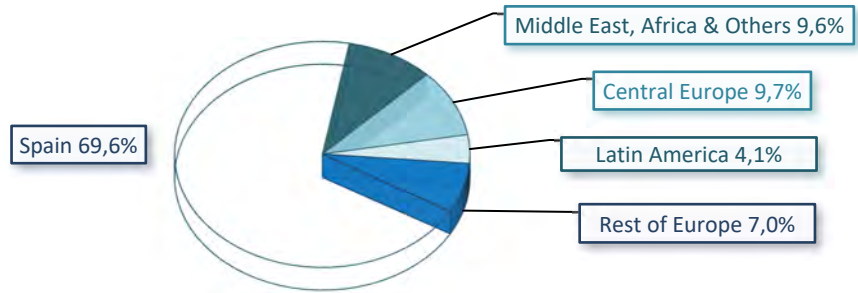
By geographical area, revenues in Spain increased by 3.8% to 814.2 million euros. This growth has occurred in each and every one of the activities, with Technology and Networks standing out due to both the contracts linked to one-off projects and the implementation of the investment plans of the concession contracts. Regarding the latter activity, the growth in m3 billed was 0.5%, with a progressive recovery towards pre-pandemic demand levels.

Internationally, Central Europe grew by 8.2% to €113.6 million following the tariff update in the end-to-end cycle activity in the Czech Republic and the favourable performance of the exchange rate of the Czech koruna (+3.2% in the year). In the Rest of Europe, revenues increased by 2.9% to 80.8 million euros, driven by the tariff increase for the Aque di Caltanissetta (IT) concession contract and the higher volume of activity in Technology and Networks for this contract.

The Middle East, Africa, and Others accounted for the fall in revenues in the Area to 112.4 million euros. This decrease was concentrated in the Technology and Networks business, almost entirely due to the slowdown in the almost completed construction of a wastewater treatment plant in Egypt.

Lastly, in Latin America, turnover decreased by 15.5% to 48.5 million euros, due to the lower contribution in the Technology and Networks business, both in Mexico and Colombia, of projects that are already at very advanced stages of execution and which have not been offset by others recently awarded, together with the increase in the end-to-end cycle business in Colombia.

Breakdown of Revenue by geographical area



Gross operating profit (EBITDA) increased by 5.7% and totalled 298.9 million euros, due to the higher concession activity that more than compensated for the lower contribution of the Technology and Networks business and enabled the operating margin to grow to 25.6%, compared to 23.8% the previous year.

Net operating profit (EBIT) was up by 8.3% when compared to last year's figures, totalling 181.3 million euros, due to the performance of gross operating profit, as discussed previously.

Breakdown of backlog by geographical area

<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (%)
Spain	7,149.6	7,224.7	-1.0%
International	8,211.5	7,801.2	5.3%
Total	15,361.1	15,025.9	2.2%

The backlog at year-end totalled €15,361.1 million, 2.2% more than in 2020. In Spain, several contracts for the island of Tenerife, the end-to-end management contract in Salamanca, and the La Línea contract in Cádiz deserve a special mention. In the international area, the contract for comprehensive improvement and management in Los Cabos (Mexico) and the end-to-end cycle of Mantes-la-Jolie in France are also worth mentioning.

2.1.7.2.2. Financial Debt

<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (€M)
Net Financial Debt	1,247.6	1,177.6	70.0

Net financial debt reached 1,247.6 million euros at the end of the business year. The increase in net debt in the year is due to the complete elimination of loan assignments in the year amounting to 107.1 million euros.

2.1.7.3. Construction

The Construction area contributed 9.1% of the FCC Group's EBITDA at the end of the business year. Its activity focuses on the design and construction of large civil, industrial and building works, with a selective presence in certain regions, currently around 20 countries. Special mention should go to participation in major works like railways, tunnels, bridges and football stadiums that constituted a major part of the activity.

Consolidated Group

<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (%)
Turnover	1,659.6	1,611.0	3.0%
EBITDA	102.6	53.6	91.5%
<i>EBITDA Margin</i>	<i>6.2%</i>	<i>3.3%</i>	<i>2.9 p.p</i>
EBIT	71.1	20.9	240.2%
<i>EBIT margin</i>	<i>4.3%</i>	<i>1.3%</i>	<i>3.0 p.p</i>

Revenues in the area were up by 3% to 1,659.6 million euros, largely due to the steady pace of project performance in Spain Europe and Latin America, offsetting the lower activity levels in the Middle East.

Breakdown of revenue by geographical area			
<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (%)
Spain	885.2	848.8	4.3%
Rest of Europe and Others	419.2	390.0	7.5%
Latin America and the USA	209.4	126.0	66.2%
Middle East and Africa	145.8	246.2	-40.8%
Total	1,659.6	1,611.0	3.0%

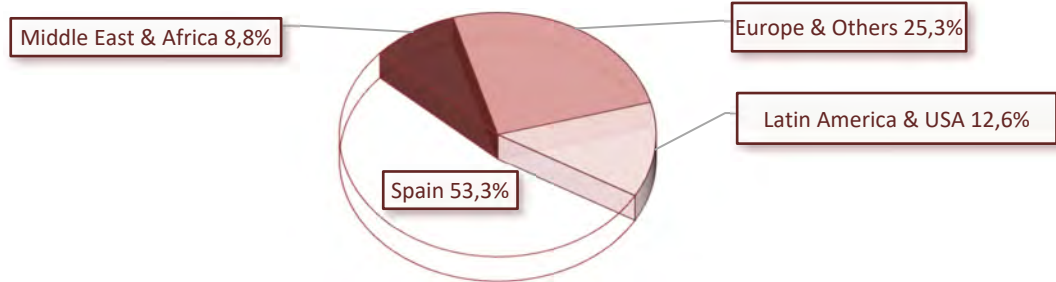
By geographical area, turnover in Spain increased by 4.3% to 885.2 million euros, due to the good pace of execution in the remodelling of the Santiago Bernabéu football stadium, as well as in other minor public works such as the remodelling of the Plaza de España and the island ring road in Tenerife.

Similarly, in the Rest of Europe and other markets, turnover grew by 7.5% compared to the previous year, reaching 419.2 million euros, thanks to the greater contribution of projects under development, such as the A-9 in the Netherlands and the A-465 motorway in Wales, which compensated for the lower contribution of others already completed, such as Grangegorman in Ireland.

In Latin America and the USA, revenues grew significantly, up to 209.4 million euros, largely due to the increased contribution of the Maya Train in Mexico and the commencement of a road project in Chile.

The drop in revenues is mainly concentrated in the Middle East, down to 40.8% to 145.8 million euros, essentially due to the lower activity reported in the construction of the Riyadh metro in Saudi Arabia as the project nears completion.

Breakdown of revenue by geographical area



Gross operating profit increased significantly by 91.5% to 102.6 million euros compared to 53.6 million euros in the previous year. This increase is based on the aforementioned development of revenues and especially on the disappearance of the impact on various projects in the previous year caused by the slowdown and stoppages due to by the measures taken to combat the health crisis. As a result, the operating margin for the year amounted to 6.2%, similar to the level reached in previous quarters.

Net operating profit totalled 71.1 million euros, compared to 20.9 million euros for the previous year, thanks to the performance of gross operating earnings, as mentioned previously.

Breakdown of backlog by geographical area

<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (%)
Spain	1,368.0	1,628.4	-16.0%
International	2,613.3	3,527.4	-25.9%
Total	3,981.3	5,155.8	-22.8%

The revenue portfolio drops to 3,981.3 million, more sharply in the International realm, due both to the progress of contracts and the adjustments made to the projects to be carried out in certain countries, which have yet to be offset by new contracts.

Breakdown of the Backlog by Activity Segment

<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (%)
Civil engineering works	3,301.6	4,121.5	-19.9%
Building	426.3	695.0	-38.7%
Industrial Projects	253.4	339.3	-25.3%
Total	3,981.3	5,155.8	-22.8%

Civil engineering works continue to be the dominating segment by type of activity, representing 82.9% of the total.

2.1.7.4. Cement

The Cement area contributed 6.8% of the FCC Group's EBITDA in the business year. This activity was undertaken by the CPV Group, which focuses on manufacturing cement and by-products, with 7 main production centres in Spain and 1 in Tunisia, in addition to a minority stake of 45% in Giant Cement, which operates a number of factories on the east coast of the US.

2.1.7.4.1. Earnings

(Millions of euros)	Dec. 21	Dec. 20	Chg. (%)
Turnover	433.8	382.6	13.4%
<i>Cement</i>	393.2	345.2	13.9%
<i>Other</i>	40.6	37.4	8.6%
EBITDA	76.1	139.9	-45.6%
<i>EBITDA Margin</i>	17.5%	36.6%	-19.0 p.p
EBIT	(90.3)	106.8	-184.6%
<i>EBIT margin</i>	-20.8%	27.9%	-48.7 p.p

The area's revenues rose 13.4% compared to last year and amount to 433.8 million euros, due to an increase in volumes invoiced in Spain as well as an increase in exports from local markets (Spain and to a lesser extent Tunisia).

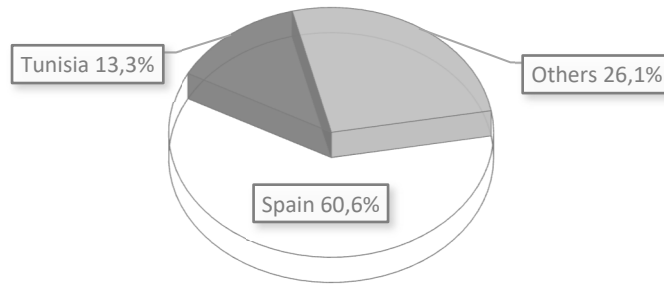
Breakdown of revenue by geographical area			
<i>(Millions of euros)</i>	Dec. 21	Dec. 20	Chg. (%)
Spain	262.9	237.9	10.5%
Tunisia	57.8	57.8	0.0%
Miscellaneous (exports)	113.1	86.9	30.1%
Total	433.8	382.6	13.4%

With regards to the geographical areas, the turnover in Spain was up by 10.5% to 262.9 million euros, due to the significant increase in volumes, which concentrated in the first half of the year, together with price stability, all derived from the drop in demand since last year, mostly of private origin.

In the local Tunisian market, turnover remained at the same level as the previous year at 57.8 million euros, where the increase in prices compensated for the slight decrease in volumes.

Moreover, export revenues increased by a noteworthy 30.1% to 113.1 million euros, following an increase in exports, mainly to the EU, from Spain, in particular to the UK and France, as well as those from Tunisia.

Breakdown of revenue by geographical area



Moreover, EBITDA stood at 76.1 million euros, 45.6% down when compared to 139.9 million euros during the previous year. This drop is largely explained by the impact of the sale of a large volume of CO2 rights during the previous year, which amounted to 58.9 million euros, as compared to 7.8 million euros during this year. Excluding this differentiating factor, operating profit excluding CO2 was down 15.6% compared to the previous year, mainly due to the effect of the increase in electricity and fuel prices in the second half of 2021.

The net operating profit was -90.3 million euros, mainly due to a 136-million-euro adjustment to the value of various property, plant and equipment and goodwill, in order to better reflect their estimated future cash generation capacity.

2.1.7.4.2. Financial Debt

(Millions of euros)	Dec. 21	Dec. 20	Chg. (€M)
Net financial debt	124.4	173.7	(49.3)

Net financial debt, entirely without recourse to the Group's parent company, dropped to 49.3 million euros when compared to December of last year, reaching 124.4 million euros, as a consequence of the application of the free cash flow generated in the year as a whole to the reduction of financial indebtedness. The Cement area therefore reaches a new milestone in the progressive strengthening of its financial soundness.

2.1.7.5. Real Estate

The Real Estate area will contribute 3.6% of the FCC Group's EBITDA in 2021. Its activity is centred in Spain and is structured in two main activities, with the first being the holding, development, and operation of all types of real estate on a rental basis (mainly offices, premises, and shopping centres). This is in addition to the development for sale of properties, which includes the urban management of its land portfolio, providing development management services for third parties.

2.1.7.5.1. Earnings

(Millions of euros)	Dec. 21	Dec. 20	Chg. (%)
Turnover	147.9	34.8	N/A
<i>Rentals</i>	17.2	0.0	N/A
<i>Residential Development</i>	130.7	34.8	N/A

Consolidated Group

EBITDA	40.0	(3.8)	N/A
<i>EBITDA Margin</i>	<i>27.0%</i>	<i>-10.9%</i>	<i>38.0 p.p</i>
EBIT	298.3	(3.8)	N/A
<i>EBIT margin</i>	<i>201.7%</i>	<i>-10.9%</i>	<i>N/A</i>

The area's revenues amounted to 147.9 million euros in 2021, a substantial increase over the previous year, due both to the aforementioned entry into the scope using full consolidation of the Realia Group and Jezzine, and to the increase in revenues from the Development activity, due to the higher rate of deliveries throughout this business year.

In the Residential Development activity, with 130.7 million euros of revenues in the year, this is explained by the increase in activity, which in comparable terms (without considering the effect of the consolidation of the Realia Group), would have grown to 102.3 million euros in this business year. In addition, the activity has been reinforced by the contribution of the Realia Group for two months of the year, with 28.4 million euros. The revenues generated were distributed among more than ten developments, mainly in metropolitan areas of large cities in Spain.

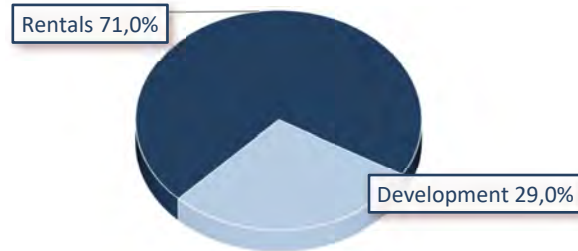
The revenue reported by Rentals was 17.2 million, compared to the lack of a contribution in the previous year and only two months of this activity in the year. Its revenues are concentrated in the use of offices (comprising Jezzine's network of properties dedicated to the rental of bank branches), which accounted for more than 80% of the total, followed by rent generated by the operation of shopping centres. At year-end, the occupancy rate exceeded 95%, supported by high occupancy levels in all uses, locations, and the very long-term contract held by the subsidiary Jezzine in relation to offices.

Similarly, EBITDA performed better this year, with a figure of 40 million euros, due both to the higher profitability of Development operations and to the effect of the contribution of the new Rentals activity, with a much higher operating margin. As a result, the operating margin stood at 27% for the year, a percentage that should increase in the coming periods as the contribution of the Rentals activity is extended to the whole of the annual period.

EBIT contains the effect of the aforementioned change in EBITDA, together with the profit generated by raising the value of Realia's rental assets by 241.7 million euros to their fair market value.

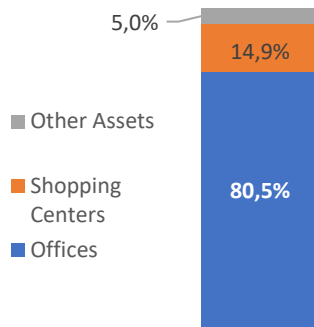
The latest available market valuation of the area's real estate assets, which totalled 2,941.8 million euros at 31 December 2021, is presented below. The majority corresponds to rental assets, which account for 71% of the total, a figure of 2,086.6 million euros, while Residential Development, which includes land at different stages of development together with developments being marketed, in progress, and completed, accounts for 29% of the total, amounting to 855.2 million euros.

GAV per Activity*

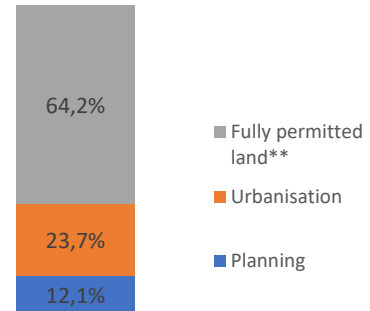


*Development data of FCC Inmobiliaria, S.A. as at 30 June 2021.

Rentals



Residential Development



**Includes products in progress and finished products

2.1.7.5.2. Financial Debt

(Millions of euros)	Dec. 21	Dec. 20	Chg. (€M)
Net financial debt	889.7	0	889.7

The balance of financial debt at 31 December 2021 amounted to 889.7 million euros, compared to zero in the previous year. The net financial indebtedness generated this year is explained in its entirety by the full consolidation of the Realia Group's debt and that of Jezzine, both at year-end. Both subsidiaries have long-term financing structures, linked to their rental assets and are separate from the head of the area, FCC Inmobiliaria.

2.2. Business performance. Environment

The information relating to the FCC Group's environmental policy is set out in greater detail in note 30 to the consolidated financial statements and in section 7 of the Non-Financial Information Statement.

The FCC Group carries out its activities on the basis of business commitment and responsibility, compliance with applicable legal requirements, respect for the relationship with its stakeholders and its ambition to generate wealth and social well-being.

Aware of the importance for the Group of preserving the environment and the responsible use of available resources, and in line with the vocation of service through activities with a clear environmental focus, the Group promotes and encourages the following principles throughout the organisation, on which the contribution to sustainable development is based:

- **Continuous improvement:** Promote environmental excellence by establishing objectives for the continuous improvement of performance, minimising the negative impacts of the Group's processes, products and services, and enhancing the positive impacts.
- **Monitoring and control:** establish environmental indicator management systems for the operational control of processes, which provide the necessary knowledge for monitoring, assessment, decision-making and communication of the Group's environmental performance and compliance with the commitments undertaken.
- **Climate change and pollution prevention:** Lead the fight against climate change through the implementation of processes with lower greenhouse gas emissions, and by promoting energy efficiency and renewable energies. Prevent pollution and protect the environment through responsible management and consumption of natural resources, and also by minimising the impact of emissions, discharges and waste generated and managed by the Group's activities.
- **Observation of the environment and innovation:** Identify the risks and opportunities of the activities in the face of the changing natural environment in order, among other things, to drive innovation and the application of new technologies, and also to generate synergies between the Group's various activities.
- **Life cycle of products and services:** enhancing environmental considerations in business planning, procurement of materials and equipment, and relations with suppliers and contractors.
- **The necessary participation of all parties:** promote the knowledge and application of environmental principles among employees and other stakeholders. Share experience in the most excellent practices with the different agents in order to promote alternative solutions to those currently in place, which contribute to the achievement of a sustainable environment.

2.3. Business performance. Personnel

Attached is a breakdown of the Group's headcount at the end of the year, by business area:

AREAS	2021			
	SPAIN	ABROAD	TOTAL	%/Total
Environment	33,909	7,643	41,552	70%
Water Management	6,701	3,117	9,818	16%
Construction	3,828	2,781	6,609	11%
Cement	809	240	1,049	2%
Concessions	50	71	121	0%

Central Services and Others	398	0	398	1%
TOTAL	45,695	13,852	59,547	100%

3. LIQUIDITY AND CAPITAL RESOURCES

Liquidity

In order to optimise its financial position, the Group maintains a proactive liquidity management policy with daily cash monitoring and forecasts.

The Group covers its liquidity needs through the cash flows generated by the businesses and through the financial agreements reached.

In order to improve the Group's liquidity position, active collection management is carried out with customers to ensure that they meet their payment commitments.

To ensure liquidity and meet all payment commitments arising from the business, the Group has cash flows as shown in the balance sheet (see note 17 to the consolidated financial statements) and detailed financing (see note 20 to the consolidated financial statements).

Note 30 to the consolidated financial statements sets forth the policy implemented by the Group to manage liquidity risk and the factors mitigating said risk.

Capital resources

The Group manages its capital to ensure that its member companies will be able to continue as profitable and solvent businesses.

As part of its capital management operations, the Group obtains financing through a wide range of financial products.

During the 2019 business year, two simple bonds were issued by FCC Servicios Medioambiente Holding, S.A.U. for an amount of 1,100 million euros; FCC Aqualia, S.A. had previously done the same in 2017.

In November 2018, FCC, S.A. registered a 300 million euros promissory notes programme, which was subsequently expanded to 600 million euros in March 2019. Since then, new funding facilities were also arranged in the form of credit facilities and bilateral loans. In 2020, FCC Servicios Medioambiente Holding, S.A.U. registered a promissory note programme which it renewed in 2021 for an amount of up to €400 million; it also has financing facilities in the form of credit facilities.

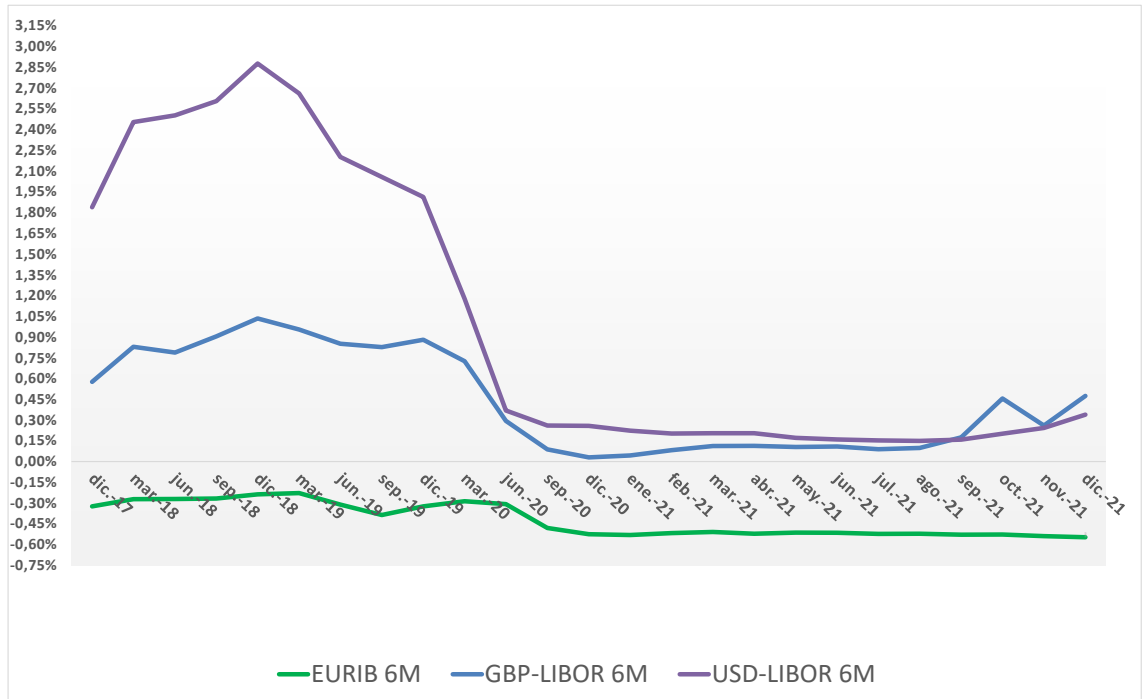
In addition, in 2021 Cementos Portland Valderrivas, S.A. has voluntarily and early repaid all of its syndicated financing for a total of €115.5 million and has contracted new bilateral financing facilities (note 20 of Non-current and current financial liabilities in the notes to the 2021 annual accounts).

These operations have made it possible to complete the process of debt reduction and financial reorganisation initiated five years ago and to continue with the policy of diversifying financing sources; all this contributing to achieving a much more stable and efficient capital structure, with

amounts, terms and financing costs suitable according to the nature of the different business areas.

In order to optimise the cost of capital resources, the Group maintains an active policy of interest rate risk management, constantly monitoring the market and taking different positions depending mainly on the assets financed.

The performance of interest rates in recent years is shown below.



This section is discussed in greater detail in note 30 to the consolidated financial statements.

4. MAJOR RISKS AND UNCERTAINTIES

4.1. Risk Management Policy and System

The Group Risk Management Model has been designed with the aim of identifying and assessing the potential risks that could affect the Group's different units, as well as establishing mechanisms incorporated into the organisation's processes that make it possible to manage risks within the accepted levels, providing the Board of Directors and Senior Management with reasonable assurance regarding the achievement of the main objectives defined. This model applies to all Group companies, as well as to those affiliates where has effective control, promoting the development of work frameworks that enable suitable risk control and management in those companies where effective control is not available.

This model is essentially based on the integration of a risk-opportunity vision and the assignment of responsibilities that, together with the segregation of duties, enable the follow-up and control of risks, consolidating a suitable control environment.

The activities included in the Group's Risk Management Model include the assessment of risks, including tax risks, in terms of impact and probability of occurrence, giving rise to Risk Maps, and subsequently the establishment of prevention and control activities to mitigate the effect of such risks. In addition, this Model includes the establishment of reporting flows and communication mechanisms at different levels, which allow both decision-making and its review and continuous improvement.

The system covers the risk scenarios considered, which have been classified into four groups: Operational, Compliance, Strategic and Financial.

The risk management duties and responsibilities at the different levels of the organisation are detailed in section E on the Risk Management and Control System of the Annual Corporate Governance Report.

4.2. Major risks and uncertainties

The Group operates worldwide and in different sectors and, therefore, its activities are subject to a variety of environmental, socio-economic environments and regulatory frameworks, as well as to different risks inherent to its operations and risks arising from the complexity of the projects in which it participates, which could affect the achievement of its objectives.

Details of the main strategic, operational and compliance risks that could affect the Group's activities, as well as a description of the systems used to manage and monitor them, can be found in section E of the Annual Corporate Governance Report, as well as in section 12.1 of the Non-Financial Information Statement.

With regard to financial risks, which are considered to be the changes in the financial instruments arranged by the Group due to political, market and other factors, and their repercussions on the financial statements, the risk management philosophy is consistent with the business strategy, seeking maximum efficiency and solvency at all times. To this end, strict financial risk control and management criteria have been established, consisting of identifying, measuring, analysing and controlling the risks incurred by the Group's operations, with the risk policy being correctly integrated into the Group's organisation. The financial risks to which the Group is exposed are discussed in greater detail in note 30 to the consolidated financial statements, in section E of the Annual Corporate Governance Report and in section 12.1 of the Non-Financial Information Statement

In addition, the Group is also subject to certain risks relating to environmental and social issues, the management of which is described in greater detail in sections 6.2 and 7 of the Non-Financial Information Statement.

5. ACQUISITION AND DISPOSAL OF OWN SHARES

On 28 July, the company reported that the Board of Directors, at its meeting held on 27 July, approved a Temporary stock buy-back programme, which will be closed on 30 September 2021. This programme is aimed at reducing FCC's share capital through the redemption of its own stock and it has the following characteristics: the maximum number of shares to be acquired under the Programme is 1.7 million and the maximum investment of the Programme was 20 million euros.

Subsequently, on 23 September, the Board of Directors agreed to extend the Temporary stock buy-back programme for an additional six-month period, which will end on 30 March 2022.

All in all, the treasury stock position at the end of the business year amounted to 2,410,758 shares, equivalent to 0,567% of the capital stock.

The acquisition and disposal of treasury shares carried out during the year are disclosed in Note 18 of the Notes to the consolidated financial statements.

6. SIGNIFICANT EVENTS OCCURRING AFTER THE END OF THE YEAR

On 2 February 2022, FCC Aqualia, S.A. acquired a 60% stake in Georgia Global Utilities JSC for USD 180 million, a water and renewable energy utility in Georgia. This acquisition is the first step in a global operation in which FCC Aqualia, S.A. will end up holding 80% of the water utilities business when a second phase of the agreement is completed, still subject to the fulfilment of suspensive conditions, which basically consists of the spin-off of the renewable energy business.

On 25 January 2022, FCC Aqualia, S.A. cancelled in advance the loan agreement for variable interest provisions amounting to 200,000 thousand Euros which was fully drawn down and in cash at 31 December 2021 (note 20). Also, on 25 January 2022, FCC Aqualia, S.A. signed a new loan agreement for variable interest provisions maturing on 31 March 2023 for the same amount. This new contract can be used for the Company's cash requirements and for the redemption of the GGU bonds mentioned above.

There have been no further significant events between the end of the reporting period and the date of authorisation of these financial statements.

7. OUTLOOK

The outlook for the performance of the Group's main business areas in 2022 is given below.

In the countries where the Environmental Services Area operates, the sector is undergoing a process of transformation, mainly due to the environmental requirements of each country derived from the European Directives (new opportunities based on the ambitious objectives set by the European Union in relation to the circular economy and climate change). The new services will focus on energy efficiency, urban mobility and smart cities.

Moderate growth is expected in Spain based on the start-up of new contracts already awarded. The entry into force of the new state waste tax is delayed until 2023, which implies stability in risk management activity. The contract renewal rate, which currently stands at over 90%, is expected to be maintained.

No significant changes are expected in the domestic market, the aim being focused on gradually replacing the linear production model with circular models (Plan PEMAR 2016-2022, España Circular 2030 [State Waste Framework Plan for Spain's Circular Economy]).

2.2.1. Europe

In Portugal, business opportunities related to soil decontamination activities and new urban sanitation contracts stand out.

The UK economic forecasts point to a return to the pre-pandemic GDP level by the end of 2021. Despite the uncertainty in the near future caused by the latest effects of COVID-19, the Office for Budget Responsibility (OBR) has estimated medium-term GDP growth of around 2% per year, based on the strength of the labour market and rising tax revenues. Regarding the environment, after leaving the EU, the UK not only shares the EU's circular economy objectives and recycling targets, but aims to be more ambitious than the EU in terms of household waste recycling rates and the portion of waste to landfill, as well as being more aggressive in the timing of implementation. In addition, the government has a draft "Environmental Law" with ambitious recycling targets, and with new aspects to monitor compliance, as well as the establishment in 2022 of a packaging tax, while supporting measures to reduce CO2 emissions. Given the nature of the sector, which is strongly conditioned by environmental legislation, FCC will continue to keep a close eye on legislative developments in these areas. The year 2021 has seen a recovery in the market and prices for recycled products, where the quality of the products remains essential for their commercialisation, although it will always be subject to some price volatility; the export of RDF (refuse derived fuels) to Europe has been suffering from trade barriers and the development of new treatment plants, a positive development for our UK division, which continues with its strategy of energy production through the waste treatment and disposal.

In Central and Eastern Europe, organic growth is expected in parallel with macroeconomic indicators (inflation and GDP) in each of the countries. A solid municipal and industrial customer base is maintained with the inclusion in 2022 of the collection and risk management contract in the Tyrol region (Austria) and the recovery of the collection and treatment contract in Zabrze (Poland). Recycling prices (especially paper and metals) are expected to remain at the high levels of 2021 and FCC has already been awarded several soil decontamination projects in the Czech Republic and Slovakia which are expected to be executed in the period 2022-2024.

In relation to the implementation of the business model, Austria is a mature and fully developed market while the other three most important countries, the Czech Republic, Slovakia and Poland, must gradually transform their business model, reducing volumes in landfills and increasing treatment and recycling activities in order to adapt to European Union directives. This process entails legislative changes that are already becoming visible (especially in Poland and Slovakia) and will require significant technological investments in the coming years in order to maintain a leading and competitive position in these markets (e.g. incinerators). A number of projects are already being analysed in each of these countries and could materialise in the short term.

2.2.2. USA

The Group has also begun to promote mechanical biological treatment plants in the USA, in line with new regulations that are beginning to make it mandatory in some states to minimise landfill

disposal. The group's significant experience at European and international level will bring considerable development in this business for FCC, which has a clearly differentiating experience in this technology compared to its usual competitors in the country.

Water

Expectations for 2022 are for an increasing recovery in the levels of activity that have been affected by the COVID-19 pandemic, fundamentally in the geographical areas where demand is most closely linked to tourism activity. In this regard, we expect a significant recovery in the Canary and Balearic Islands in the coming quarters to recover the volumes invoiced in 2019, This situation will be reinforced by the new contracts incorporated into the perimeter during 2021, and also by the maintenance of the high rates of renewal of contracts that Aqualia historically records on their expiry. This increase in revenues will lead to an improvement in results, reinforced by the continuation of cost optimisation actions.

By 2022, concessions in **Spain** in the area of end-to-end water cycle **service concessions** are expected to maintain renewal rates similar to 2021, i.e. above 90%. In terms of new procurement, several expiring contracts, currently operated by competitors, are expected to be tendered out. In addition, major water treatment works are expected to be tendered in Madrid and Palma de Mallorca.

With regard to Europe, in **Portugal**, prospects of a slight reactivation of the concession business is expected after the legislative elections held in 2019 and based on the high budget deficit of the Municipalities and the need for infrastructure investment. Similarly, a further proliferation of operation and maintenance contracts promoted by public companies belonging to Aguas de Portugal and inter-municipal companies is expected.

New public service delegation tenders are expected to be launched in **France** due to the expiry of the contractual term of one of the country's existing contracts.

In **Saudi Arabia**, tenders will be awarded for operation and maintenance contracts for water and sanitation services in the six regions into which the Saudi kingdom has been divided, before they are finally transformed into administrative concessions.

During 2022 Aqualia will consolidate the operation of the new contract to operate the Jizan desalination plant in **Saudi Arabia** and the operation of the Abu Rawash wastewater treatment plant in **Egypt**, the largest in Africa.

In LATAM, the 20-year operation period of the Guaymas IDAM (Sonora, Mexico) will begin, the contract for the end-to-end management improvement of Los Cabos (Baja California Sur) will start, as well as the operation of the El Realito aqueduct and the technical assistance period of the Salitre WWTP (**Colombia**) will end. In both countries, new concessions for desalination hydraulic infrastructure will be tendered in the states of Baja California and Sonora and for purification within the Bogotá river decontamination programme. Opportunities in end-to-end water cycle management will also be explored.

Finally, in **Peru**, we will continue with the preparation of the private initiatives represented as relevant for Aqualia, expecting the tendering of approximately 5 BOT purification contracts, and in the **USA**, the projects currently under study will be presented to their corresponding clients under the formula of "unsolicited proposals", for their assessment and, if accepted, for their subsequent execution. Market exploration will also continue with the aim of acquiring a growth platform for the country.

Construction

The Group focuses on the international market in countries and markets with a stable presence, and on the execution of projects with secured financing.

The search for contracts in the domestic and international markets is one of the Group's objectives, although this is done through demanding risk management that must provide access to a selective backlog of projects that ensure the company's profitability and cash flow generation.

Taking into account the above, it is estimated that in 2022, the turnover obtained in Spain will remain similar to that obtained in 2021.

The estimated 2022 foreign market turnover is expected to resemble 2021, with the development of major infrastructure projects obtained between 2019 and 2021 and the contribution of the markets in America (Mexico, Chile, Peru, Colombia) and Europe (the Netherlands, the United Kingdom and Romania).

Cement

During 2021, there has been a very significant increase in the cost of maritime freight and, above all, in the gas and electricity markets. These increases have been passed on as supply chain disruptions on the one hand, and on the other hand are the main source of inflationary pressures that have been passed on to virtually all products and services. The lack of visibility on the return to normality is very high.

On 17 December 2021, the Bank of Spain revised Spain's GDP growth for 2021 downwards to 4.5%, due to supply shortages, longer product delivery times, more expensive energy supplies and, finally, the OMICRON variant of COVID-19. For 2022 it forecasts growth of 5.4% with an unemployment rate of 14.2%, almost one point lower than expected for 2021. It is not until the end of 2022 that the Spanish economy will recover to pre-crisis levels caused by the COVID-19 pandemic.

According to estimates by the Association of Infrastructure Construction and Concession Companies (SEOPAN), official tenders up to November 2021 have increased by 80.2% compared to the same period in 2020. Building permits for new construction have increased by 22% and public procurement is estimated to grow by 36% compared to 2020. These increases are reflected in cement consumption, which reaches 14.9 Mt, 11% more than in 2020, equivalent to 1.5 million tonnes, according to data provided by the sector's employers' association, OFICEMEN. The same source also says that the market evolution in 2022 will close in a range of between 3% and +5%, exceeding 15 million tonnes. Domestic political instability in Tunisia is keeping consumption levels at low levels. By 2022, growth in the domestic market is estimated at 1.6% to reach 6 million tonnes, after closing 2021 at around 5.9 million tonnes, with a growth of 2.5% over 2020.

In this context, the Cementos Portland Valderrivas Group will continue to develop its cost containment and investment optimisation policies and to adapt all its organisational structures to the reality of the various markets in which it operates, with the aim of improving the generation of resources.

Real Estate

FCC Inmobiliaria's actions for 2022 are focused on the development of its three business lines in Spain:

Office and shopping centre rentals

- Business backed by the quality of the assets where most of the offices are located in prime areas, and also the group of shopping centres it owns, which are centres located in the urban centres of the cities.
- Sustained recurrence of revenues from Jezzine, the lessor of Caixabank's offices, whose lease expires in 2037.
- Assisting its property subsidiaries to adapt their buildings and business to new trends in efficiency and sustainability in the office and shopping centre market.
- Adapt the commercial relationship with tenants by adapting contracts to market requirements, such as flexibility of space, duration, etc.

Real Estate Development

- Maintenance of development activity at similar levels to last year, with the completion of projects in progress, as well as the start of new projects, with special attention to their profitability, and also to the viability of their commercialisation, bearing in mind the evolution of demand and the macro scenario of the Spanish economy, which are vital for development activities.
- Continue to manage the group's land portfolio, consolidating it as urban land, with the resulting increase in value and ensuring continuity in its development activity.
- Acquisition of new assets and/or land with a value path, either by management and/or by the market.

Rental housing

Continuation and development of the new rental development activity, where Realia will develop 2 new projects for the construction of 195 subsidised housing units (VPPL-VPPB) for rental in the municipality of Tres Cantos (Madrid), with a total planned investment of €42.9 million, of which €27.3 million is pending, with the possible acquisition or development of new land for the same purpose of residential rental housing. The Group continues to operate the Build to Rent (BTR) residential building of 85 homes in Tres Cantos (Madrid), at 31 December 2021 it has formalised rental contracts for 100% of the surface area,

8 RD&I ACTIVITIES

The Group's Research, Development and Innovation (RD&I) activities in 2021 were embodied by over 45 projects.

These projects seek to provide a response to the challenges of each business area while maintaining global coordination between the different business areas of the Group.

The activities of the different Business Areas and the main projects developed throughout 2021 are detailed below.

SERVICES

In the environmental services activity, we have continued with the development of projects started in previous years, such as:

- **VISION**
- **BICISENDAS**
- **INSECTUM**
- **B-FERTS**
- **DEEP PURPLE**
- **PLASMIX**
- **LIFE 4 FILM.**
- **H2020 SCALABLE TECHNOLOGIES FOR BIO-URBAN WASTE RECOVERY (SCALIBUR).**

In addition, new ones have been launched during 2021, which are summarised below:

- **VALOMASK:** The project involves the design and development of a sustainable management process for discarded face masks. Under the concept of moving from waste to products, this project aims to prevent tons of masks from ending up in landfills by means of a mechanical separation process in Waste Treatment Centres (WTC), recovery and bioconversion, obtaining bio-products that help to prevent the spread of COVID-19. Developing this new process will call for the generation of new knowledge on the behaviour of masks in risk management plants and a technological development pathway for the separation of plastics, and also a new approach to research in this field.
- **RECYGAS:** This project deepens research into waste gasification and makes it possible to use the clean synthetic gas obtained from the gasification process to initiate chemical synthesis routes (whose products would no longer have the status of waste) or its use in high-efficiency electricity generation cycles. The technology that the project incorporates would allow it to climb up the waste management hierarchy towards recycling.
- **EFFECTIVE SEALING SOLUTION FOR METALLIC MINING WASTE DUMPS TO CONTROL POTENTIALLY TOXIC ELEMENTS:** The technology to be implemented in this project is the experimental application, on a field scale, of a novel and effective sealing procedure for mining waste deposits, consisting of the installation of a multilayer physical barrier based on a proprietary technology already patented and tested in a pilot test on a small scale, but pending validation on a field scale, testing two different types of materials: Construction and demolition waste (CDW) and limestone waste from cuttings and excavations in mining activities.

In the field of specialised machinery for waste collection activities:

- **SPECIAL SIDE-LOADING VEHICLE:** Development of a new side-loading compactor collector vehicle, 2 metres wide (non-existent on the market), on a compressed natural gas chassis, also 2 metres wide and with a gross vehicle weight of 18 tonnes.

- **SPECIAL REAR-LOADING VEHICLE:** Development of a new rear-loading compactor collector of very small dimensions, bi-compartment of 10 m3 with pure electric propulsion and drive of the bodywork and auto-recharging system of batteries by CNG engine on special chassis, narrow of 2.2 meters wide and an MAM of 17 tonnes.

END-TO-END WATER MANAGEMENT

Aqualia's innovation is guided by European Green Deal policies to reduce the carbon footprint to zero, thanks to the transition to a circular economy with no environmental impact. The Innovation and Technology Department (ITD) develops new smart management tools and new proposals for sustainable services, supporting the company in achieving the United Nations Sustainable Development Goals (SDGs). Priorities are affordable, high-quality water and sanitation (SDG 6), an optimised energy balance (SDG 7) without affecting the climate (SDG 13) and contributing to sustainable production and consumption (SDG 12).

The projects highlighted in 2021 are listed below:

- **INTERCONECTA (FEDER) ADVISOR:** Aiming to achieve a circular economy in the agro-industrial activity of Guijuelo, and prevent the cost and impact of waste management in the meat industry, new recovery solutions have been demonstrated at the WWTP operated by Aqualia. By adapting co-digestion to slaughterhouse waste, with the validation of thermal pre-treatment and innovative control systems, the energy self-sufficiency of the treatment plant has been increased. Increased biogas production, and its enrichment with the ABAD Bioenergy® process, has made it possible to supply biomethane to service vehicles.

There was also a demonstration of the ELSAR process, a new anaerobic reactor with bio-electrochemical intensification, a patent shared with the University of Alcalá. In addition, the transformation of fatty waste into bioplastics has been assessed, and the fertiliser value of the by-products has been demonstrated in collaboration with farmers in the region.

- **H2020 SABANA:** Led by the University of Almeria, the consortium of eleven entities from five countries (including the Czech Republic and Hungary) includes three large companies: Aqualia, Westfalia (Germany) and the Italian food group Veronesi. The project has optimised the production of new biofertilisers and biostimulants from algae, and two biorefineries based on algae cultivation have been implemented in the WWTPs managed by Aqualia in Mérida (Badajoz) and Hellín (Albacete), totalling five hectares.
- **H2020 RUN4LIFE:** Led by Aqualia, a consortium of fifteen entities in seven countries has implemented new nutrient recovery concepts, based on the separation of grey and black water, in four demonstration sites (Sneek/Netherlands, Ghent/Belgium, Helsingborg/Sweden and Vigo/Spain). In the Vigo Free Trade Zone, Aqualia operates a membrane reactor (MBR) in an office building for greywater, which is reused in the toilets. The sewage is transformed into bioenergy in an anaerobic MBR. In effluents, various nutrient recovery options have been tested, followed by advanced oxidation to remove viruses and emerging pollutants to encourage reuse. A larger scale prototype installation has been prepared in Balaídos with effluent from the Citroën industrial complex.

At the other two demonstration sites, involving hundreds of new flats in Ghent and Helsingborg, grey and black water are separated, and organic kitchen waste is included in the anaerobic reactors. After the housing units were opened in 2020, and the energy and nutrient recovery facilities were commissioned, the service has been optimised through dialogue with the users, reducing water and energy consumption through decentralised management.

New vacuum toilets have been installed in some 30 houses in Sneek, with minimal water consumption, facilitating direct thermophilic digestion of sewage in a novel bioreactor that allows direct production of a fertiliser. An important task was the assessment of the effect of new fertilisers, verifying through greenhouse cultivation trials the quality and safety of effluents and by-products of the different nutrient recovery processes.

- **RIS3 RECARBÓN:** Financed by the Asturian agency IDEPA with FEDER funds, and led by the engineering company INGEMAS in Gijón with two local SMEs (Biesca and InCo), Aqualia supports the INCAR (Institute of Carbon Science and Technology) of the CSIC and the CTIC (Information and Communication Technology Centre) in the research of pollutant adsorption methods with regenerated activated carbon and bio-char. This sustainable and affordable adsorbent is assessed for biogas cleaning in the WWTPs of Chiclana, Lleida and Jerez, and also in the deodorisation of the Luarca and San Claudio WWTPs in Oviedo.

The bio-char is also being tested in new micropollutant adsorption units, for which Aqualia's accredited laboratory in Oviedo is developing advanced analysis methods, and new sensors are being validated to enable real-time monitoring at the El Grado WWTP and the Cabornio DWTP in Oviedo.

- **JPI MARADENTRO:** The project "Managed Aquifer Recharge: ADrEssiNg The Risks Of regenerated water" is led by the Institute of Environmental Assessment and Water Research in the European Horizon 2020 ERA-NETs Cofund WaterWorks 2018 programme, involving partners in France, Italy and Sweden, and examines soil as a tertiary risk management unit.

A 400 m² infiltration system is being built at the Medina del Campo WWTP for advanced risk management of treated water and its reuse in aquifer recharge, compared to conventional tertiary treatment. Scientific institutes develop system design and simulation tools to optimise the operation and costs of emerging pollutant removal.

- **H2020 SCALIBUR:** The project, led by the Itene technology centre, involves 21 partners from 10 countries and focuses on waste reduction and recovery on a European scale. With the participation of FCC Medio Ambiente, the project focuses on improvements to waste processing plants in Madrid, Lund (Sweden) and Rome (Italy) to recover resources and promote the circular economy.

Within this framework, Aqualia has implemented new sludge risk management at the Estiviel WWTP (Toledo), testing improvements in thickening and dual two-stage digestion, and simplifying sludge stabilisation without heated concrete structures. The project has facilitated first innovation activities at SmVaK in the Czech Republic to convert organic matter into by-products and bioenergy, and prototypes are being built at the Karviná WWTP.

- **BBI DEEP PURPLE:** Led by Aqualia and supported by thirteen partners from six countries, the project implements on a demonstration scale a new bio-refinery model, which integrates purple phototrophic bacteria (PPB) in anaerobic carousel-type systems. These bacteria use solar energy to treat wastewater without aeration, and transform the organic content of wastewater and municipal wastes into raw materials for biofuels, plastics, cellulose and new base materials in the chemical and cosmetics industry.

A first Aqualia prototype is operating at the Toledo-Estiviel WWTP, and a demonstration reactor 10 times larger is being built at the Linares WWTP. Parallel activities are prepared also at the SmVaK WWTP in the Czech Republic and another demonstration site is planned.

- **BBI B-FERST:** With Fertiberia as leader, and with ten partners from six different countries, Aqualia is involved in the development of new biofertilisers from urban wastewater and by-products from agri-food industries. The potential of raw materials recovered from municipal waste and effluents in the production of fertilisers in three countries (Spain, Italy and Czech Republic) is analysed. A struvite precipitation system has also been built at the Jerez WWTP to incorporate the phosphorus recovered in a new Fertiberia bio-based fertiliser demonstration plant in Huelva.
- **LIFE INTEXT:** The project to optimise low-cost wastewater treatment technologies in small towns is led by Aqualia, with the AIMEN and CENTA technology centres and the University of Aarhus in Denmark supporting SMEs in Germany, Greece and France. The aim is to minimise energy costs, carbon footprint and waste from wastewater treatment by providing ecologically and economically sustainable solutions for urban areas with less than 5,000 inhabitants. The demonstration platform of 16 technologies was started up at the Talavera WWTP, operated by Aqualia, which will allow a tailor-made offer to isolated urbanisations.
- **LIFE ULISES:** Three technology centres, CENTA, EnergyLab and CieSol of the University of Almeria, support Aqualia as coordinator to transform conventional WWTPs into "energy production factories", achieving energy self-sufficiency and eliminating their carbon footprint. Anaerobic pretreatment with the PUSH reactor, which has also been successfully assessed in two WWTPs in Portugal, has been implemented at the El Bobar WWTP in Almeria, operated by Aqualia. To improve the energy balance, digestion with hydrolysis is intensified to use biogas as a vehicle fuel with an ABAD BioEnergy refining system and a dispenser.
- **LIFE INFUSION:** After completing the Life Methamorphosis project at Ecoparc 2, the Barcelona Metropolitan Area (AMB) extended the operation of the pilots to prepare the designs for several new plants to recover resources from municipal solid waste. Together with the EureCat technology centre and the operator of Ecoparc2, EBESA, the leachate digestion system is optimised with Aqualia, AnMBR and ELAN technologies, with the addition of an ammonium stripping system from the Belgian SME Detricon. Two waste management entities, Cogersa in Asturias and AMIU in the region of Genoa/Italy are also participating to assess the options for implementing the solutions in their plants.
- **LIFE PHOENIX:** The Aqualia-led project, supported by the technology centres CETIM and CIESOL, optimises tertiary risk management to achieve the most ambitious objectives of the new European regulation on water reuse (EU 2020/741). In order to assess various effluents, from ADP in Portugal, the Almeria Provincial Council and the Guadalquivir River Basin Federation, several mobile plants are being built, one for physical-chemical treatment of 50 m³/h, another for advanced filtration of 30 m³/h, to be combined with various ultra- and nanofiltration membrane refining skids.

In addition, Newland's European subsidiary Entech is participating with O₃ ozone and UV ultraviolet modules, which enable advanced oxidation and disinfection. A sensor from the Dutch SME MicroLan for on-line microbiological measurements is also being tested.

- **LIFE ZERO WASTE WATER:** In a partnership with Canal Isabel II, the Aqualia-led project is installing a combined treatment unit at the Valdebebas WWTP for Urban Waste Water (UWWW) and the Organic Fraction of Solid Urban Waste (FORSU). It will feed an anaerobic reactor AnMBR of 50 m³/d, which will be followed by the ELAN in-line water process, allowing for a carbon neutral treatment footprint. The assessment will assess the management of FORSU at the municipal level, using the sewerage system to transport the mixture in a single stream.

In addition to the Universities of Valencia (co-holder of the AnMBR patent) and Santiago (co-holder of the ELAN patent) the Portuguese SME Simbiente is participating to develop an advanced management system, combined with on-line monitoring of microbiological quality by the Austrian SME VWS (Vienna Water Systems).

- **H2020 SEA4VALUE:** The EureCat technology centre coordinates fourteen partners from seven countries to recover resources from brine concentrated in seawater desalination plants (SWDP). With 100% EU funding, at least eight innovative technological solutions are still being developed at a basic scientific level. The aim is to enrich the most valuable components of seawater (lithium, caesium and rubidium) and to recover critical raw materials (magnesium, boron, scandium, gallium, vanadium, indium, molybdenum and cobalt) to a purity that allows them to be exploited on the market.

The technical and economic impact analysis foresees the implementation of pilot units in the various SWDPs operated by Aqualia, to reinforce Aqualia's Desalination Innovation Centre in Denia and to develop a new platform in Tenerife, adding the development of solutions for the valorisation of brine to the new desalination methods. Work is being done on the solar concentration of brine, selective precipitation of magnesium, obtaining chlorine dioxide, and optimising the remineralisation of permeate with micronised calcite, reducing CO2 consumption, turbidity and the size of the installation.

- **H2020 ULTIMATE:** In the Smart Water Economy call, Aqualia participates in two of the five selected consortia, which receive up to €15 million of EU support per project. In Ultimate, the Dutch technology centre KWR coordinates 27 partners implementing nine demonstrations of synergies between water utilities and industries.

At the Mahou WWTP in Lérida, operated by Aqualia, a fluidised anaerobic reactor (FBBR / Elsar) is being installed on an industrial scale, which will later be compared to an AnMBR to recover biomethane and feed a fuel cell. Yeast co-digestion is also being studied, together with support for another project partner, Aitasa in Tarragona, where Aqualia is building a new industrial effluent treatment plant.

- **H2020 REWAISE:** Of the five projects funded under the EU's Smart Water Economy programme, Aqualia leads the project with the largest business participation, as the twenty-four entities in the consortium include water companies from the UK (Severn Trent), Sweden (Vasyd) and Poland (AquaNet). Together with 7 SMEs and several universities in Croatia, Italy, Poland, Czech Republic, Sweden, and UK, new circular economy and digital management solutions are implemented in "living labs" including Aqualia's operations in Badajoz, Canary Islands, Denia or Vigo.

Rewaise reinforces Aqualia's strategic lines of technological development, with sustainable desalination and new membranes, the recovery of materials from brine, the reuse of wastewater and its transformation into energy and by-products, and the simulation of the operation and control of processes and networks to optimise service efficiency and water quality.

- **H2020 NICE:** The project, led by the technology centre CETIM with 14 partners from 9 countries, focuses on natural solutions for the purification and recovery of resources from wastewater, such as wetlands or green swamps. These options for sustainable cities will be implemented in a dozen sites, including Aqualia's facilities in Vigo, Talavera and Algeciras. The pilots integrate developments from SMEs and universities in Denmark, France, Italy and Sweden, and include actions with partners in Colombia and Egypt.

- **LIFE RESEAU:** The RESEAU project aims to increase the resilience of existing sanitation water infrastructure to the impact of climate change. The project led by Aqualia is participated by ITG (Fundación Instituto Tecnológico de Galicia) and VCS (VandCenterSyd AS) in Odense (Denmark). Sensors (for speeds, flow rates, etc.) will be installed in the sewerage network in Moaña (Pontevedra) to monitor and model its behaviour.

A 500 m³ aerobic granular reactor will also be built at the Moaña WWTP to treat up to 2,000 m³/d of wastewater. Compared to conventional activated sludge technology, this advanced biofilm system increases the biological treatment capabilities several times over, improving the WWTP's ability to react to flow variation and limiting the space requirements for its implementation. The environmental impact of the risk management process is also significantly reduced by reducing energy needs and avoiding greenhouse gas emissions.

A new European patent and one American patent was secured in 2021, as a PCT extension of European patents for the year 2020. Three trademarks and a utility model were also registered.

CONSTRUCTION

FCC Construcción promotes an active policy of technological development, constantly bringing innovation to its projects, with a strong commitment to research and development, sustainability and contribution to the quality of life of society as competitive factors. This innovation policy is coordinated with all other business areas of the Group.

The development and use of innovative technologies to carry out the works is an important contribution to added value and is a differentiating factor in today's highly competitive and internationalised market.

The three types of projects developed by FCC Construcción and its investee companies are: internal projects, projects with other companies in the Group and projects in collaboration with other companies in the sector or other related sectors, often with technology-based SMEs, which enables open innovation projects to be carried out with the participation of the value chain and occasionally in horizontal cooperation. In addition, the presence of universities and technology centres is essential in almost all projects.

In addition, the presence of universities and technology centres is essential in almost all projects.

Some of the projects are carried out in a consortium formed with Public Administrations, as is the case of the European Project LIFE **ZERO IMPACT**, Development and demonstration of an anti-bird strike tubular screen for High Speed Rail lines, in which the Administrator of Railway Infrastructures (Adif) participates. Contact has also been made with several town councils in Catalonia for the implementation of the pilot of a cycle lane of the "**BICISENDAS**" project.

The projects highlighted in 2021 are listed below:

- **ZERO IMPACT:** the project *Development and demonstration of an anti-bird strike tubular screen for High Speed Rail lines*, co-financed by the European Commission's "Life" programme, was conceived to design measures for protecting birdlife with anti-collision screens on High Speed Rail lines
- **ROBIM:** funded by the CIEN programme, financed by CDTI (Centro para el Desarrollo Tecnológico Industrial), and whose objective is an autonomous robotics for inspection and assessment of existing buildings with BIM integration with the development of an automated, active and multidisciplinary technology for inspection, assessment and diagnosis of the

composition and status of conservation and energy efficiency of the building envelopes of the built heritage, which facilitates obtaining accurate and sufficiently detailed information on the construction systems and pathologies and also a comprehensive analysis of the building.

- **REFORM2:** This project, presented to the Catalan Waste Agency, aims to recover the by-product (0/6 porphyry, a by-product originating from the generation of ballast and gravel) of quarry extraction by incorporating it into thermosetting and thermoplastic matrices for different applications.
- **BICISENDAS:** Within the CDTI's CIEN 2018 programme, the aim of which is to develop a Sustainable, Energy Self-Sufficient, Intelligent, Cleaner, Integrated and Safe cycle lane.
- **PIELEN:** As part of the Challenges-Collaboration programme, it aims to create an immersive 3D Homeostatic Architecture to create adaptive intelligent sensitive skin on Building Façades.
- **SAFE:** This project aims to develop an autonomous system for anchoring of maritime structures. This smart system makes it possible to reduce dependence on human resources, minimise risk, maximise efficiency and increase the safety of field manoeuvres.
- **STARPORTS:** From CDTI's ININTERCONECTA (Canary Islands) programme, it will develop a Distributed Wireless System for monitoring, prevention and action for Coastal Management. It consists of the development of a smart platform capable of providing detailed information on the state of any maritime infrastructure in real time. It is also intended to develop advanced sensor networks that can be integrated within the same infrastructure and allow significant and reliable data on the state of the infrastructure to be obtained.
- **RESALTO:** Approved by CDTI, it aims to research and develop sustainable road elements for speed reduction. There are three main research objectives: power generation, security signalling and connectivity with the environment.
- **SAFETY4D:** CDTI-approved project for developing an advanced and high performance process for occupational risk prevention in construction with implementation of the BIM methodology.
- **ONLYBIM:** Project of the regional programme of IDEPA of the Principality of Asturias whose objective is the development of a module for the design and execution of Non-Linear Works under BIM methodology.
- **GAUDI:** Approved in the call for collaborative projects of CDTI and which consists of the development of a Knowledge Management platform based on Artificial Intelligence algorithms and Content Curation techniques.
- **ACUSCOIN/ECO:** Developed by MATINSA and approved by CDTI, the aim of which is to research an acoustic emission system for assessing corrosion in reinforced concrete infrastructures.
- **DESIRE:** Developed by FCC Industrial and approved by CDTI, its objective is to develop a prototype of a basic RPAS simulator that, with the use of the software developed and the prototype of mixed reality glasses and the tracking system, complements the information presented to the RPAS pilot and the camera operator.
- **CYBERSEC:** Developed by FCC Industrial and approved by CDTI of the CIEN programme, this project entails research into various technologies, techniques, tools, methodologies and knowledge aimed at developing technological solutions for securing against cyber-attacks in

highly critical connected environments, such as Industry 4.0, Smart Cities or critical infrastructures.

- **SAIM:** Project developed by MATINSA and approved by CDTI, aiming to develop a new technological solution to aid environmental management of coastal areas that allows the ecological characterisation of the environment automatically and in real time using information from a new sensorised data collection system, a new satellite information processing algorithm and a new computational simulation model

Research, Development and Innovation (R&DI) is expressly contemplated in the Sustainability Management System under procedure PR/FCC-730. The company holds an RD&I Management System Certificate: RD&I Management System requirements based on Spanish-harmonised standard UNE 166002:2014, certified by AENOR, the Spanish Standardisation and Certification Association. The RD&I management system was certified for the companies MATINSA and FCC Industrial in 2021.

CEMENT

In 2021, the Cementos Portland Valderrivas Group continued as a leading partner in **BIORECO2VER**, a European R&D project that has been extended this year to cover the accumulated delays resulting from the COVID-19 pandemic.

This project aims to obtain alternative processes for the commercial-scale production of certain chemical products (such as isobutene or lactic acid) in a more sustainable way by capturing industrial CO2 emissions. The ultimate goal is to use this industrial CO2 as a raw material and to stop relying on fossil resources for the production of these products.

Technology partners LTU and Enobraq conducted several tests in 2021 on emissions that Cementos Portland Valderrivas provided the research consortium. These tests have produced conclusive results and it has not been necessary to organise further "in situ" emission gas captures.

The conclusions of the project will be presented during the first quarter of 2022.

9. OTHER RELEVANT INFORMATION. SHARE AND OTHER INFORMATION

9.1. Stock Market performance

	Jan. – Dec. 2021	Jan. – Dec. 2020
Closing price (€)	11.08	8.40*
Change in the period	31.9%	-16.3%
High (€)	11.40	11.56*
Low (€)	8.71	6.77*
Average daily trading (no. of shares)	69,303	74,593
Average daily trading (million euros)	0.7	0.7
Capital at end of period (million euros)	4,711	3,600
No. of shares circulating at closure	425,173,636	409,106,618

* 2021 Data adjusted for scrip dividend

9.2. Dividends

The Company's Board of Directors, at its meeting held on 29 June 2021, agreed to implement the agreement on the distribution of the scrip dividend adopted at FCC's General Shareholders' Meeting on 29 June 2021, in item 6 of the Agenda, in compliance with the terms and conditions agreed at the General Shareholders' Meeting. The holders of 98.18% of the free allocation rights opted to receive new shares, in recognition for their confidence in management and their capacity to execute the Group's value creation potential. Therefore, the paid-up capital increase was 16,067,018 shares; the total number of shares of the new capital stock was 425,173,636.

10. DEFINITION OF ALTERNATIVE PERFORMANCE MEASURES ACCORDING TO ESMA REGULATIONS (2015/1415en)

EBITDA

We define EBITDA as earnings from continuing operations before tax, results of companies accounted for using the equity method, financial result, depreciation and amortisation charges, impairment, gains or losses on disposals of non-current assets, subsidies, net changes in provisions and other non-recurring revenues and expenses. The reconciliation of EBITDA to the income statement headings is as follows

	Dec. 2021	Dec. 2020
Operating profit/(loss)	802.2	572.7
Amortisation of fixed assets and allocation of grants for non-financial and other assets	443.9	477.3
Impairment and gains/(losses) on disposal of fixed and non-current assets	-123.5	-6.9
Other gains/(losses)	4.0	4.4
EBITDA	1,126.6	1,047.5

EBIT

This corresponds to the operating profit/(loss) in the consolidated income statement presented in the accompanying consolidated financial statements.

BACKLOG

The Group uses the backlog as an additional accounting measure in certain areas of our businesses. We calculate the backlog for our Environment, Water and Construction business areas because these businesses are characterised by medium- and long-term contracts. Because of its typically short-term purchase cycle, we do not calculate backlog for our Cement business area.

As at any given date, the backlog reflects pending production, that is, amounts under contracts or client orders, net of taxes on production, less any amounts under those contracts or orders that have already been recognised as revenue. We value pending production according to the expected number of units at current prices as at the date of calculation. We include in backlog only amounts to which clients are obligated by a signed contract or firm order.

In the Environment area, we recognise the backlog for our waste management contracts only when the relevant contract grants us exclusivity in the geographical area where the plant, landfill or other facility is located.

In our Water business area, we calculate initial backlog on the basis of the same long-term volume estimates that serve as the basis for our contracts with clients and for the tariffs set in those contracts.

In our Construction business area, we recognise the backlog only when we have a signed contract with, or a firm order from, the end client.

Once we have included a contract in our backlog, the value of pending production under that contract remains in backlog until fulfilled or cancelled. However, we do adjust the values of orders in the backlog as needed to reflect price and schedule changes that are agreed with clients. For example, after the date of calculation, a price may increase or decrease as a result of changes in contractual production due to additional works to be performed. Due to a number of possible factors, we could fail to realise as revenue part or all of our calculated backlog with regard to a given contract or order. Our backlog is subject to adjustments and project cancellations and is, therefore, an uncertain indicator of future earnings.

In the Real Estate area, the FCC Group calculates the backlog as the amount of the collection corresponding to the sales of homes pending completion at year-end.

NET FINANCIAL DEBT

Net financial debt is defined as total gross financial debt (current and non-current) less current financial assets, cash and other current financial assets. The calculation of net debt is provided in note 30 to the consolidated financial statements.

VOLUNTARY TURNOVER RATE

Ratio of voluntary departures during the year to staff. Both voluntary departures and leaves of absence are considered to be low.

11. ANNUAL CORPORATE GOVERNANCE REPORT

The Annual Corporate Governance Report is available on the website of the National Securities Market Commission and on the issuer's website.

<https://www.cnmv.es/portal/Consultas/EE/InformacionGobCorp.aspx?TipoInforme=1&nif=A-28037224>

12. NON-FINANCIAL INFORMATION STATEMENT

**Auditor's Report on Information Relating to Internal
Control Over Financial Reporting (ICFR) of FOMENTO DE
CONSTRUCCIONES Y CONTRATAS, S.A. for the year
ended December 31, 2021**



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AUDITOR'S REPORT ON "INFORMATION RELATING TO THE INTERNAL CONTROL OVER FINANCIAL REPORTING (ICFR)"

(Translation of a report and the information relating to the internal control over financial reporting originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails).

To the Directors of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.:

As requested by the Board of Directors of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. (hereinafter, the Company) and our proposal letter of January 27, 2022, we have applied certain procedures in relation to the accompanying "ICFR disclosures" of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A for the year ended December 31, 2021, which summarizes the Company's internal control procedures in respect of its annual financial reporting.

The Board of Directors is responsible for adopting the appropriate measures in order to reasonably guarantee the implementation, maintenance, and supervision of an adequate internal control system as well as developing improvements to that system and preparing and establishing the content of the accompanying ICFR-related information.

It should be noted that irrespective of the quality of the design and operability of the internal control system adopted by the Company in relation to its annual financial reporting, it can only provide reasonable, rather than absolute assurance with respect to the objectives pursued, due to the inherent limitations to any internal control system.

In the course of our financial statement audit work and in keeping with Spain's Technical Auditing Standards, the sole purpose of our assessment of the Company's internal controls was to enable us to establish the scope, nature, and timing of the Company's financial statement audit procedures. Accordingly, our internal control assessment, performed in connection with the financial statement audit, was not sufficiently broad in scope to enable us to issue a specific opinion on the effectiveness of the internal controls over the annual financial disclosures that the Company is required to present.

For the purpose of issuing this report, we exclusively applied the specific procedures described below and indicated in the Guidelines on the Auditor's Report on Information Relating to The Internal Control Over Financial Reporting of listed companies, published by the Spanish National Securities Market Commission on its website, which establishes the work to be performed, the minimum scope thereof and the content of this report. Given that the scope of the abovementioned procedures performed was limited and substantially less than that of an audit carried out in accordance with generally accepted accounting principles, we have not expressed an opinion regarding its efficacy, design, or operational effectiveness regarding the Entity's 2021 financial data described in the accompanying ICOFR information. As a result, had we performed additional procedures to those stipulated in the abovementioned Guidelines or had we performed an audit or review of the internal controls over the annual financial disclosures that the Company is required to present, other matters might have come to our attention that would have been reported to you.



Furthermore, given that this special assignment neither constitutes a financial statement audit nor is it subject to prevailing audit regulations in Spain, we do not express an audit opinion in the terms provided for in said regulations.

The procedures performed were the following:

1. Read and understand the information prepared by the Company in relation to the ICFR -which is disclosed in the Annual Corporate Governance Report disclosure information included in the Directors' Report-and assess whether such information addresses all the required information which will follow the minimum content detailed in paragraph F, relating to the description of the ICFR, as per the model Annual Corporate Governance Report established by CNMV Circular nº 5/2013 of June 12, 2013 of the CNMV and subsequent amendments, the most recent being CNMV Circular nº 3/2021 of September 28 (hereinafter, the CNMV Circulars).
2. Making inquiries of personnel in charge of preparing the information described in point 1 above in order to: (i) obtain an understanding of the process followed in its preparation; (ii) obtain information which will allow us to assess whether the terminology used is adapted to the definitions provided in the reference framework definitions; (iii) obtain information on whether the control procedures described are implemented and in use by the Company.
3. Reviewing the explanatory documentation supporting the information detailed in item 1 above, including documents directly made available to those responsible for describing ICFR systems. This documentation includes reports prepared by the Internal Audit Department, senior management, and other internal and external experts in their role supporting the audit and control committee.
4. Comparing the information detailed in item 1 above with their knowledge of the Company's ICFR obtained through the external audit procedures applied during the annual audit of the financial statements.
5. Reading of the minutes taken at meetings of the board of directors, audit and control committee, and other committees of the Company to evaluate the consistency between the ICFR businesses transacted and the information detailed in item 1 above.
6. Obtaining a management representation letter in connection with the work performed, signed by those responsible for preparing and authorizing the information detailed in item 1 above.

The specific procedures carried out in respect of the Company's ICFR disclosures did not reveal any inconsistencies or incidents that could affect such disclosures.



This report was prepared exclusively under the scope of the requirements stipulated in article 540 of the Consolidated Text of Spain's Corporate Enterprises Act and the CNMV circulars on ICFR-related descriptions in listed companies' Annual Corporate Governance Reports.

ERNST & YOUNG, S.L.

(Signature on the original in Spanish)

Fernando González Cuervo

February 24, 2022

Audit Report on Consolidated Financial Statements
issued by an Independent Auditor

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. AND
SUBSIDIARIES

Consolidated Financial Statements and
Consolidated Management Report
for the year ended
December 31, 2022





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AUDIT REPORT ON CONSOLIDATED FINANCIAL STATEMENTS ISSUED BY AN INDEPENDENT AUDITOR

Translation of a report and financial statements originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails

To the shareholders of Fomento de Construcciones y Contratas, S.A.:

Audit report on the consolidated financial statements

Opinion

We have audited the consolidated financial statements of Fomento de Construcciones y Contratas, S.A. (the parent) and its subsidiaries (the Group), which comprise the consolidated balance sheet at December 31, 2022, the consolidated income statement, the consolidated statement of recognised income and expense, the total statement of changes in the consolidated equity, the statement of consolidated cash flow, and the notes thereto, for the year then ended.

In our opinion, the accompanying consolidated financial statements give a true and fair view, in all material respects, of consolidated equity and the consolidated financial position of the Group at December 31, 2022 and of its financial performance and its consolidated cash flows, for the year then ended in accordance with International Financial Reporting Standards, as adopted by the European Union (IFRS-EU), and other provisions in the regulatory framework applicable in Spain.

Basis for opinion

We conducted our audit in accordance with prevailing audit regulations in Spain. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

We are independent of the Group in accordance with the ethical requirements, including those related to independence, that are relevant to our audit of the consolidated financial statements in Spain as required by prevailing audit regulations. In this regard, we have not provided non-audit services nor have any situations or circumstances arisen that might have compromised our mandatory independence in a manner prohibited by the aforementioned requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our audit opinion thereon, and we do not provide a separate opinion on these matters.

Measurement of goodwill of Corporación Uniland

Description As explained in note 6 to the accompanying consolidated financial statements, "Goodwill" in the consolidated balance sheet as at 31 December 2022 included the goodwill arising from the cash-generating unit Corporación Uniland (CGU), in the Cement business, with a carrying amount of 29,593 thousand euros. Impairment of goodwill amounting to 196,288 thousand euros was recognized in 2022.

Group management tests goodwill for impairment at least at the end of each reporting period and recognises and impairment at the lower of recoverable amount, estimated on the basis of the present value of the expected future cash flows from the CGU to which it is allocated, and carrying amount.

The determination of recoverable amount requires Group management to make complex estimates using judgements to make the assumptions underlying those estimates.

Given the significance of the amount involved and the inherent complexity of the estimation process in determining the recoverable amount of goodwill, we determined this to be a key audit matter.

Disclosures on the measurement standards applied and key assumptions for determining the impairment of goodwill are provided in notes 3.b and 6.b to the consolidated financial statements.

Our response

In relation to this matter, our audit procedures included:

- ▶ Understanding the process designed by Group management to determine the recoverable amount of goodwill and assessing the design and implementation of the relevant controls in place in that process.
- ▶ Reviewing the model used by Group management to determine recoverable amount with the involvement of our valuation specialists and paying particular attention to the model's mathematical coherence and the reasonableness of the cash flow projections, discount rates and long-term growth rates. In conducting our review, we interviewed the persons in charge of preparing the model and used reliable external sources and other available information to cross-check the data used.
- ▶ Reviewing, retrospectively, the estimates made in previous periods to identify potential biases in the assumptions used by Group management.
- ▶ Reviewing the sensitivity analyses performed by Group management of the estimates made in determining recoverable amount to changes in the key assumptions made.
- ▶ Reviewing the disclosures made in the notes to the consolidated financial statements in conformity with the applicable regulatory financial reporting framework.

Recoverability of the deferred tax assets of the Spain Tax Group

Description As explained in note 23 to the accompanying consolidated financial statements, at 31 December 2022 the Group recognised deferred tax assets on the consolidated balance sheet for the Spain Tax Group amounting to 584,340 thousand euros.

According to the accounting policy described in note 3.q to the accompanying consolidated financial statements, the Group recognises deferred tax assets except in cases where there are reasonable doubts about their future recovery.

The assessment made to determine the recoverable amount of these assets requires Group management to make complex judgements regarding the estimates of the future taxable profit of the companies comprising the Spain Tax Group based on financial projections and business plans considering applicable tax laws and accounting standards.

Given the complexity inherent in management's projections of business performance to estimate future taxable profits of the companies comprising the Spain Tax Group and the significance of the amounts involved, we determined this to be a key audit matter.

Our response

In relation to this matter, our audit procedures included:

- ▶ Understanding the process designed by Group management to assess the recoverability of deferred tax assets and assessing the design and implementation of the relevant controls in place in that process.
- ▶ Assessing the reasonableness of the key assumptions used by Group management to estimate the period for recovering deferred tax assets, focusing on the economic, financial and tax assumptions used to estimate the future taxable profits of the Spain Tax Group based on budgets, business performance and historical experience.
- ▶ Assessing, with the involvement of our tax specialists, the key assumptions made by Group management regarding applicable tax laws.
- ▶ Assessing the sensitivity of the results to reasonably possible changes in those assumptions.
- ▶ Reviewing the disclosures made in the notes to the consolidated financial statements in conformity with the applicable regulatory financial reporting framework.

Recognition of revenue from long-term contracts in the Construction business area

Description As explained in note 3.s to the accompanying consolidated financial statements, performance obligations in the construction activity are satisfied over time, so revenue is recognised using the percentage of completion method.

The recognition of revenue from long-term construction contracts requires Group management to make significant estimates regarding, e.g. total contract costs to be incurred, estimated contract revenue and, where appropriate, the amount of contract modifications and claims relating to, e.g. the total costs to be incurred, the estimate of expected revenue and, where appropriate, the amount of contract modifications that will finally be accepted by the customer.

Given the significance of the amounts involved since this affects a large portion of total "Revenue" and the measurement of completed work pending certification recognised under "Trade and other receivables", which amounted to 333,215 thousand euros at 31 December 2022, and the complexity required to make these estimates, which requires Group management to make judgements in determining the assumptions used, which means changes in those assumptions could give rise to material differences in the amount of revenue recognised, we determined this to be a key audit matter.

Information on the applicable measurement standards and the disclosures for revenue are provided in notes 3.s and 26 to the accompanying consolidated financial statements.

**Our
response**

In relation to this matter, our audit procedures included:

- ▶ Understanding the process designed by Group management to recognise revenue, assessing the design and implementation of the relevant controls in place in that process, and verifying the operating effectiveness of those controls for the main components of the Group that have this type of contract.
- ▶ Selecting a sample of projects from the Group's main components with this type of contract, for which we obtained the related contracts to read and understand the most important clauses and their implications, and, e.g. budgets, internal assessments of revenue recognition, certifications, follow-up presentations on the execution of projects and amounts received.
- ▶ Assessing for these contracts the reasonableness of Group management's assumptions through meetings with technical staff and project managers, and analysing the reasons for deviations between originally planned and actual costs and their impact on estimated project margins.
- ▶ Assessing the reasonableness of estimates of completed work pending certification recognised as revenue at year-end, checking the status of negotiations of the main customer contracts, and reviewing the reasonableness of documents supporting the probability of recovery.
- ▶ Assessing the reasonableness of Group management's approach for recognising and measuring contract modifications and claims submitted, covering especially the estimate of amounts expected to be recovered and the probability of success.
- ▶ Reviewing the disclosures made in the notes to the consolidated financial statements in conformity with the applicable regulatory financial reporting framework.

Measurement of Investment properties and Inventories

Description At 31 December 2022, the Group recognised an amount of 2,122,854 thousand euros in the consolidated balance sheet under "Investment properties" related mainly to office buildings and shopping centres held to earn rentals or for capital appreciation, and 763,867 thousand euros under "Inventory" relating to land, developments in progress and other properties held for sale or inclusion in a real estate development.

Group management determines the fair value of investment properties on a half-yearly basis by reference to appraisals performed by independent experts to reflect current market conditions at year-end. It also determines whether an item of inventory is impaired by engaging independent experts to estimate the fair value of the main assets included in inventories.

Given the significance of the amounts involved and the complexity of the process used to identify indications of impairment and measure investment properties and inventories to determine recoverable amount for the purpose of assessing potential impairment, which requires Group management and independent experts to make significant estimates in applying judgements to determine the assumptions used (in particular, assumptions underlying estimated rents, discount rates and exit yields used for investment properties and, development, construction and marketing costs for inventories, and the periods used to estimate future cash flows from investment properties), we determined this to be a key audit matter.

Information on the measurement standards for investment properties and inventories is provided in note 3.j to the consolidated financial statements. Information on the approaches and main assumptions used in the valuations and sensitivity analyses is provided in notes 8 and 14 to the consolidated financial statements.

**Our
response**

In relation to this matter, our audit procedures included:

- ▶ Understanding the process designed by Group management to determine whether there are indications of impairment and to determine the recoverable amount of items of "Investment properties" and "Inventories", and assessing the design and implementation of the relevant controls in place in that process.
- ▶ Reviewing the appraisal models used by independent experts to determine recoverable amounts, with the involvement of our valuation specialists, covering especially, for a sample of the appraisals performed, the model's mathematical coherence, and assessing the reasonableness of the rents used and/or the peers used, the discount rates and exit yields for investment properties, and the development, construction and marketing costs and periods used to estimate the future cash flows associated with land held in inventories, and analysing the sensitivity analyses performed by independent experts, including the performance of valuation testing procedures, where necessary.
- ▶ Reviewing, for a sample of appraisals by independent experts, whether the rents used in the valuations take into account lease contracts in force.
- ▶ Reviewing the disclosures made in the notes to the consolidated financial statements in conformity with the applicable regulatory financial reporting framework.

Other information: consolidated management report

Other information refers exclusively to the 2022 consolidated management report, the preparation of which is the responsibility of the parent company's directors and is not an integral part of the consolidated financial statements.



Our audit opinion on the consolidated financial statements does not cover the consolidated management report. Our responsibility for the consolidated management report, in conformity with prevailing audit regulations in Spain, entails:

- a. Checking only that the consolidated non-financial statement and certain information included in the Annual Corporate Governance Report and in the Annual Directors' Remuneration Report, to which the Audit Law refers, was provided as stipulated by applicable regulations and, if not, disclose this fact.
- b. Assessing and reporting on the consistency of the remaining information included in the consolidated management report with the consolidated financial statements, based on the knowledge of the Group obtained during the audit, in addition to evaluating and reporting on whether the content and presentation of this part of the consolidated management report are in conformity with applicable regulations. If, based on the work we have performed, we conclude that there are material misstatements, we are required to disclose this fact.

Based on the work performed, as described above, we have verified that the information referred to in paragraph a) above is provided as stipulated by applicable regulations and that the remaining information contained in the consolidated management report is consistent with that provided in the 2022 consolidated financial statements and its content and presentation are in conformity with applicable regulations.

Responsibilities of the parent company's directors and the Audit and Control Committee for the consolidated financial statements

The directors of the parent company are responsible for the preparation of the accompanying consolidated financial statements so that they give a true and fair view of the equity, financial position and results of the Group, in accordance with IFRS-EU, and other provisions in the regulatory framework applicable to the Group in Spain, and for such internal control as they determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the parent company are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Audit and Control Committee is responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with prevailing audit regulations in Spain will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



As part of an audit in accordance with prevailing audit regulations in Spain, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ▶ Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit and Control Committee of the parent company regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit and Control Committee of the parent company with a statement that we have complied with relevant ethical requirements, including those related to independence, and to communicate with them all matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Audit and Control Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters.

We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.



Report on other legal and regulatory requirements

European single electronic format

We have examined the digital files of the European single electronic format (ESEF) of Fomento de Construcción y Contratas, S.A. and subsidiaries for the 2022 financial year, which include the XHTML file containing the consolidated financial statements for the year, and the XBRL files as labeled by the entity, which will form part of the annual financial report. The directors of Fomento de Construcción y Contratas, S.A. are responsible for submitting the annual financial report for the 2022 financial year, in accordance with the formatting and mark-up requirements set out in Delegated Regulation EU 2019/815 of 17 December 2018 of the European Commission (hereinafter referred to as the ESEF Regulation). In this regard, the Annual Corporate Governance Report and the Annual Directors' Remuneration Report have been incorporated by reference in the consolidated management report.

Our responsibility consists of examining the digital files prepared by the directors of the parent Company, in accordance with prevailing audit regulations in Spain. These standards require that we plan and perform our audit procedures to obtain reasonable assurance about whether the contents of the consolidated financial statements included in the aforementioned digital files correspond in their entirety to those of the consolidated financial statements that we have audited, and whether the consolidated financial statements and the aforementioned files have been formatted and marked up, in all material respects, in accordance with the ESEF Regulation.

In our opinion, the digital files examined correspond in their entirety to the audited consolidated financial statements, which are presented and have been marked up, in all material respects, in accordance with the ESEF Regulation.

Additional report to the Audit and Control Committee of the parent company

The opinion expressed in this audit report is consistent with the additional report we issued to the Audit and Control Committee of the parent company on February 23, 2023.

Term of engagement

The ordinary general shareholders' meeting held on June 2, 2020 appointed us as auditors of the Group for 3 years, commencing on December 31, 2021.

ERNST & YOUNG, S.L.
(Registered in the Official Register of
Auditors under No. S0530)

(Signature on the original in Spanish)

Fernando González Cuervo
(Registered in the Official Register of
Auditors under No. 21268)

February 24, 2023

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES (CONSOLIDATED GROUP)**

Financial statements

CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED BALANCE SHEET

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES**
at 31 December 2022 (in thousands of euros)

ASSETS

ASSETS	Notes	31/12/2022	31/12/2021
NON-CURRENT ASSETS		9,874,542	9,074,069
Intangible assets	6	2,342,148	2,445,233
Concessions	6 and 10	1,512,644	1,439,706
Goodwill		761,683	948,976
Other intangible fixed and non-current assets		67,821	56,551
Property, plant and equipment	7	3,496,804	2,862,556
Land and buildings		1,027,556	987,119
Plant and other items of property, plant and equipment		2,469,248	1,875,437
Investment property	8	2,122,854	2,069,187
Investments accounted for using the equity method	11	502,629	533,842
Non-current financial assets	13	910,567	604,020
Deferred tax assets	23	499,540	559,231
CURRENT ASSETS		5,407,999	5,168,089
Inventory	14	1,143,202	1,107,262
Trade and other receivables	15	2,409,262	2,277,734
Trade receivables for sales and services		2,020,809	1,845,214
Other loans		301,935	258,165
Current tax assets	23	86,518	174,355
Other current financial assets	13	221,252	184,365
Other current assets	15	58,745	63,203
Cash and cash equivalents	16	1,575,538	1,535,525
TOTAL ASSETS		15,282,541	14,242,158

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

CONSOLIDATED BALANCE SHEET

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES**
at 31 December 2022 (in thousands of euros)

LIABILITIES AND EQUITY

LIABILITIES AND EQUITY	Notes	31/12/2022	31/12/2021
EQUITY	17	4,938,993	4,440,665
Equity attributable to the Parent Company		3,387,882	3,007,094
Shareholders' equity		3,415,724	3,121,227
<i>Capital</i>		438,345	425,174
<i>Accumulated earnings and other reserves</i>		2,689,461	2,142,592
<i>Shares and equity interests</i>		(27,264)	(26,674)
<i>Profit for the year attributable to the Parent company</i>		315,182	580,135
Valuation adjustments		(27,842)	(114,133)
Non-controlling interests		1,551,111	1,433,571
NON-CURRENT LIABILITIES		6,046,615	5,565,941
Grants		202,864	192,185
Non-current provisions	18	1,141,750	1,167,340
Non-current financial liabilities	19	4,271,282	3,732,997
Debt instruments and other marketable securities		1,267,584	1,878,804
Bank borrowings		2,471,818	1,284,368
Other financial liabilities		531,880	569,825
Deferred tax liabilities	23	281,977	322,219
Other non-current liabilities	20	148,742	151,200
CURRENT LIABILITIES		4,296,933	4,235,552
Current provisions	18	148,074	147,874
Current financial liabilities	19	1,333,125	1,820,176
Debt instruments and other marketable securities		773,163	1,152,739
Bank borrowings		306,531	458,189
Other financial liabilities		253,431	209,248
Trade and other payables	21	2,815,734	2,267,502
Suppliers		1,232,393	1,072,129
Other payables		1,559,731	1,167,215
Current tax liabilities	23	23,610	28,158
TOTAL EQUITY AND LIABILITIES		15,282,541	14,242,158

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

CONSOLIDATED INCOME STATEMENT

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES**
at 31 December 2022 (in thousands of euros)

	Notes	31/12/2022	31/12/2021
Revenue	26	7,705,687	6,659,283
Self-constructed assets		74,137	53,323
Other operating income	26	288,480	247,999
Changes in finished goods and work in progress inventories		26,656	(13,631)
Procurements	26	(3,004,337)	(2,476,145)
Staff costs	26	(2,238,733)	(2,040,229)
Other operating expenses		(1,540,539)	(1,304,013)
Depreciation of fixed and non-current assets and allocation of grants for non-financial fixed and non-current assets, and other assets	6, 7 and 8	(511,989)	(443,936)
Impairment and gains/(losses) on disposal of fixed assets	26	(174,895)	123,577
Other gains/(losses)	26	(13,941)	(4,018)
OPERATING PROFIT/(LOSS)		610,526	802,210
Financial income	26	45,148	24,819
Financial expenses	26	(164,240)	(135,321)
Other financial profit/(loss)	26	29,605	57,519
FINANCIAL GAINS/(LOSSES)		(89,487)	(52,983)
Profit/(loss) of entities valued using the equity method	26	29,614	58,233
PROFIT/(LOSS) BEFORE TAX FROM CONTINUING OPERATIONS		550,653	807,460
Corporate income tax	23	(72,723)	(130,180)
PROFIT/(LOSS) FOR THE YEAR FROM CONTINUING OPERATIONS		477,930	677,280
CONSOLIDATED PROFIT/(LOSS) FOR THE YEAR		477,930	677,280
Profit/(loss) attributable to the Parent		315,182	580,135
Profit attributable to non-controlling interests	17	162,748	97,145
EARNINGS PER SHARE (euros)	17		
Basic		0.73	1.40
Diluted		0.73	1.40

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

CONSOLIDATED STATEMENTS OF RECOGNISED INCOME AND EXPENSE

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES**
at 31 December 2022 (in thousands of euros)

	31/12/2022	31/12/2021
CONSOLIDATED PROFIT/(LOSS) FOR THE YEAR	477,930	677,280
Other comprehensive income - Items that are not reclassified to profit/(loss) for the period	2,839	7,002
Actuarial profits and losses (*)	3,803	8,066
Tax effect	(964)	(1,064)
Other comprehensive income - items that can subsequently be reclassified to profit/(loss) for the period	144,801	203,643
Financial assets at fair value with changes in other comprehensive income	6,147	(26)
Valuation gains/(losses)	6,133	-
Amounts transferred to the income statement	14	(26)
Cash flow hedges	64,330	23,086
Valuation gains/(losses)	60,182	28,841
Amounts transferred to the income statement	4,148	(5,755)
Translation differences	55,424	65,569
Valuation gains/(losses)	55,424	65,569
Amounts transferred to the income statement	-	-
Participation in other comprehensive profit recognised by investments in joint ventures and associates	34,040	122,983
Valuation gains/(losses)	33,629	18,049
Amounts transferred to the income statement	411	104,934
Tax effect	(15,140)	(7,969)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	625,570	887,925
Attributable to the Parent	409,501	755,291
Attributable to non-controlling interests	216,069	132,634

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

(*) Amounts that under no circumstances will be charged to the statement of profit and loss.

TOTAL STATEMENT OF CHANGES IN THE CONSOLIDATED EQUITY

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES**
at 31 December 2022 (in thousands of euros)

<i>Notes</i>	<i>17.a</i>	<i>17.b</i>	<i>17.c</i>	<i>17.d</i>	<i>17</i>	<i>17.II</i>	<i>Total Equity</i>			
	Share capital	Accumulated earnings and other reserves	Interim dividend	Shares and equity interests	Profit/(loss) for the year attributed to the Parent Company	Other equity instruments	Valuation adjustments	Equity attributable to shareholders of the Parent	Non-controlling interests	Total Equity
Equity as at 31 December 2020	409,107	1,910,738	-	(18,012)	262,179	-	(275,699)	2,288,313	620,381	2,908,694
Total income and expenses for the year		11,364			580,135		163,792	755,291	132,634	887,925
Transactions with shareholders or owners	16,067	(25,788)	-	(8,662)	-	-	-	(18,383)	(42,530)	(60,913)
Capital increases/(reductions)	16,067	(16,157)						(90)	(437)	(527)
Distribution of dividends		(9,631)						(9,631)	(42,093)	(51,724)
Transactions with treasury shares or equity instruments (net)				(8,662)				(8,662)		(8,662)
Other changes in equity		246,278			(262,179)		(2,226)	(18,127)	723,086	704,959
Equity as at 31 December 2021	425,174	2,142,592	-	(26,674)	580,135	-	(114,133)	3,007,094	1,433,571	4,440,665
Total income and expenses for the year		7,496			315,182		86,823	409,501	216,069	625,570
Transactions with shareholders or owners	13,171	(41,864)	-	(590)	-	-	-	(29,283)	(59,646)	(88,929)
Capital increases/(reductions)	14,871	(14,871)						-	70	70
Distribution of dividends		(10,783)						(10,783)	(59,716)	(70,499)
Transactions with treasury shares or equity instruments (net)	(1,700)	(16,210)		(590)				(18,500)		(18,500)
Other changes in equity		581,237			(580,135)		(532)	570	(38,883)	(38,313)
Equity as at 31 December 2022	438,345	2,689,461	-	(27,264)	315,182	-	(27,842)	3,387,882	1,551,111	4,938,993

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

STATEMENT OF CONSOLIDATED CASH FLOWS (INDIRECT METHOD)

FOMENTO DE CONSTRUCCIONES Y CONTRATAS,
S.A.
AND SUBSIDIARIES
at 31 December 2022 (in thousands of euros)

	Notes	31/12/2022	31/12/2021
Profit/(loss) before tax from continuing operations		550,653	807,460
Adjustments to profit or loss		668,929	203,866
Amortisation and depreciation	6, 7 and 8	522,201	452,267
Impairment and gains/(losses) on disposal of fixed assets	6, 7 and 26	174,895	(123,577)
Other adjustments to profit/(loss) (net)	26	(28,167)	(124,824)
Changes in working capital	15	285,270	(167,910)
Other cash flows from operating activities		40,987	(97,170)
Dividend collections		40,248	38,431
Collections/(Payment) for income tax		739	(135,601)
TOTAL CASH FLOWS FROM OPERATING ACTIVITIES		1,545,839	746,246
Payments due to investments		(1,062,055)	(557,923)
Group companies, associates and business units		(286,413)	(147,897)
Property, plant and equipment, intangible assets and real estate investments	6, 7 and 8	(622,914)	(387,392)
Other financial assets		(152,728)	(22,634)
Proceeds from disposals		51,512	568,619
Group companies, associates and business units		19,086	478,022
Property, plant and equipment, intangible assets and real estate investments	6, 7 and 8	20,619	52,224
Other financial assets		11,807	38,373
Other cash flows from investing activities		72,498	182,386
Interest received		29,292	13,050
Other collections/(payments) from investing activities		43,206	169,336
TOTAL CASH FLOWS FROM INVESTMENT ACTIVITIES		(938,045)	193,082
Proceeds from and payments for equity instruments	17	(39,429)	(200,929)
Issue/(redemption)		(331)	(524)
(Acquisition)/disposal of own shares		(39,098)	(200,405)
Proceeds from (payments on) financial liabilities	19	(333,882)	(269,321)
Issuance		2,341,595	1,125,829
Repayment and amortisation		(2,675,477)	(1,395,150)
Dividends paid and payments on equity instruments	5	(73,177)	(63,150)
Other flows from financing activities		(120,708)	(94,327)
Interest paid		(123,682)	(99,105)
Other collections/(payments) from financing activities		2,974	4,778
TOTAL CASH FLOWS FROM FINANCING ACTIVITIES		(567,196)	(627,727)
EFFECT OF VARIATIONS IN EXCHANGE RATES		(585)	1,815
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		40,013	313,416
Cash and cash equivalents at the start of the period	16	1,535,525	1,222,109
Cash and cash equivalents at the end of the period	16	1,575,538	1,535,525

The accompanying Notes 1 to 32 and Annexes I to V form an integral part of the consolidated financial statements, jointly forming the 2022 consolidated income statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES
at 31 December 2022**

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1. GROUP ACTIVITY

The FCC Group comprises the parent company Fomento de Construcciones y Contratas, S.A. and a group of national and international investee companies.

Company identification data

Name of the reporting entity or other means of identification	Fomento de Construcciones y Contratas, S.A.
Legal form of the entity	Public Limited Company (In Spain: Sociedad Anónima)
Address of the entity's registered office	C. Balmes 36, 08007 Barcelona, Spain
Address of the entity	Avenida Camino de Santiago 40, 28050, Madrid, Spain
Country of incorporation	Spain
Main place of business	Spain
Name of the parent company	Control Empresarial de Capitales, S.A. de C.V.
Name of the controlling parent of the group	Control Empresarial de Capitales, S.A. de C.V.
Changes to the name of the reporting entity	No changes have occurred this year

The Group operates in the following business areas:

- **Environmental Services.** Services related to urban sanitation, industrial waste management, green space conservation, including both construction and operation of treatment plants, and energy recovery from waste. This includes concession agreements related to environmental services.
- **End-to-end Water Management.** Services relating to the end-to-end water cycle: collection, purification and distribution of water for human consumption; sewage collection, filtration and purification; design, construction, operation and maintenance of water infrastructure for municipal, industrial, agricultural services etc. Concession agreements related to the integral water cycle are also included.
- **Construction.** Specialised in the construction of infrastructure, buildings and similar facilities: motorways, highways, roads, tunnels, bridges, hydraulic works, ports, airports, urban developments, housing, non-residential building, lighting, industrial climate control installations, environmental restoration, etc.
- **Real Estate.** Dedicated to the promotion of housing and the rental of offices, commercial premises and residential properties.
- **Cement.** Dedicated to the operation of quarries and mineral deposits, manufacture of cement, lime, gypsum and prefabricated derivatives, and also to the production of concrete and mortar.
- **Concessions.** Mainly includes concession agreements related to the operation of motorways, tunnels and other similar infrastructures and urban tramways.

International activities account for approximately 45% (41% in 2021) of the FCC Group's turnover, mainly in Europe, Latin America, the Middle East and the United States.

2. BASIS OF PRESENTATION AND BASIS OF CONSOLIDATION OF THE CONSOLIDATED INCOME STATEMENT

a) Basis of presentation

The accompanying financial statements and the notes thereto that comprise this Report and which make up these consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) adopted by the European Union at the closing date, in accordance with Regulation (EC) No. 1606/2002 of the European Parliament and of the Council of 19 July 2002, and all the implementing provisions and interpretations.

The 2022 consolidated financial statements of the FCC Group have been formulated by the Board of Directors of Fomento de Construcciones y Contratas, S.A. and will be presented for approval by the General Shareholders' Meeting. However, no amendments are expected as a result of the fulfilment of said requirement. The 2021 consolidated financial statements were approved by the General Shareholders' Meeting of Fomento de Construcciones y Contratas, S.A., held on 14 June 2022.

These consolidated financial statements of the FCC Group show the faithful image of the equity and the financial situation as at 31 December 2022 and 2021, as well as the results of the operations, changes in equity and consolidated cash flows that occurred in the Group during those years.

The consolidated financial statements of the FCC Group have been prepared from the accounting records of Fomento de Construcciones y Contratas, S.A. and its investee companies. These records, in accordance with the procedures and operating systems established in the Group, justify and support the consolidated financial statements prepared in accordance with current international accounting regulations.

In order to uniformly present the various items composing these consolidated financial statements, accounting standardisation criteria were applied to the individual financial statements of the companies included in the scope of consolidation. In 2022 and 2021, the reporting date of the financial statements of the companies included in the scope of consolidation was the same as that of the Parent, i.e. 31 December.

The consolidated financial statements are expressed in thousands of euros.

Reclassifications made

There were no significant reclassifications in business years 2022 and 2021.

Rules and interpretations issued but not in force

The Group intends to adopt standards, interpretations and amendments to standards issued by the IASB, which are not mandatory in the European Union, when they become effective, if applicable to it. Although the Group is currently analysing its impact, based on its analysis to date, it believes that its initial application will not have a significant impact on its consolidated financial statements.

Significant rules and interpretations applied in 2022

The standards and interpretations applied in the preparation of these consolidated financial statements are the same as those applied in the consolidated financial statements for the year ended 31 December 2021, as none of the standards, interpretations or amendments that are applicable for the first time in this financial year have had a significant impact on the Group's accounting policies.

b) Basis of consolidation

Subsidiaries

The consolidation is carried out using the global integration method for the subsidiaries indicated in Annexe I, in which Fomento de Construcciones y Contratas, S.A. exercises control, that is, when it has the power to direct its relevant activities, it is exposed to variable returns as a result of its participation in the investee and has the ability to exercise said power to influence its own returns, directly or through other companies controlled by it.

The value of the participation of non-controlling shareholders in equity is presented under the heading "Non-controlling interests" of the liability side of the accompanying consolidated balance sheet and the participation in the profit/(loss) is presented under the heading "Profit attributed to non-controlling interests" of the accompanying consolidated income statement.

Where appropriate, goodwill is determined in accordance with the provisions of Note 3.b) of this Report.

Joint agreements

The Group develops joint agreements through participation in joint ventures jointly controlled by one of more of the FCC Group companies with other companies outside the Group (note 11), as well as through participation in joint operations, temporary joint ventures and other similar entities (note 12).

The Group applies its professional judgement to evaluate its rights and obligations over joint agreements taking into account the financial structure and legal form of the agreement, the terms agreed by the parties and other relevant facts and circumstances to evaluate the type of joint agreement. Once such an analysis has been carried out, two types of joint agreements are distinguished:

- a) Joint operation: When the parties hold rights over the assets and obligations over the liabilities.
- b) Joint business: When the parties hold only rights over the net assets.

In accordance with IFRS 11 "Joint agreements", participations in joint ventures are integrated according to the equity method and are included in the accompanying consolidated balance sheet under the heading "Investments accounted for using the equity method". These companies' participation in the net income of the business year is included under the heading "Profit/(loss) of entities valued using the equity method" of the accompanying consolidated profit and loss statement.

The joint operations, mainly in the Construction and Environmental Services activities that mostly take the form of temporary joint ventures and other similar entities, have been integrated in the attached consolidated accounts based on the percentage of participation in assets, liabilities, income and expenses derived from the operations carried out by them, eliminating the reciprocal balances in assets and liabilities, as well as the income and expenses not incurred against third parties.

Annexe II lists the business jointly controlled with third parties outside the Group and Annexe V lists the joint operations carried out with third parties outside the Group, mainly through temporary joint ventures and other entities with similar characteristics.

Associates

The companies listed in Annexe III, in which Fomento de Construcciones y Contratas, S.A. does not exercise control but has significant influence, are included in the accompanying consolidated balance sheet under the heading "Investments accounted for by applying the equity method", integrated using said method. These companies' contribution to the net income for the year is included under the heading "Profit/(loss) of entities valued using the equity method" of the accompanying consolidated income statement.

Transactions between Group companies

In transactions between consolidated companies, the profit/(loss) of internal operations are eliminated, being deferred until they are made against third parties outside the Group. This elimination does not apply in the "Concession agreements" since the result is considered to be realised against third parties (note 3.a).

Group work on its own fixed and non-current assets is measured at production cost, eliminating the intra-group profit/(loss).

Reciprocal credits and debits have been eliminated from the consolidated financial statement, as well as internal income and expenses from the collection of the subsidiaries that are consolidated.

Changes in the scope of consolidation

Annex IV shows the changes made in 2022 in all consolidated companies using global integration and the equity method. The profit/(loss) of these companies are included in the consolidated income statement as from the effective acquisition date or until the effective disposal or derecognition date, as appropriate.

The heading "Change in scope" in the corresponding notes to this Report shows the effect of the additions and derecognitions of companies from the scope of consolidation. Additionally, Note 4 of this Report "Changes in the scope of consolidation", shows the most significant inputs and outputs of said scope.

3. ACCOUNTING POLICIES

The accounting policies applied to the consolidated financial statements of the FCC Group are detailed below:

a) Service Concession Arrangements

Concession contracts involve agreements between a granting public entity and FCC Group companies to provide public services such as water distribution, filtration and sewage treatment, landfill management, motorways and tunnels, etc. by operating the infrastructure. Meanwhile, revenue from providing the service may be received directly from the users or, sometimes, through the concession grantor itself, which regulates the prices for providing the service.

The concession right generally means that the concession operator has an exclusive right to provide the service under the concession for a given period of time, after which the infrastructure assigned to the concession required to provide the service is returned to the concession grantor, generally for no consideration. Concession contracts are required to provide for the management or operation of this infrastructure. Likewise, a common characteristic is the existence of obligations to acquire or build all the items required to provide the concession service over the contract term.

When the above conditions are met, said concession contracts are registered by the provisions of IFRIC 12 "Service Concession Arrangement". In general, there are two clearly differentiated phases, the first one in which the concessionaire provides construction or improvement services that are recognised according to the degree of progress, with a counterpart in an intangible or financial asset, and a second phase in which a series of maintenance or operation services are provided for the aforementioned infrastructure. In both cases, income is recognised in accordance with the provisions of IFRS 15 "Revenue from contracts with customers" (note 3.s).

An intangible asset is recognised when the demand risk is borne by the concessionaire and a financial asset is recognised when the demand risk is borne by the concession grantor, since the concessionaire has an unconditional contractual right to receive the proceeds of the construction or upgrade services. These assets also include the amounts paid in relation to the fees for the award of the concessions.

There may be mixed situations in which the demand risk is shared between the concessionaire and the grantor.

For concessions classified as intangible assets, provisions for dismantling, removal or restoration and any steps to improve and increase capacity, the revenue from which is envisaged in the initial contract, are capitalised at the start of the concession and the amortisation of these assets and the discounting of such provisions are recognised in profit or loss. Also, provisions to replace and repair the infrastructure are systematically recognised in profit or loss as the obligation is incurred.

Borrowing costs attributable to infrastructure financing are recognised as an expense in the period, capitalising, only in the intangible asset model, those that accrue during the construction phase and until the related infrastructure is put to use.

The amortisation of these intangible assets is carried out according to the consumption pattern, understanding as such the performance and best estimation of the production units in each of the different activities. The Group's most important concession businesses are in the water supply and sanitation business, which depreciates its assets based on water consumption, which, in general, remains constant over time due, on the one hand, to a reduction in water consumption as a result of water saving policies and, on the other hand, to an increase in water consumption as a result of population growth; in the environmental services business, mainly waste recycling and energy recovery plants, which are depreciated on the basis of the tonnes treated; and in the concessions business, mainly toll roads and motorways, which are depreciated on the basis of traffic. The amortisation is completed in the concession period, which is generally between 25 and 50 years.

Concession arrangements recognised as financial assets are measured at the fair value of the construction or upgrade services rendered. In accordance with the amortised cost method, the corresponding income is recognised in profit or loss as revenue based on the effective interest rate resulting from forecasts of the concession's cash flows and payments. Finance expenses arising from the financing of these assets are classified under "Financial expenses" in the consolidated income statement. As stated above, for the provision of maintenance or operating services, income and expenses are allocated to profit/(loss) in accordance with IFRS 15 "Revenue from contracts with customers".

b) Business combinations and goodwill

The assets and liabilities of the companies and subgroups over which control is acquired are recognised in the consolidated balance sheet at their fair value together with the related deferred taxes. However, in accordance with regulations, the initial measurement of the assets and liabilities and their allocation to the various headings may be reviewed within the twelve months following the acquisition date, should it be necessary to consider new data.

The date of inclusion in the scope of consolidation is the date on which effective control of the company is obtained, which normally coincides with the acquisition date.

Goodwill is recognised as the positive difference between (a) the sum of the fair value of the consideration transferred as a result of the acquired interest, the amount of the non-controlling interests and the fair value at the date on which control over these interests is acquired when control is obtained in stages, and (b) the fair value of identifiable assets and liabilities.

When the difference obtained according to the previous paragraph is a negative amount, a bargain purchase occurs. In these situations, the Group reviews the identification and assessment of the assets and liabilities acquired and if this difference is confirmed, it is recognised as a positive result in the year under "Impairment and gains/(losses) on disposals of fixed assets".

In general, non-controlling interests are valued by the proportional part of the fair value in the assets and liabilities of the acquired company.

If control over a business combination is achieved in stages, the difference between the fair value at the time control over the preceding interest is obtained and the carrying amount of that interest is recognised in profit/(loss).

Once control is obtained over an investee, and until that control is lost, the difference between the amount of any additional equity interest acquired or sold and its carrying amount is accounted for in equity.

Goodwill is not amortised. However, it is tested for impairment at least at each balance sheet date, in order to recognise it at the lower of its recoverable value, estimated on the basis of expected cash flows, or acquisition cost, less any prior years' impairment losses. The accounting policies used to determine impairment are detailed in section f) of this note.

c) Intangible assets

Except as indicated in the two previous sections of this note regarding the agreements for the concession of services and goodwill, the other intangible assets contained in the accompanying financial statements are valued at their acquisition cost. These intangible assets include investments related to operating contracts and licences, rights to build and software applications.

Such registered intangible assets have a finite useful life. Amortisation is carried out during its useful life, which is generally between 20 and 35 years, that is, the period during which it is estimated that they will generate income, using the linear method, except when the application of the consumption pattern reflects its depreciation more faithfully. Software applications are generally amortised within a period of 5 to 10 years.

d) Property, Plant and Equipment

Property, plant and equipment are recorded at their cost price (updated, where appropriate, with various legal provisions prior to the date of transition to IFRS), less accumulated depreciation and any loss due to impairment of recognised value. The cost of those assets includes the estimated present value of their dismantling or the withdrawal of the affected items and, in those cases in which they have been acquired through business contributions as stated in section b) of this note, they are initially recognised at their fair value on the acquisition date.

The work carried out by the Group for its fixed and non-current assets is valued at production cost.

Conservation and maintenance expenses that do not involve an extension of the useful life or productive capacity of the corresponding assets are charged to the profit/(loss) of the year in which they are incurred.

When the construction and commissioning of fixed and non-current assets require a period of long construction, the interests derived from their financing accrued during said period are activated.

Companies depreciate their fixed and non-current assets following the linear method, distributing the cost thereof between the following years of estimated useful life:

Natural resources and buildings	25-100
Plant, machinery and transport items	5-30
Furniture and tools	7-12
Other fixed and non-current assets	5-10

However, some contracts may have terms shorter than the useful life of the related fixed and non-current assets, in which case they are depreciated over the term of the contract.

The residual value, useful life and depreciation method applied to the Group's PP&E are reviewed periodically to ensure that the depreciation method used reflects the pattern in which the revenue deriving from operating the property, plant and equipment. This review is carried out through an in situ evaluation and technical analysis, taking into account their current conditions and estimating the remaining useful life of each asset, based on their ability to continue providing the functionalities for which they were defined. Subsequently, these internal analyses are compared against third parties outside the Group, such as manufacturers, installers, etc. to ratify them.

The companies periodically assess, at least at the end of each reporting period, whether there is any indication of impairment of an asset or group of assets in order to proceed, where appropriate, as indicated in section f) of this note, to the impairment or reversal of the asset or group of assets in order to adjust its net book value to its value in use, without exceeding in any case the reversals of previous impairment losses.

e) Investment property

Real estate investments, or investment property, is land, buildings and other structures that are held either for rental or for capital appreciation as a result of future increases in their respective market prices.

Investment property is stated at fair value at the reporting date and is not subject to depreciation. Gains or losses arising from changes in the fair value of investment property are included in profit or loss for the period in which they arise and are recognised under "Changes in value, impairment and gains/(losses) on disposal of fixed assets" in the accompanying consolidated income statement.

The Group periodically determines the fair value of investment property so that, at year-end, the fair value reflects the market conditions of the investment property items at that date. This fair value is determined half-yearly on the basis of the assessments made by independent experts.

f) Impairment of the property, plant and equipment and intangible asset value

Intangible assets with finite useful lives and property, plant and equipment items are tested for impairment when there is any indication that the assets might have become impaired, in order to adjust their net carrying amount to their value in use (if this is lower).

The Group uses both internal and external sources of information to assess possible signs of impairment. External sources include market value decreases beyond the passage of time or normal use or possible adverse future changes in the legal, economic or technological environment that could reveal a loss of the recoverable value of its assets. The Group internally assesses whether there has been a physical deterioration or obsolescence of the assets, if the future situation itself may produce a change in the expected use of the asset, for example if the asset is expected to be idle for a significant period of time or due to restructuring plans or if it is detected that the return on the asset is worse than expected.

Goodwill and intangible assets with indefinite useful lives must be tested for impairment at least once a year in order to recognise possible impairment losses.

Impairment losses recognised in prior years on assets other than goodwill may be reversed if the estimates used in the impairment test show a recovery in the value of these assets. The carrying amount of the assets whose recoverable amount increases must in no case exceed the carrying amount that would have been determined had no impairment loss been recognised in prior years.

The recognition or reversal of impairment losses on assets are charged or credited to income under "Impairment and results obtained on the disposal of assets".

To calculate the recoverable amount of the assets subject to impairment tests, the present value of the net cash flows originating from the Cash Generating Units (CGUs) associated therewith was estimated, except those flows related with payments or collections on lending operations and corporation tax payments, together with those that arise from future improvements or refurbishments envisaged for the assets belonging to such Cash Generating Units. To discount cash flows, a pre-tax discount rate was used, which includes the current market assessments of the time value of money and the risks specific to each Cash Generating Unit.

The estimated cash flows are obtained from the projections made by the Directorate of each of the CGUs that generally use periods of five years, except when the business characteristics advise longer periods and that include growth rates supported by the different approved business plans, whose review is carried out periodically, generally considering zero growth rates for those periods beyond the years projected in the aforementioned plans, except in exceptional cases when the expected future growth of the activities performed by the CGU justify the inclusion of a growth rate. Also, it is necessary to indicate that sensitivity analyses are performed to assess the growth of income, operating margins, and discount rates, in order to foresee the impact of future changes in these variables.

Cash flows from CGUs located abroad are calculated in the functional currency used by those cash generating units and they are updated using discount rates that take into consideration the risk premium relating to each currency. The present value of the net cash flows obtained in this manner are translated at the year-end exchange rate for each currency.

g) Leases

All leasing transactions (with certain exceptions due to their small amount or duration) in which the Group acts as lessee give rise to the recognition of an asset for the right of use, which by its nature is mainly recorded as a tangible asset, and a liability for the future payment obligations incurred. This liability is recognised at the present value of the future cash flows for each lease and the asset in an equivalent amount, adjusted for any early payment made.

A contract contains a lease when the lessor transfers control of an identifiable underlying asset for a certain period of time in exchange for a consideration. An asset is identifiable when it is explicitly specified in the contract or implicitly when it is made available to the customer. However, if the supplier has the right to replace the asset during the period of use, that is, when it has alternative assets and can economically benefit from such substitution, the asset is not considered identifiable and therefore the contract will not contain a lease.

To estimate the duration of the contract, extensions that are reasonably expected to occur and the period in which the lessee does not expect to terminate the contract (when they have the power to do so) are considered, without exclusively taking into account the minimum term established in the contract, as the term during which the lessee expects to continue using the underlying asset, depending on its particular circumstances, is estimated. To determine whether an extension is expected to take place, the economic incentives that the lessee may have to extend the contract are taken into account, considering factors such as the existence of advantageous conditions compared to market conditions

in case of an extension, if the lessee has incurred significant costs in adapting the underlying asset to its needs that it must reapply in case of contracting a new lease, any possible costs for the termination of the contract in case it is not extended or the importance of the asset to the lessee, especially if it is a specialised asset that is not readily available on the market. Furthermore, the background in terms of the period of use in the past of certain assets is also taken into account.

Subsequently, during the term of the lease contract, the right of use is systematically amortised and the financial expenses associated with the affected liability are recorded applying the amortised cost method.

Substantially all of the agreements in which the Group acts as lessor, which are mostly carried out in the Real Estate business, are classified as operating leases, as not substantially all the risks and rewards incidental to ownership of the asset are transferred. The revenue generated by the agreement is recognised on a straight-line basis over the term of the agreement and is included as revenue in the profit and loss account to the extent that it is of an operating nature. Direct costs incurred on entering into a lease agreement are incorporated as an increase in the value of the leased asset and amortised over the lease term on the same basis as income. Contingent payments are recognised as income in the period in which they are earned.

h) Investments accounted for using the equity method

Interests in joint ventures and associates are initially assessed at acquisition cost and subsequently restated to the amount of the interest with the results generated by these companies that are not distributed by way of dividends. Also, the value of the investment is adjusted to reflect the proportion of the changes in these companies' equity that were not recognised in their profit or loss. These include translation differences and adjustments caused by changes in the fair value of financial derivatives of cash flow hedges acquired by the companies themselves.

They undergo an impairment test as long as there are indications of impairment that may reveal a decrease in the recoverable value below the carrying amount of the investment, using both internal and external sources.

i) Financial assets

Financial assets are initially recorded at fair value, which is generally the same as their acquisition cost, adjusted for the operation costs directly attributable to it, except in the case of financial assets at fair value with changes in profit/(loss) that are attributed to that year's profit/(loss).

All acquisitions and sales of financial assets are recorded at the date of contracting the operation.

The Group manages its financial assets in order to obtain its contractual cash flows, so it values them according to the amortised cost method, that is, initial cost less principal charges plus accrued income based on its effective interest rate pending collection, adjusted for any recognised impairment loss. The effective interest rate consists of the rate that equals the initial cost of the total cash flows estimated for all the items throughout the remaining life of the investment. As an exception to the above, it should be noted that the Group values certain financial assets at fair value in the following cases:

- Financial assets at fair value with changes in profit/(loss): This category includes derivatives that do not meet the conditions to be considered as hedging, financial assets that other standards establish must be valued at fair value charged to profit/(loss), such as contingent considerations in business combinations and financial assets that, if valued differently, would generate an accounting asymmetry.
- Financial assets at fair value with changes in other comprehensive income: The Group values its interests in companies in which it does not have control, joint control or exert significant influence at fair value charged to reserves.

Financial assets at fair value have been recorded at fair value at the closing date of the financial statements. Fair value is understood as the value by which a financial instrument could be exchanged between informed and experienced parties in a free transaction (independent between third parties).

In the case of financial assets at fair value with changes in the profit/(loss), the profits or losses resulting from the change in fair value are attributed to the net profit/(loss) of the year, while financial assets at fair value with changes in other comprehensive income are attributed to equity, until the asset is disposed of, at which time the profit previously accumulated in equity will be included in that year's profit/(loss).

In assets that are valued at amortised cost, an impairment loss is recorded if, on the closing date of the financial statements, it is determined that credit losses will be incurred throughout their entire life. That is, impairment losses are recorded immediately when there is credit risk. Credit risk is understood as the risk of one of the parties to the financial instrument causing a financial loss to the other party if it breaches an obligation.

Collection rights arising from a service concession arrangement are valued according to the criteria indicated in section a) of this note.

Trade receivables arising in the Group's normal business activities are stated at their nominal value, given that they generally mature within twelve months, adjusted by any expected credit losses over the course of their lives. Accounts receivable with maturities greater than twelve months are valued at their current value.

The Group, based on the short-term cash flow needs, transfers credit from customers to financial entities. The amount of the aforementioned credit assignments is reported in note 15.a). These operations accrue interest under usual market conditions and the collection management is still carried out by the Group companies, although the costs associated with such management are residual.

To the extent that the risks and rewards inherent to the accounts receivable are substantially transmitted through these sales and assignments of collection rights, as well as the control over them, without there being any repurchase agreements signed between the Group companies and the credit institutions that have acquired the assets and that they can freely dispose of said acquired assets without the Group companies being able to limit the aforementioned right in any way, the aforementioned sales and assignments are posted as "without recourse". Consequently, in accordance with the criteria established by IFRS, balances receivable from debtors assigned or sold under the conditions indicated are written off in the consolidated balance sheet.

j) Inventory

Inventory is valued at the average acquisition price or the average production cost, applying the necessary value corrections to adapt these values to the net realisable value if it were lower.

The Group's real estate activity includes land and plots, as well as ongoing developments and finished properties that are held for sale or for integration into a real estate development. Land and plots are valued at their acquisition price, plus any urbanisation costs and other expenses related to their purchase (property transfer tax, registration fees etc.) and the financial costs of their financing during execution of the works, or their recoverable amount if this is less.

Ongoing developments are the costs incurred in real estate development, or part thereof, whose construction has not been completed at the end of the business year. The cost of completed real estate developments is classified as finished products.

Impairment of land and plots, ongoing real estate developments and finished products is recorded when their net realisable value is lower than their book value (note 14). The net realisable value is determined mainly on the basis of end-market references, by calculating the residual value of the land on the existing market value in the locality in which they are located and, where appropriate, when purchase offers have been received, the price of such offers has been used for their assessment.

The goods received through credit collection in exchange for work executed or to be executed are valued at the lowest amount from between the amount that was registered for the credit corresponding to the goods received, or the cost of production or net realisable value.

k) Foreign currency

k.1) Translation differences

Converting the financial statements of foreign companies denominated in currencies other than the euro into euros has generally been carried out at the closing rate, except for:

- Capital and reserves, which were converted at historical exchange rates.
- The income statement items of foreign companies have generally been converted applying the daily exchange rates, or average exchange rates when the daily exchange rate cannot be used.

Translation differences for the foreign companies from the consolidation scope, generated by the application of the year-end exchange rate method, are included in the equity of the accompanying consolidated balance sheet, as shown in the accompanying statement of changes in the equity.

k.2) Exchange differences

The balances of accounts receivable and payable from monetary items in foreign currency are valued in euros by applying the exchange rates in force at the date of the consolidated balance sheet, allocating the differences that are generated to profit/(loss), except as regarding advances, which, when considered non-monetary items, are kept converted at the exchange rate that existed at the time of the transaction.

The differences resulting from fluctuations in exchange rates between the date on which the collection or payment was made and the date on which the transactions took place or their value was discounted are allocated to profit or loss.

Meanwhile, the exchange differences that occur in relation to the financing of investments in foreign companies, with both the investment and the financing being registered in the same currency, are directly recognised in equity as translation differences that offset the effect of the difference in conversion to euros of the foreign company.

l) Equity instruments

Equity or capital instruments are recorded for the amount received, net of direct issuance costs.

The treasury shares acquired by the Parent Company during the year are recognised at the value of the consideration given, as a decrease in equity. Any gains or losses on the purchase, sale, issue or redemption of own equity instruments are recognised directly in equity and never in the profit and loss statement.

m) Grants

Grants are recognised according to their nature.

m.1) Capital grants

Capital grants are those that involve the acquisition or construction of assets. These grants are measured at the amount received or the fair value of the asset received; they are recognised as deferred income on the liability side of the accompanying consolidated balance sheet and are taken to income as the asset or assets to which they relate are depreciated.

m.2) Operating subsidies

Operating grants are those other than those defined above that do not relate directly to an asset or group of assets. Operating income is considered the amount received at the time of its concession, except if it is granted to finance specific expenses, in which case its allocation to profit/(loss) will be made as those expenses accrue.

n) Provisions

The Group companies recognise provisions on the liability side of the accompanying consolidated balance sheet for present obligations arising from past events for which the companies consider it probable that there will be an outflow of funds to settle them on maturity.

These provisions are recognised when the related obligation arises and the amount recognised is the best estimate, at the date of the accompanying financial statements, of the present value of the future expenditure required to settle the obligation. The change in the year relating to the discount to present value has an impact on financial profit/(loss).

Provisions for dismantling, removal or restoration are recognised by increasing the value of the related asset by the present value of the expenses that will be incurred when operation of the asset ceases. Profit or loss is affected when the asset concerned is depreciated as described in previous sections of this Note and by the discounted present value as described in the preceding paragraph.

In addition, some Group companies provide provisions for restructuring costs when there is a detailed formal plan for such restructuring that has been communicated to the affected parties. As at 31 December 2022 no liabilities of a substantial amount have been recognised for this item.

Provisions are classified as current or non-current in the accompanying consolidated balance sheet on the basis of the estimated maturity date of the obligation covered by them, and non-current provisions are considered to be those whose estimated maturity date exceeds the normal operating cycle of the activity giving rise to the provision.

o) Financial liabilities

Financial liabilities are initially recognised at the fair value of the consideration received, adjusted by the directly attributable transaction costs. These financial liabilities are subsequently measured at amortised cost.

Borrowing costs are recognised on an accrual basis in the income statement using the effective interest method and are added to the amount of the instrument to the extent that they are not settled in the year in which they arise.

Bank borrowings and other current and non-current financial liabilities maturing within no more than 12 months from the balance sheet date are classified as current liabilities and those maturing within more than 12 months as non-current liabilities.

p) Financial derivatives and hedge accounting

A financial derivative is a financial instrument or another type of contract whose value varies in response to changes in certain variables, such as an interest rate, financial instrument price, foreign exchange rate, credit rating or credit index or any other variable that may not be financial.

Apart from giving rise to gains or losses, financial derivatives may, under certain conditions, fully or partially offset foreign currency or interest rate risks or risks relating to the value associated with balances and transactions. Hedges are accounted for as follows:

- Cash flow hedges: in hedges of this type, the changes in value of the hedging instrument are recognised provisionally under equity, and are taken to income when the hedged item materialises.

- Fair value hedges: in this case, changes in the value of the hedging instrument are recognised in income by offsetting changes in the fair value of the hedged item.
- Hedges of a net investment in a foreign operation: this type of hedges are aimed at covering foreign currency risk and are treated as cash flow hedges.

IFRS 9 "Financial Instruments" states that an effectiveness test must be performed, consisting of a qualitative assessment of the financial derivative to determine whether it can be considered to be a hedging instrument and, therefore, effective.

The qualitative requirements that must be met are as follows:

- Formal designation and documentation, at inception of the hedge, of the hedging relationship and the entity's risk management objective and strategy for undertaking the hedge.
- Documentation identifying the hedged item, the hedging instrument and the nature of the risk being hedged.
- The effectiveness requirements must be met. This means that there is a financial relationship between the hedged item and the hedging instrument such that both generally move in opposite directions upon the occurrence of the hedged risk. Credit risk must not have a dominant effect on the changes in the value of the hedged items and the hedging ratio must be equivalent to the percentage of the exposure to the covered risk.

The hedge is considered to be fully effective provided that the qualitative effectiveness test shows that it complies with those criteria. If not, the hedge would cease to be treated as a hedge and the hedge relationship would cease, recognising the derivative at its fair value through changes in profit or loss.

A quantitative analysis that will determine how the instruments are recognised takes place after their effectiveness has been assessed. This quantitative analysis consists of a retrospective portion for purely accounting purposes and another prospective portion intended to analyse any possible future deviations relating to the hedge.

The retrospective assessment analysis is adapted to the type of the hedge and the nature of the instruments used, and all of the financial derivatives contracted by the Group consist of cash flow hedges (note 22):

- In the case of interest rate swaps (IRSs) in Cash flow hedges, the Group charges a variable rate equal to that of the hedged borrowings and pays a fixed rate, since the objective is to reduce the variability of the borrowing costs, the effectiveness test determines whether changes in the fair value of the IRS cash flows offset changes in the fair value of the hedged risk.

The hypothetical derivative method is used for accounting purposes when performing the quantitative assessment of effectiveness, which establishes that the company will recognise in equity the lower of the absolute change in the value of the hypothetical derivative (hedged position) and the change in the value of the contracted derivative. The difference between the value of the recognised change in equity and the fair value of the derivative on the date of the effectiveness test will be considered to be the ineffective portion and it will be directly recorded in the income statement.

A distinction must be made between the designated portion and the non-designated portion of cash flow hedges in which the derivative hedge instrument is an option or a forward and not an IRS:

- The treatment of the designated portion will be similar to that indicated for IRSs.
- The fair value of the non-designated portion (forward points or the temporary value of the options) will be recognised in other comprehensive income when related to the hedged portion and will be accumulated in a separate component of equity. This amount will be reclassified from the separate component of equity to the income statement for the period as a reclassification adjustment in the same period or periods in which the expected future cash flow hedges affect results for the period (for example, when a planned sale takes place).

Changes in the fair value of financial derivatives that do not qualify for hedge accounting are recognised in the consolidated income statement as they arise.

The value is calculated using defined methods and techniques based on observable market inputs, such as:

- The interest rate swaps were measured by discounting all the flows envisaged in each contract on the basis of its characteristics, such as the notional amount and the collection and payment schedule. This measurement was made using the zero-coupon rate curve determined by employing a bootstrapping process for the deposits and swaps traded at any given time. This zero-coupon rate curve was used to obtain the discount factors for the measurements, which were made assuming the absence of arbitrage opportunity (AAO). When there were caps and floors or combinations thereof, on occasions conditional upon special conditions being met, the interest rates used were the same as those used for the swaps, although in order to introduce the component of randomness in the exercise of the options, the generally accepted Black - Scholes model was used.
- The methodology used in the case of a cash flow hedge derivative associated with inflation is very similar to that used for interest rate swaps. Expected inflation is estimated based on observed inflation and is embedded in the swaps indexed to the ex-tobacco European inflation rate used in the market, and translated to the Spanish rate using a convergence adjustment.

Furthermore, a sensitivity test is carried out on the derivatives and net financial debt in order to be able to analyse the effect that a possible fluctuation in interest rates might have on the Group's accounts, given different interest rate increase and decrease scenarios at year-end (Note 29).

Note 22 to this Report provides details of the financial derivatives that the Group has arranged and other matters related thereto.

q) Income tax

The expense for corporate income tax is calculated on the basis of the consolidated profit before tax, increased or decreased, as appropriate, by the permanent differences between tax loss/taxable profit and accounting profit/(loss). The corresponding tax rate based on the legislation applicable to each country is applied to this adjusted accounting profit. The tax relief and tax credits earned in the year are deducted and the positive or negative differences between the estimated tax charge calculated for the prior year's accounting close and the subsequent tax settlement at the payment date are added to or deducted from the resulting tax charge.

The temporary differences between accounting profit/loss and taxable profit/tax loss for Corporate Income Tax purposes, together with the differences between the carrying amounts of assets and liabilities recognised in the consolidated balance sheet and their tax bases, give rise to deferred taxes that are recognised as non-current assets and liabilities. These amounts are measured at the tax rates that are expected to apply in the years in which they will foreseeably be reversed, without performing financial discounting at any time.

The Group activates deferred asset taxes corresponding to temporary differences and negative tax bases to be offset, except in cases where there are reasonable doubts about their future recovery.

r) Pension commitments

The Group companies have certain specific cases related to pension plans and similar obligations that are developed in Note 24 of this Report.

s) Operating income and expenses

Revenue is recognised when the control of the good or service is transferred to the customer, in general, only when there is approval from the customer applying a homogeneous method to contracts of a similar nature. Revenue is valued at the expected amount of the consideration that is to be received that can be estimated reliably and that is not expected to be reversed in the future. After analysing its portfolio of contracts, the Group has concluded that, except in very specific cases, there is no more than one performance obligation in the contracts being executed, since either integration services are provided for the different activities carried out, or because they are highly interrelated.

As regards variable consideration, only one income is recognised for the value, and it is highly probable that it will not suffer significant reversion when the uncertainty about it is subsequently resolved. Also, in the case that the contracts include price revision clauses, the income that represents the best estimate of the amount to be charged in the future and under the same probability criteria mentioned for the variable consideration is recorded.

In general, the Group has not identified significant financial components in its contracts with customers. The financial component is only separated from the consideration to be received and the corresponding financial income is recorded in those contracts in which the time between when a service is provided or a good is delivered and when the payment is received is greater than twelve months.

In the construction activity, performance obligations are paid over time, so revenue is recognised using a product-based method, i.e. that is in-line with the degree of progress criterion. Only income that is protected by a main contract signed with the property and in modifications thereto approved by it is recognised. If the modification is approved without the amount being fixed, the income is only estimated as a variable consideration when the criteria of probability and significant non-reversal mentioned above are met. Budgeted losses are recognised as profit/(loss) for the year.

Meanwhile, in this activity the costs are recognised in accounts according to their accrual. The costs for obtaining the contract, mainly related to the study and preparation of the project, are not activated as they cannot be considered as incremental, since they are incurred regardless of whether the contract is finally obtained or not. Two main costs for fulfilling the contract can be distinguished: engineering and study costs and those related to general and specific facilities (mainly accessory facilities such as concrete plants, auxiliary works or building booths necessary to provide the services). The main contracts in which the aforementioned expenses are incurred are of the design and construction type, in which the remuneration to be received for the work to be carried out in engineering and studies and those of the benefit is identified by separate work units of construction services. Therefore, in general, the expenses derived from engineering and studies are not activated and are recognised in accordance with their accrual as services are rendered. Costs related to the general and specific facilities are recorded as expenses according to the degree of progress when a separate works unit with its corresponding remuneration is identified in the contract, and assets are only activated within the heading when the contract does not identify them separately, and profit/(loss) is charged together with the rest of the contract costs using the aforementioned degree of progress.

In the service provision activities, which are mainly carried out in the Environmental Services, End-to-end Water Management and Real Estate segments when the Group acts as lessor under lease agreements, income and expenses are recognised on an accrual basis, i.e. when the actual flow of the goods and services they represent occurs, regardless of when the resulting monetary or financial flow arises. These are performance obligations that are satisfied over time as the customer receives and consumes the profits at the same time as the service is provided. Consequently, revenue is recognised by measuring the value of the services actually provided to the customer using a product-based method.

Regarding the delivery of goods activities that the Group mainly carries out in the Cement segment and in the Real estate activity, revenues are only recognised when the goods have been delivered and their property has been transferred to the customer, as they are performance obligations that are satisfied at a specific moment of time.

In the Real Estate activity, the Group recognises the costs passed on to tenants of its investment property as income under "Other operating income" in the accompanying consolidated income statement (note 9.b).

In the aforementioned activities (other than construction), the costs of obtaining the contract are not incremental, so they are not activated and are recognised based on their accrual. Meanwhile, no relevant contract fulfilment costs are incurred and are therefore recorded as operating expenses in general.

With regard to the service concession agreements, it should be noted that the Group recognises the interest income derived from the collection rights of the financial model as net turnover, since the value of this financial asset includes both construction and maintenance and upkeep services, which from an operational point of view are identical to those represented by the intangible model and, consequently, it is considered that since both models are related to the company's operating activity, the true and fair view is better represented by including the income derived from the financial asset as belonging to operations (note 3. a).

The Group has entered into "Power Purchase Agreements" and supply contracts, mainly in the Cement and End-to-End Water Management Areas, which ensure the supply of certain amounts of renewable energy for a determined period of time at the fixed price in the contract. These contracts are considered to be for own use as they are entered into with the intention of covering the activity's future electricity consumption needs. There is a high correlation between the expected future consumption and the volume of energy arranged. An operating expense is taken to the income statement when the energy in question is effectively consumed.

Also recognised as operating profit/(loss) are those produced in the disposals of shares in subsidiaries when it implies the loss of control over them.

t) Related party transactions

The Group performs all of its transactions with related parties on an arm's length basis.

Note 30 of this Report details the main transactions with significant shareholders of the Parent Company, with administrators and senior executives, between companies or Group entities and with companies invested in by shareholders of the Group.

u) Consolidated statement of cash flows

The FCC Group prepares its statement of cash flows in accordance with IAS 7 "Statement of cash flows" following the indirect method, using the expressions below in the following ways:

- Cash flows are the inflows and outflows of cash and cash equivalents.
- Operating activities are the activities that constitute the main source of the company's ordinary income, and also other activities that cannot be classified as investment or financing activities. Among the operating cash flows, it is worth highlighting the heading "Other adjustments to profit/(loss)", which basically includes items that are included in "Profit/(loss) before tax" but have no impact on the change in cash, as well as items that are already included in other headings of the statement of cash flows according to their nature.
- Investing activities are the acquisition and disposal of long-term assets, as well as other investments not included in cash and cash equivalents.
- Financing activities are the activities that generate changes in the size and composition of own capital and loans taken by out the company.

For the purposes of preparing the consolidated statements of cash flows, the "cash and cash equivalents" have been considered as cash and on-demand bank deposits, as well as those short-term, highly liquid investments, which are easily convertible into specific amounts of cash, subject to an insignificant risk of changes in their value.

v) Use of estimates

In preparing these 2022 and 2021 Group consolidated financial statements, estimates were made to quantify certain assets, liabilities, revenues, expenses and obligations recognised therein. These estimates relate essentially to the following:

- Impairment losses on certain assets (Notes 6, 7, 8, 11 and 13)
- Goodwill measurement (Note 6)
- The recoverability of the work executed pending certification (notes 3.s and 15)
- The recoverability of deferred tax assets (Note 23)
- The amount of certain provisions and, in particular, those related to claims and litigation and the losses budgeted in construction contracts (note 18)
- The useful life of PP&E and intangible assets (see Notes 6 and 7)
- The determination of the fair value of investment property (note 8)
- The determination of the recoverable amount of inventory (note 14)
- The assumptions used in the actuarial calculation of liabilities and commitments for post-employment compensation (notes 18 and 24)
- The market value of derivatives (note 22)
- Cost of business combinations (note 4)

Although these estimates have been made based on the best information available at the date of preparing these consolidated financial statements on the events analysed, it is possible that events that may take place in the future may require them to be modified (upwards or downwards) in future years, which would be done prospectively, recognising the effects of the change in estimate in the corresponding future financial statements.

IFRS 7 "Financial instruments: information to be disclosed" requires that the fair value valuations of financial instruments, both assets and liabilities, be classified according to the relevance of the variables used in the valuation, establishing the following hierarchy:

- Level 1: quoted prices (unadjusted) in active markets for identical instruments.
- Level 2: inputs other than prices quoted that are observable for the financial instrument, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3: data for the financial instrument that are not based on observable market data.

Almost all of the Group's financial assets and liabilities, which are valued at fair value, are level 2.

x) Non-current assets and related liabilities held for sale

Assets and liabilities whose book value is recovered through a sale transaction and not through continued use are classified as non-current assets held for sale and liabilities related to non-current assets held for sale. This condition is considered fulfilled only when the sale is highly probable and the asset is available for immediate sale in its current state and it is estimated that it will be completed within a period of one year from the classification date.

Non-current assets and related liabilities classified as held for sale are valued at the lower of their book value and fair value less expected selling costs.

4. CHANGES IN THE SCOPE OF CONSOLIDATION

The main changes experienced in the scope of consolidation in 2022 are the following:

a) Business combinations

- On 2 February 2022, FCC Aqualia, S.A. acquired a 65% stake in Georgia Global Utilities (hereinafter, GGU), a water and renewable energy utility in Georgia, for 158,968 million euros. This acquisition has taken place in two phases. During the first phase, FCC Aqualia, S.A. (hereinafter, Aqualia) acquired a 65% stake in GGU. The second phase was initially subject to compliance with conditions precedent

The agreement between the partners established that during the period between control being assumed and the completion of the second phase of the agreement, Aqualia held control over the public water services business with an 80% interest but had no rights over the assets, nor obligations in relation to the liabilities, nor any right to the profits generated by the energy business controlled by the minority shareholder. With this in mind, from the date on which control was assumed, FCC Aqualia, S.A. started to globally consolidate assets and liabilities and allocate 80% of the profit generated corresponding to the water activity but does not consolidate the energy business. It has reclassified its assets and liabilities designated as non-current assets and liabilities held for sale, with non-controlling interests as a balancing entry (note 19). No profit has been recognised on the company's income statement from this energy business.

Subsequently, the second phase was completed during the second half of 2022 following the spin-off of the energy business, having satisfied the conditions precedent stated above, including the repayment of the bonds that the GGU Group issued at the time of the purchase (note 19), in such a way that Aqualia exclusively holds a 80% interest in the public water services business, having exchanged the 65% interest in the energy business for the 15% interest in the water business. As a result, the assets held for sale and the non-controlling interests indicated above have been removed from the balance sheet.

Furthermore, there is a put option in favour of the non-controlling interests and a call option in favour of FCC Aqualia for the 20% stake held by the non-controlling interest in the public water services business, the fair value of which has been recorded as a financial liability (note 19).

- In November 2022, FCC Construcción, S.A., acquired a stake in Sociedad Concesionaria Tranvía de Murcia, S.A., which manages the only tram line in the city of Murcia for a period of 40 years, representing 50% of the company's capital stock in addition to the 50% previously held. This interest was acquired for an amount of 46,662 thousand euros (23,699 thousand euros corresponding to the shares acquired and 22,963 thousand euros corresponding to the loan acquired), which were recognised under "Payments for investments" on the accompanying Statement of Cash Flows. As a result of the aforementioned transaction, the FCC Group has gained control of the aforementioned company, recording a positive operating profit of €5,544 thousand in the business combination (note 26), as the consideration paid was less than the fair value of the assets acquired. In addition, a negative result of €2,772 thousand was recorded under "Profit/(loss) of entities valued using the equity method" as a result of the fair value of the stake held by the aforementioned company prior to the takeover (note 26).
- In December 2022, FCC Environmental Services, Llc. acquired a 100% stake in Houston Waste Solutions, Llc. in the USA, one of the largest commercial municipal solid waste collection companies in the Houston metropolitan area, for the sum of 27,658 thousand euros. The amount paid has been recorded in the accompanying cash flow statement under "Payments for investments".

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- In October 2022, the Water area acquired a 79.8% stake in Aguas de la Sabana, S.A. E.S.P., in Colombia, which provides aqueduct, sewerage and cleaning services in the municipalities of Cota, Funza and Tenjo, for the sum of 14,421 thousand euros. The amount paid has been recorded in the accompanying cash flow statement under "Payments for investments".

The composition of the balance sheets for business combinations is detailed below:

2022	Georgia Global Utilities Group	Sociedad Concesionaria Tranvía de Murcia, S.A.	Houston Waste Solutions, LLC	Aguas de la Sabana, S.A. E.S.P.
Non-current assets	341,521	210,222	27,634	26,232
Intangible assets	1,180	72,804	23,671	27
Property, plant and equipment	338,231	-	3,963	26,200
Investment property	2,110	-	-	-
Investments accounted for using the equity method	-	-	-	-
Non-current financial assets	-	135,330	-	3
Deferred tax assets	-	2,088	-	2
Current assets	156,208	14,034	1,701	1,577
Non-current assets held for sale	133,352	-	-	-
Inventory	1,654	-	-	88
Trade and other receivables	6,625	1,340	1,594	453
Other current financial assets	-	6,014	-	1
Other current assets	-	-	60	24
Cash and cash equivalents	14,577	6,680	47	1,011
Total assets	497,729	224,256	29,335	27,809
Equity	210,271	98,868	27,658	14,421
Non-current liabilities	186,683	117,533	-	5,410
Grants	-	-	-	-
Non-current provisions	-	11,770	-	-
Non-current financial liabilities	177,374	105,763	-	-
Deferred tax liabilities	-	-	-	5,410
Other non-current liabilities	9,309	-	-	-
Current liabilities	100,775	7,855	1,677	7,978
Liabilities linked to non-current assets held for sale	87,496	-	-	-
Current provisions	-	-	-	-
Current financial liabilities	19	1,962	-	2,900
Trade and other payables	13,260	5,893	1,677	5,078
Total equity and liabilities	497,729	224,256	29,335	27,809

As a result of the aforementioned business combinations, the fair value of the assets acquired was determined. The following table shows the amounts allocated to assets and liabilities to reflect their fair value on the takeover date:

Consolidated Group

2022	Georgia Global Utilities Group	Sociedad Concesionaria Tranvía de Murcia, S.A.	Houston Waste Solutions, LLC	Aguas de la Sabana, S.A. E.S.P.
Intangible assets	-	-	-	13,526
Property, plant and equipment	165,312	-	-	-
Non-current financial assets	-	-	-	-
Total assignments to assets	165,312	-	-	13,526
Non-current liabilities (deferred tax liabilities)	-	-	-	4,734
Total assignments to liabilities	-	-	-	4,734
Total net assignments	165,312	-	-	8,792

The reconciliation between the consideration transferred for each of the above business combinations, the value of non-controlling interests recognised and the fair value of the net assets acquired are provided below:

2022	Georgia Global Utilities Group	Sociedad Concesionaria Tranvía de Murcia, S.A.	Houston Waste Solutions, LLC	Aguas de la Sabana, S.A. E.S.P.
Acquisition value	158,968	46,662	27,658	14,421
Fair value Minority interests acquired	45,603	-	-	-
Fair value previous interest		46,662	-	-
- Fair value of net assets	(210,271)	(98,868)	(3,987)	(14,421)
Valuation put non-controlling interests	5,700			
Goodwill/Negative consolidation difference	-	(5,544)	23,671	-

The above business combinations have contributed the following revenues and results to the accompanying consolidated income statement:

2022	Georgia Global Utilities Group	Sociedad Concesionaria Tranvía de Murcia, S.A.	Houston Waste Solutions, LLC	Aguas de la Sabana, S.A. E.S.P.
Revenue	65,292	2,065	2,444	941
Other income	182	-	-	-
Operating profit/(loss)	23,620	1,394	426	625
Profit/(loss) before tax from continuing operations	31,569	600	426	573
Profit attributable to the parent company	12,880	450	426	120
Non-controlling interests	18,689	-	-	176

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If the above companies had been consolidated since 1 January 2022, revenues and profit/(loss) they would have contributed would have been as follows:

2022	Georgia Global Utilities Group	Sociedad Concesionaria Tranvía de Murcia, S.A.	Houston Waste Solutions, LLC	Aguas de la Sabana, S.A. E.S.P.
Revenue	70,472	21,570	14,845	6,014
Other income	203	-	-	-
Operating profit/(loss)	25,264	11,965	2,635	3,373
Profit/(loss) before tax from continuing operations	34,182	6,051	2,582	2,980
Profit attributable to the parent company	13,946	4,538	2,582	820
Non-controlling interests	19,713	-	-	1,194

In 2022, in addition to the companies indicated above, the following companies were acquired:

Name	Acquisition date	Acquisition price	Percentage participation	Fair value net assets	Goodwill
Intermonte Investments, S.A.	December	8,920	99.5%	8,920	-
Aqualia Colombia, S.A.S.	October	8,098	51%	8,098	-
Houston Waste Services, LLC	December	3,750	100%	(328)	4,078
Industria de Reciclaje de RAEES, S.L.	December	3,695	98.5%	3,695	-

These initial estimates are provisional, in particular the investments made in the last month of the year. The Group has a period of one year from the control date to adjust them should more relevant and comprehensive information be obtained at a later date.

The following business combinations were carried out in 2021:

- In October 2021, FCyC, S.A. acquired a stake in Realía Business, S.A., representing 13.12% of the share capital, in addition to the 37.40% previously held. The aforementioned shareholding was acquired from Control Empresarial de Capitales, S.A. de C.V. (note 30) for an amount of €83,941 thousand, which was recorded under the heading "Payments for investments" in the accompanying cash flow statement. As a result of the aforementioned transaction, the FCC Group gained control of the aforementioned company, recording a positive operating profit of €241,701 thousand in the business combination (note 26), as the consideration paid was less than the fair value of the assets acquired. In addition, a negative result of €58,158 thousand was recorded under "Profit/(loss) of entities valued using the equity method" as a result of the fair value of the stake held by the aforementioned company prior to the takeover (note 26).

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- Additionally, Jezzine Uno, S.L.U., a commercial property rental company, was incorporated in October 2021 (note 30). This transaction was carried out by means of a non-cash capital increase in FCyC, S.a., fully subscribed by Soimob Inmobiliaria Española, S.A., a subsidiary of Control Empresarial de Capitales, S.A. de C.V. Consequently, Soimob Inmobiliaria Española, S.A. now holds 19.97% of the share capital of FCyC, S.L. (note 17).
- On 31 December 2021, the Environment division acquired 100% of Premier Waste Services, LLC. in the United States for €30,019 thousand. The amount paid was recorded in the accompanying cash flow statement under "Payments for investments".

The composition of the balance sheets drawn up by the business combinations in 2021 is detailed below:

2021	Grupo Realia Business	Jezzine Uno, S.L.U.	Premier Waste Services, Ll.
Non-current assets	1,651,725	608,859	30,350
Intangible assets	77	-	21,614
Property, plant and equipment	2,102	2	8,736
Investment property	1,470,575	600,404	-
Investments accounted for using the equity method	59,941	-	-
Non-current financial assets	9,526	5,263	-
Deferred tax assets	109,504	3,190	-
Current assets	465,916	13,215	1,200
Inventory	334,828	-	-
Trade and other receivables	16,668	305	980
Other current financial assets	21,060	-	-
Other current assets	4,796	-	132
Cash and cash equivalents	88,564	12,910	88
Total assets	2,117,641	622,074	31,550
Equity	1,359,256	212,696	30,019
Non-current liabilities	711,928	381,251	-
Grants	-	-	-
Non-current provisions	12,019	-	-
Non-current financial liabilities	515,937	320,950	-
Deferred tax liabilities	183,972	60,301	-
Other non-current liabilities	-	-	-
Current liabilities	46,457	28,127	1,531
Current provisions	293	-	-
Current financial liabilities	5,312	18,310	-
Trade and other payables	40,852	9,817	1,531
Total equity and liabilities	2,117,641	622,074	31,550

As a result of the aforementioned business combinations, the fair value of the assets acquired was determined. The following table shows the amounts allocated to assets and liabilities to reflect their fair value on the takeover date:

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2021	Grupo Realía Business	Jezzine Uno, S.L.U.	Premier Waste Services, LLC.
Investment property	-	241,205	-
Inventory	28,000	-	-
Total assignments to assets	28,000	241,205	-
Non-current liabilities (deferred tax liabilities)	7,000	60,301	-
Total assignments to liabilities	7,000	60,301	-
Total net assignments	21,000	180,904	-

The reconciliation between the consideration transferred for each of the above business combinations, the value of non-controlling interests recognised and the fair value of the net assets acquired are provided below:

2021	Grupo Realía Business	Jezzine Uno, S.L.U.	Premier Waste Services, LLC.
Acquisition value	83,941	212,696	30,019
Fair value Minority interests acquired	547,445	-	-
Fair value previous interest	236,602	-	-
- Fair value of net assets	(1,109,689)	(212,696)	(8,405)
Goodwill	(241,701)	-	21,614

The above business combinations have contributed the following revenues and results to the accompanying consolidated income statement:

2021	Grupo Realía Business	Jezzine Uno, S.L.U.	Premier Waste Services, LLC.
Revenue	39,899	6,284	-
Other income	3,005	350	-
Operating profit/(loss)	27,659	6,176	-
Profit/(loss) before tax from continuing operations	26,081	5,450	-
Profit attributable to the parent company	7,632	3,272	-
Non-controlling interests	13,011	816	-

If the above companies had been consolidated since 1 January 2021, the ordinary income and profit/(loss) they would have contributed would be as follows:

2021	Grupo Realia Business	Jezzine Uno, S.L.U.	Premier Waste Services, Ll.c.
Revenue	161,815	37,743	16,066
Other income	18,260	2,291	1,292
Operating profit/(loss)	67,676	28,292	1,848
Profit/(loss) before tax from continuing operations	93,512	25,169	1,517
Profit attributable to the parent company	23,581	15,107	1,475
Non-controlling interests	47,843	3,770	-

b) Other changes in scope

In relation to 2021, in March and April, the sale to Vauban Infrastructure Partners, a non-Group company, of the FCC Group's entire interest in three concessions located in Spain was completed for €377,138 thousand, which was recognised under "Proceeds from disposals of investments in Group companies, associates and business units". Specifically, 51% of the Cedinsa group, a controlled company that manages the concession of four motorways in Catalonia, and 49% of Concessió Estacions Aeroport L9, S.A. (consolidated by the equity method), concessionaire of section 1 of line 9 of the Barcelona metro and 29% in Urbs Iudex et Causidicus, SA (consolidated by the equity method), which operates the Ciudad de la Justicia (City of Justice), also in Barcelona, were sold. This transaction gave rise to a pre-tax profit before tax of €39,256 thousand for the FCC Group, which includes the allocation to income of value adjustments for a sum of -€93,029 thousand.

In April 2021, the Group agreed to the sale of FM Green Power Investments, S.L. and its subsidiaries to Plenium Partners, S.L., which were previously consolidated using the equity method, for the sum of 98,000 thousand euros. The Group received the sum of 93,000 thousand euros in July 2021 and 5,000 thousand euros at the start of 2022.

On 21 December 2021, the Realia Group, through its subsidiary Realia Patrimonio, S.L.U., acquired an additional 37.11% stake in Hermanos Revilla, S.A. for €189,061 thousand, recognised in the accompanying cash flow statement under "Proceeds and payments for equity instruments". With this acquisition, the Realia Group's direct and indirect shareholding in the aforementioned company increased to 87.76%. Since prior to the acquisition, the Group already had control of both investees, the difference between the purchase price and the book value of the minority interests acquired generated a decrease in reserves of €2,946 thousand (note 17).

5. DISTRIBUTION OF PROFIT

Fomento de Construcciones y Contratas, S.A. distributed a scrip dividend in 2022 and 2021, resulting in a cash outflow of €10,783 thousand (€9,631 thousand in 2021) and the delivery of 14,871,347 shares (16,067,018 shares in 2021) (note 17). Additionally, certain subsidiaries with minority partners have distributed dividends.

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The following table shows the dividends paid to its shareholders by the Group companies as at 31 December 2022 and 2021:

	2022	2021
Shareholders of Fomento de Construcciones y Contratas, S.A.	10,783	9,631
Other non-controlling shareholders of other companies	62,394	53,519
	73,177	63,150

"Other non-controlling shareholders of other companies" includes the payment of dividends to the non-controlling shareholder of FCC Aqualia, S.A. for the sum of 14,944 thousand euros at 31 December 2022 (29,400 thousand euros at 31 December 2021).

6. INTANGIBLE ASSETS

The breakdown of net intangible assets at 31 December 2022 and 2021 is as follows:

	Cost	Accumulated amortisation	Impairment	Net Value
2022				
Concessions (Note 10)	2,908,310	(1,343,901)	(51,765)	1,512,644
Goodwill	1,912,627	-	(1,150,944)	761,683
Other intangible assets	261,399	(181,184)	(12,394)	67,821
	5,082,336	(1,525,085)	(1,215,103)	2,342,148
2021				
Concessions (Note 10)	2,718,925	(1,224,776)	(54,443)	1,439,706
Goodwill	1,922,704	-	(973,728)	948,976
Other intangible assets	378,188	(305,143)	(16,494)	56,551
	5,019,817	(1,529,919)	(1,044,665)	2,445,233

a) Concessions

The changes in this heading of the consolidated balance sheet in 2022 and 2021 were as follows:

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	Concessions	Accumulated Amortisation	Impairment	Net Value
Balance at 31.12.20	2,549,048	(1,115,658)	(55,230)	1,378,160
Additions or allocations	60,984	(109,918)	(144)	(49,078)
Derecognitions, disposals or reductions	(11,314)	6,715	1,052	(3,547)
Translation differences	29,597	(4,875)	2	24,724
Change in scope, transfers and other changes	90,610	(1,040)	(123)	89,447
Balance at 31.12.21	2,718,925	(1,224,776)	(54,443)	1,439,706
Additions or allocations	41,781	(120,022)	(524)	(78,765)
Derecognitions, disposals or reductions	(1,785)	1,113	3,148	2,476
Translation differences	14,967	(2,692)	(1)	12,274
Change in scope, transfers and other changes	134,422	2,476	55	136,953
Balance at 31.12.22	2,908,310	(1,343,901)	(51,765)	1,512,644

This heading includes the intangible assets corresponding to the service concession arrangements (Note 10).

The most significant entries in 2022 within the Environmental Services segment relate to projects in progress carried out by Ecoparque Mancomunidad del Este S.A. for €2,858 thousand (€23,763 thousand in 2021) and FCC Medio Ambiente, S.A. for €6,445 thousand (€17,878 thousand in 2021) and, within the Integral Water Management segment, to Acque di Caltanissetta, S.P.A. for €6,445 thousand (€17,878 thousand in 2021). for €6,445 thousand (€17,878 thousand in 2021) and, within the End-to-end Water Management segment, Acque di Caltanissetta, S.P.A. for €10,112 thousand (€5,846 thousand in 2021) and FCC Aqualia, S.A. for €10,139 thousand (€7,350 thousand in 2021).

"Changes in scope, transfers and other movements" in the service concession agreements in 2022 include the incorporation of the intangible assets corresponding to Concesionaria Tranvía de Murcia, S.A. following its takeover, which amounted to 72,804 thousand euros (note 4), and the recognition of future investment commitments included in the tariff as an increase in the value of intangible assets with a balancing entry in provisions (note 10) in FCC Aqualia, S.A. for the sum of 36,125 thousand euros (76,306 thousand euros in 2021).

Cash inflows and outflows are recorded in the accompanying cash flow statement as "Payments for investments" and "Proceeds from disposals" of "Property, plant and equipment, intangible assets and investment property" respectively.

During 2022, interest amounting to 1,129 thousand euros was capitalised (no interest was capitalised in 2021) and the total interest capitalised came to 61,238 thousand euros (40,806 thousand euros in 2021). This change can mainly be attributed to the incorporation of the intangible assets corresponding to Concesionaria Tranvía de Murcia, S.A. following its takeover, amounting to 20,473 thousand euros of accumulated capitalised interest.

b) Goodwill

The breakdown of goodwill in the accompanying consolidated balance sheet at 31 December 2022 and 2021 was as follows:

	2022	2021
FCC Environment Group (UK)	294,994	310,586
Cementos Portland Valderrivas, S.A.	143,098	339,386
FCC Environment Group (CEE)	136,793	136,793
FCC Aqualia, S.A.	82,764	82,764
Houston Waste Solutions, Ll.	23,671	-
FCC Ámbito, S.A.	23,311	23,311
Premier Waste Services, Ll.	22,951	21,614
FCC Industrial e Infraestructuras Energéticas, S.L.U.	21,499	21,499
Canteras de Aláiz, S.A.	4,332	4,332
Cementos Alfa, S.A	-	3,712
Other	8,270	4,979
	761,683	948,976

The movements of goodwill in the attached consolidated balance sheet in 2022 and 2021 were as follows:

Balance at 31.12.20		1,007,015
Exchange differences, change in consolidation scope and others:		
FCC Environment Group (UK)	20,296	
Premier Waste Services, Ll.	21,614	
Other	<u>51</u>	<u>41,961</u>
Impairment losses:		
Cementos Portland Valderrivas Group (note 26)	<u>(100,000)</u>	<u>(100,000)</u>
Balance at 31.12.21		948,976
Exchange differences, change in consolidation scope and others:		
Houston Waste Solutions, Ll.	23,670	
Other	(10,963)	12,707
Impairment losses:		
Cementos Portland Valderrivas Group (note 26)	<u>(200,000)</u>	<u>(200,000)</u>
Balance at 31.12.22		761,683

"Changes in the scope of consolidation, translation differences and other movements" during 2022 mainly concerned the impairment of goodwill corresponding to the Cementos Portland Valderrivas Group for the sum of 200,000 thousand euros, corresponding to Corporación Uniland for the sum of 196,288 thousand of euros (100,000 thousand euros in 2021) and Cementos Alfa, S.A. for the sum of 3,712 thousand euros, the acquisition of the US firm Houston Waste Services, Ll., in the Environmental Services segment, for the sum of 23,671 thousand euros and the effect of the appreciation of the pound sterling against the euro (appreciation of the pound in 2021).

The impairment analysis policies applied by the Group to its goodwill are described in Note 3.b). Based on the methods used and on the estimates, projections and assessments available to Group management, no impairment losses in addition to the impairment referred to in the preceding paragraph have been identified.

The estimates made and the sensitivity analysis of the most significant goodwill impairment tests are discussed below.

It should be noted that in preparing the impairment tests, cash flows have been estimated on the basis of Group management's best estimates and that upward or downward variations in the key assumptions considered, both in the discount rate and operating margins, among other factors, may affect the recoverable amount of the cash-generating unit considered.

Cementos Portland Valderrivas

Composed of two separately identifiable goodwill items recorded in the individual books of Cementos Portland Valderrivas, S.A.:

- one arising from the merger by absorption of the parent company of the Corporación Uniland Group and some of its subsidiaries for an amount of €29,593 thousand,
- €113,505 thousand corresponding to the cash generating unit (CGU) comprising the Alcalá de Guadaira factory.

The main hypotheses used in each of the impairment tests of the two previous CGUs are described below:

1) Corporación Uniland

The shareholding in Uniland was acquired in several stages between 2006 and 2013, until 100% of the shareholding was acquired for a total amount of €1,898,973 thousand.

An impairment of goodwill associated with the above purchases amounting to €239,026 thousand was recorded in 2011 as a result of the sharp market contraction in the cement sector, which was not expected to recover in the short to medium term. An additional impairment of €187,191 thousand was recognised in 2016 and in 2019 the impairment test was updated to take into account the slower growth in cement consumption, largely as a result of the slowdown in the real estate market, whereby future forecasts were adjusted to take into account uncertain demand scenarios and an additional impairment of €70,011 thousand was recognised.

During 2021, the Group reassessed the impairment test, in response to the economic situation and market circumstances, recognising an impairment of 100,000 thousand euros.

During 2022, the Group reassessed the impairment test one again, taking into account the current economic situation and market circumstances, which inevitably impact the projected cash flows. As a result of the assessment, an impairment loss of €196,288 thousand was recognised under "Impairment and gains/(losses) on disposal of fixed assets" in the accompanying consolidated income statement.

The general slowdown is the main trend seen by the world economy in 2022. The invasion of Ukraine has triggered a serious energy crisis in Europe, causing an increase in gas prices (which have multiplied by more than four times since 2021) as well as electricity and food prices. This inflation has resulted in the tightening of financial and monetary conditions to control demand and gradually curb inflation. These increases have been passed on as supply chain disruptions on the one hand, and on the other hand are the main source of inflationary pressures that have been passed on to virtually all products and services.

Firstly, based on the historical information of the last 50 years in the cement industry, it is considered that the term that best reflects the life cycle of the cement market is ten years, a period used in the projections made.

Since Uniland operates in two clearly different geographic markets, various pre-tax discount rates have been used to assess flows from different countries. A pre-tax discount rate of 10.55% has been used to evaluate goodwill from flows in Spain, and 28.60% for flows from Tunisia. The discount rates used in 2021 were 8.20% and 21.85% respectively. In any case, it should be noted that the flows for Spain represent a substantial part of the total contemplated in the impairment test.

The Group bases its cash flow forecasts on historical data and on both internal future forecasts and future forecasts by external sectoral bodies. In the short term, the forecasts are made according to estimates of cement consumption of Oficemen, the employer association of the sector and internal estimates. For the medium and long term, the projections are prepared according to external projections of macroeconomic data on inflation and GDP (Bank of Spain, Funcas, Statista etc.) and historical trends.

According to information from Oficemen, the employers' association for the cement sector in Spain, in its advanced statistical data for 2022, 14.9 million tons of cement was consumed in 2022, down by 0.8% compared to the final figures for 2021. Furthermore, total exports (cement and clinker) amounted to 5.6 million tons (6.75 million in 2021 according to updated data). For 2023, the year is expected to start on a negative note, at between 0% and -3% in relation to the evolution of consumption in Spain.

In 2022, the average electricity prices followed an upward trend, increasing by 49.7% compared to the average for 2021. The price of CO₂ remained at similar levels as seen in 2021, when it reached an all-time high, with an annual average in the region of the 81 euros/right.

In this context, in 2022 the Group has updated the flows of its "Business Plan" for the period 2023-2032 which serves as the basis for the calculation of the impairment tests in which the evolution of the cost of electricity, fuels and CO₂ are of significant importance.

For the Spanish market, the residual value assumed in the flow projections is calculated based on consumption considered sustainable, which is around 20-25 million tonnes, with no growth in perpetuity. The main inputs used for the determination of this consumption range are consistent with historical and forecast series of relative weights of public works on GDP in Spain, as well as with the forecasts of the number of approvals for new housing that have been considered as standardised levels according to different sector reports. The cyclical nature of the sector is considered in this value, assuming that this level of long-term sustainable consumption would be the average of one cycle, in which the years of higher consumption would be offset by those with a lower consumption. The sustainable residual value considered is the average of the projections over the past five years.

In Tunisia in 2022, the internal market stood at 5.5 million tons, 7.4% down on 2021. For 2023, it is estimated that the volume seen in 2022 will remain. Inflation and political instability have curtailed consumption to minimum levels.

The costs are estimated based on the expected inflation, the performance expectations of the price of fuels and the electricity market, and the strategy of increasing the valuation of alternative fuels.

The variation in working capital included in the analysis for each of the years remains stable in the way it is calculated and is linked to the general evolution of the unit analysed.

The trend in investment is also linked to the general development of the activity analysed. The value of the investments reflected in the perpetuity rate presents the value that the company estimates should be the target investments to be made in order to maintain the productive activity at the required sustainable level.

The cash flow estimates made with these inflation assumptions, the increase in costs associated with the greater environmental pressures that impact on the allowance allocation policy and its price and the increase in the discount rate considered, have resulted in the need to set aside this aforementioned impairment in goodwill for the sum of 196,288 thousand euros.

The main variables used in the test are listed below:

- Discounted flow period for Uniland Spain and Tunisia: 2023 to 2032
- Discount rate before taxes: 10.55% (Spain) and 28.60% (Tunisia)
- Growth in perpetuity: 0%
- Residual value on the recoverable amount of the CGU as a whole: 37.9%
- Compound annual growth rate Cement Market Spain (without CO2), terminal value for business year 2022:
 - o Turnover domestic market: 4.4%
 - o Export market turnover: -13.5%
 - o Gross Operating Profit: 7.5%

- Compound annual growth rate (in dinars) Tunisia Cement Market, terminal value over business year 2022:
 - o Turnover domestic market: 7.1%
 - o Export market turnover: 0.3%
 - o Gross Operating Profit: 8.2%

The result of this test is sensitive to variations in the key assumptions; a 10% increase in projected flows would result in a buffer on the already impaired value of approximately €37,678 thousand and a 10% decrease would result in an additional impairment of around €37,678 thousand. Furthermore, a 10% increase in the discount rate considered would result in an additional impairment of around €29,696 thousand and a 10% decrease in the already impaired value of approximately €35,965 thousand.

However, the Parent Company's management considers that the impairment recorded has adjusted the value of goodwill to its fair value according to the best estimates available at year-end.

2) Alcalá de Guadaira

The cement demand forecasts and the sector expectations, at the national level, described above for the Corporación Uniland goodwill are equally applicable to Cementos Atlántico.

The Alcalá de Guadaira factory continues to benefit from its geographical location to offset the decrease in the volume of the national market with a greater volume of exports.

The main variables used in the test are the following:

- Discount of flows period: 2023 to 2032
- Discount rate before taxes: 10.87%
- Growth in perpetuity: 0%
- Residual value on recoverable amount of the CGU: 44.9%
- Recoverable amount allowance over book value: €11,350 thousand
- Compound annual growth rate (without CO₂), terminal value over business year 2022:
 - o Total turnover: 3.5%
 - o Gross Operating Profit: 13.7%

The Cementos Atlántico goodwill test can take a pre-tax discount rate of up to approximately 11.71%. Meanwhile, it would support an annual drop in cash flows of approximately 7% compared to projected flows.

Based on the foregoing, the Group considers that the excess of the impairment test allows deviations significant enough to not give rise to any value impairments of CGU assets.

FCC Environment Group (UK)

The FCC Group acquired 100% of the stake in the FCC Environment (UK) group in 2006 for an investment cost of 1,693,532 thousand.

From the moment of its acquisition, the Group considers the FCC Environment (UK) subgroup as a single cash generating unit (CGU), with the goodwill recorded in the balance sheet associated exclusively with such CGU.

It should be noted that in 2012 there was an impairment of goodwill amounting to 190,229 thousand euros as a result of the decrease in cash flows of its activities due to changes in its calendar and amount. On the other hand, in 2013 there was an additional impairment of goodwill amounting to 236,345 thousand euros, mainly as a result of the decrease in the volume of tons treated in landfills. Finally, in 2014 there was an impairment of the items of property, plant and equipment affected by landfill activity amounting to 649,681 thousand euros. In 2020, a corporate reorganisation took place in relation to Environment activity in the United Kingdom, with certain assets transferred to Green Recovery Projects Limited.

The cash flows considered in the impairment test take into account the current status of the CGU, making the best estimates of future flows based on the mix of activities expected in the future. The relative weight of the different activities will vary as other waste treatment alternatives are promoted, mainly recycling and recovery, which is currently being carried out by the subgroup, offsetting the progressive abandonment of landfill activity.

The main assumptions used envisage an expected increase in revenue looking forwards in the range of approximately 1.2 to 3% for the 2023 to 2031 period, except for growth of 14% in 2025 as a result of the commissioning of the Lostock energy recovery plant, currently under construction, and a decrease in 2032, the last year considered and used as a basis for calculating the value of perpetual income. The landfill sector is where the decrease in sales is taking place, following the expected market evolution, compensated by the diversification of activities. The gross operating margin as a percentage of sales will move from 16.3% in 2023 and decrease to around 12.5% in the last two years. The pre-tax discount rate used was 10.86% with a 10-year time line used from estimates given the structural characteristics of the business and the long useful life of the assets. A growth rate of 1% has been considered in the calculation of perpetual income, which represents 33.9% of the total recoverable value. The result of the test renders an excess of the recoverable value over the book value of the cash generating unit of 206,846 thousand euros, supporting an increase of 1,300 basis points without incurring impairment. A 10% decrease in the current value of cash flows would reduce the excess to 174,997 thousand euros. If a zero growth rate had been considered, the aforementioned excess would have decreased to 166,053 thousand euros.

As indicated in note 3.f) of these financial statements, the general criterion is not to consider growth rates in perpetual income, but in the case of the FCC Environment (UK) subgroup, given the transformation that is taking place in the mix of activities, it is considered that a growth rate of 1% more accurately reflects the reality of the business in the context of the change that is taking place in the United Kingdom in the waste management activity, with a drastic fall in the disposal of waste in landfills and an increase in alternative waste management activities that is expected to be sustained over a prolonged period of time.

In addition, given the slack shown in the impairment test and the fact that the main assets and liabilities of its business are referenced in the same currency (pound sterling), no impairment should be evident.

FCC Environment Group (CEE)

The FCC Group acquired 100% of the stake in the FCC Environment CEE group in 2006 for an investment cost of 226,829 thousand. From the moment of its acquisition, the Group considers the FCC Environment CEE subgroup as a single cash generating unit (CGU), with the goodwill recorded in the balance sheet associated exclusively with such CGU.

The Group operates in Central and Eastern Europe, with its headquarters located in Himberg (Austria). The countries in which it operates are: Austria, the Czech Republic, Slovakia, Poland, Romania, Serbia and Hungary. Its activity consists of the collection, transport and elimination of all types of waste, as well as auxiliary environmental services.

The cash flows considered in the impairment test take into account the current status of the CGU, making the best estimates of future flows based on the activities in the future.

The main hypotheses used suggest higher growth in revenue, of approximately 4.7% to 6.7% in the first years on account of new opportunities, before stabilising at around 3% in 2026 and 2027. These markets are mostly mature with limited growth expectations. In turn, the gross operating margin stands at around 16% for the entire period under consideration.

The pre-tax discount rate used was 12.26% and a growth rate of 0% was employed as part of the calculation of perpetual income, which accounts for 82.9% of the total recoverable value. The result of the test shows an excess in the recoverable value over the book value of the cash generating unit of 139,615 thousand euros. A 10% decrease in the present value of cash flows would bring this excess down to 92,907 thousand euros.

c) Other intangible fixed and non-current assets

The changes in this heading of the consolidated balance sheet in 2022 and 2021 were as follows:

	Other intangible assets	Accumulated Amortisation	Impairment	Net value
Balance at 31.12.20	360,060	(292,217)	(15,158)	52,685
Additions or allocations	12,142	(11,187)	(1,384)	(429)
Derecognitions, disposals or reductions	(3,237)	2,985	70	(182)
Translation differences	2,031	(992)	(23)	1,016
Change in scope, transfers and other changes	7,192	(3,732)	1	3,461
Balance at 31.12.21	378,188	(305,143)	(16,494)	56,551
Additions or allocations	22,566	(13,569)	(1)	8,996
Derecognitions, disposals or reductions	(151,399)	148,436	563	(2,400)
Translation differences	939	(460)	(25)	454
Change in scope, transfers and other changes	11,105	(10,448)	3,563	4,220
Balance at 31.12.22	261,399	(181,184)	(12,394)	67,821

"Release, removals and transfers" includes the derecognition of certain intangible assets that were recognised as part of business combinations in previous years that have already exhausted their useful life for the sum of 136,303 thousands of euros.

This heading mainly includes:

- amounts paid to public or private entities as fees for the award of agreements that are not classified as concessions, within the scope of IFRIC12 "Service Concession Arrangements", mainly in the Environmental Services Area,
- amounts recognised on initial recognition of certain business combinations representing items such as customer portfolios and agreements in place at the time of purchase,
- quarrying rights in the Cement Area, and software applications.

7. PROPERTY, PLANT AND EQUIPMENT

The net detail of property, plant and equipment at 31 December 2022 and 2021 is as follows:

	Cost	Accumulated amortisation	Impairment	Net value
2022				
Land and buildings	1,730,948	(609,299)	(94,093)	1,027,556
Land and natural resources	691,847	(175,830)	(81,064)	434,953
Buildings for own use	1,039,101	(433,469)	(13,029)	592,603
Plant and other items of property, plant and equipment	8,910,125	(5,810,603)	(630,274)	2,469,248
Plant	5,340,053	(3,491,070)	(592,689)	1,256,294
Machinery and vehicles	2,559,704	(1,738,073)	(33,720)	787,911
Advances and PP&E under construction	148,228	-	-	148,228
Other PP&E	862,140	(581,460)	(3,865)	276,815
	10,641,073	(6,419,902)	(724,367)	3,496,804
2021				
Land and buildings	1,661,173	(572,202)	(101,852)	987,119
Land and natural resources	694,516	(172,501)	(87,045)	434,970
Buildings for own use	966,657	(399,701)	(14,807)	552,149
Plant and other items of property, plant and equipment	8,185,089	(5,653,086)	(656,566)	1,875,437
Plant	4,997,778	(3,438,120)	(618,330)	941,328
Machinery and vehicles	2,320,002	(1,674,652)	(34,568)	610,782
Advances and PP&E under construction	92,561	-	-	92,561
Other PP&E	774,748	(540,314)	(3,668)	230,766
	9,846,262	(6,225,288)	(758,418)	2,862,556

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The movements in the various fixed and non-current assets headings in 2022 and 2021 were as follows:

	Land and natural resources	Buildings for own use	Land and buildings	Plant	Machinery and vehicles	Advances and PP&E under construction	Other PP&E	Plant and other items of property, plant and equipment	Accumulated amortisation	Impairment
Balance at 31.12.20	683,055	933,900	1,616,955	4,721,372	2,215,724	109,411	748,649	7,795,156	(5,930,502)	(671,410)
Additions or allocations	4,930	48,216	53,146	31,783	154,912	77,196	54,451	318,342	(333,705)	(51,405)
Derecognitions, disposals or reductions	(993)	(35,409)	(36,402)	(19,043)	(117,319)	(465)	(40,121)	(176,948)	175,889	4,487
Translation differences	2,734	7,998	10,732	205,173	34,805	786	5,347	246,111	(144,145)	(39,843)
Change in scope, transfers and other changes	4,790	11,952	16,742	58,493	31,880	(94,367)	6,422	2,428	7,175	(247)
Balance at 31.12.21	694,516	966,657	1,661,173	4,997,778	2,320,002	92,561	774,748	8,185,089	(6,225,288)	(758,418)
Additions or allocations	10,386	45,928	56,314	51,492	303,287	105,922	81,816	542,517	(385,653)	(14,734)
Derecognitions, disposals or reductions	(1,654)	(26,926)	(28,580)	(11,996)	(104,925)	(731)	(18,902)	(136,554)	131,974	4,448
Translation differences	(781)	12,078	11,297	(34,076)	1,732	1,195	2,570	(28,579)	46,532	32,801
Change in scope, transfers and other changes	(10,620)	41,364	30,744	336,855	39,608	(50,719)	21,908	347,652	12,533	11,536
Balance at 31.12.22	691,847	1,039,101	1,730,948	5,340,053	2,559,704	148,228	862,140	8,910,125	(6,419,902)	(724,367)

Significant "Additions" in 2022 include investments made for the performance of the agreements for the Environmental Services activity, mainly in different companies that carry out their activity in the United States for a total of €90,391 thousand (€36,983 thousand in 2021), in FCC Medioambiente, S.A. (Spain) for a total of 160,731 thousand euros (98,249 thousand euros in 2021), at the FCC Environment group (UK) for a total of 34,957 thousand euros (32,838 thousand euros in 2021), and at FCC Environment CEE (Central Europe) for a total of 64,681 thousand euros (43,848 thousand euros in 2021). When it comes to End-to-End Water Management activity, worth particular mention are the investments made mainly in FCC Aqualia, S.A. (Spain) for the sum of 26,272 thousand euros (22,406 thousand euros in 2021), in SmVak (Czech Republic) for the sum of 30,440 thousand euros (28,453 thousand euros in 2021) and in the Georgia Global Utilities Group (Georgia), acquired in February 2022 (note 4), for the sum of 36,837 thousand euros as well as in construction activity, mainly in FCC Construcción, S.A. for the sum of 32,787 thousand euros (23,190 thousand euros in 2021).

"Changes in the scope of consolidation, transfers and other movements" for 2022 include the incorporation of the tangible assets corresponding to the Georgia Global Utilities Group, following its takeover, for the sum of 338,231 thousand euros (note 4).

During 2021, land and natural assets (quarries) of the Cement business impaired by 36,011 thousand euros (note 26) as a result of the expected shortening of their useful lives.

"Derecognitions, disposals or reductions" include disposals and derecognition of inventories corresponding to assets that, in general, are almost fully amortised due to having exhausted their useful life.

Inflows and outflows that have resulted in cash inflows or outflows are recorded in the accompanying cash flow statement as "Payments for investments" and "Proceeds from divestments" of "Property, plant and equipment, intangible assets and investment property", respectively.

No interest was capitalised in 2022 and 2021 and the total interest capitalised at source as at 31 December 2022 amounts to 6,383 thousand euros (6,383 thousand euros in 2021).

As at 31 December 2022, in property, plant and equipment, €7,719 thousand (€8,331 thousand as at 31 December 2021) has been charged as income from capital grants.

The Group companies take out the insurance policies they consider necessary to cover the possible risks to which their property, plant and equipment are subject. At year-end, the Parent estimates that there is no hedging deficit related to said risks.

The gross amount of fully depreciated property, plant and equipment which is nevertheless used in the production activity because it is in a good usable status amounts to 3,631,488 thousand at 31 December 2022 (3,023,954 thousand euros at 31 December 2021).

The property, plant and equipment net of depreciation on the attached consolidated balance sheet located outside the Spanish territory amount to 1,984,050 thousand euros at 31 December 2022 (1,473,477 thousand euros at 31 December 2021).

Restrictions on title to assets

Of the total property, plant and equipment on the consolidated balance sheet, at 31 December 2022, 734,000 thousand euros (790,359 thousand euros at 31 December 2021) are subject to ownership restrictions according to the following detail:

	Cost	Accumulated amortisation	Impairment	Net value
2022				
Buildings, plants and equipment	1,396,897	(717,304)	(4,533)	675,060
Other property, plant and equipment	162,538	(103,598)	-	58,940
	1,559,435	(820,902)	(4,533)	734,000
2021				
Buildings, plants and equipment	1,419,292	(686,066)	(4,364)	728,862
Other property, plant and equipment	163,012	(101,515)	-	61,497
	1,582,304	(787,581)	(4,364)	790,359

The restrictions on ownership of these assets arise from the lease agreements explained in note 9 of these notes to the consolidated financial statements, and also from assets assigned to the operation of certain agreements with characteristics similar to those of concession arrangements, but to which IFRIC 12 "Concession arrangements" (note 3.a) does not apply.

Purchase commitments

As part of the performance of their activities, Group companies have formalised commitments to acquire property, plant and equipment, mainly machinery and vehicles following the renewal Environmental Services activity contracts, which as at 31 December 2022 amounted to 173,305 thousands euros (24,510 thousand euros at 31 December 2021).

	2022	2021
Land and natural resources	-	-
Buildings for own use	-	-
Plant	-	-
Machinery and vehicles	138,338	22,075
In-progress property, plant and equipment and advances	610	-
Other PP&E	34,357	2,435
	173,305	24,510

8. INVESTMENT PROPERTY

As stated in note 3.e), investment property is measured at fair value based on the assessments made by an independent expert.

In the case of the assessments corresponding to the Realia Business Group, the methodology for determining the fair value of the investment property is based on the RICS principles, which basically use discounted cash flows as the valuation method, which consists of capitalising the net rents of each property and discounting the future flows, applying market discount rates, over a ten-year time horizon and a residual value calculated by capitalising the estimated rent at the end of the projected period at an estimated yield. The properties were assessed on an individual basis, taking into account each of the agreements in force at year-end and their duration. For buildings with vacant areas, these have been assessed on the basis of estimated future rents, discounting a marketing period.

The key variables in this method are the determination of the net income, the duration of the lease agreements, the time period over which the leases are discounted, the approximation of value at the end of each period and the target internal rate of return used to discount the cash flows.

The key variables used in the assessments using the discounted cash flow method are:

- Current gross income: contractual income of the agreements outstanding at the date of the assessment, without taking into account bonuses, grace periods and expenses not passed on.
- Current net income: the revenue generated by each property at the date of the assessment, net of allowances and deficiencies and taking into account the non-chargeable expenses in accordance with the agreements and for vacant spaces.
- Estimated revenue for vacant space and/or new leases over the years of the cash flow.
- Exit Yield: required rate of return at the end of the assessment period on the sale of the asset. At the end of the discount period it is necessary to determine an exit value of the property. At that point it is not possible to reapply a discounted cash flow methodology and it is necessary to calculate the sale value according to an exit yield based on the rent being generated by the property at the time of sale, provided that the cash flow projection assumes a stabilised rent that can be capitalised in perpetuity.
- IRR: interest rate or rate of return offered by an investment, the value of the discount rate that makes the NPV equal to zero, for a given investment project.
- ERV: Market return on the asset at the assessment date.

In the case of the investment property of Jezzine Uno, S.L.U., given the characteristics of the agreement, which includes a period of assured rental income until 2037, when the lessee has the option to repurchase at fair value, the assessment method used was the discounted cash flow method. Discounted cash flow ("DFC") is a method generally accepted by valuation experts from both a theoretical and practical point of view as the method that best incorporates all factors affecting the value of a business into the valuation result, considering the company as a real investment project.

This methodology considers the results of the operating activity and also the investment and working capital policy to calculate the future cash flow generation capabilities of the assets linked to the business, which are discounted to the assessment date to obtain the present value of the business.

The sum of the following two components has been considered for the determination of the fair value:

- Estimated cash flows over the life of the agreement until its completion in 2037: The calculation is based on the amount of rents expected to be obtained, including the expenses chargeable to the lessee under the agreement (property tax, community charges and other fees), less the operating costs incurred for the management of the properties and the corresponding operating taxes. The cash flows obtained are discounted in line with expected inflation.

- Divestment value: An exit value of the property has been estimated at the end of the lease term. At that point it is not possible to re-apply a discounted cash flow methodology and it is necessary to calculate the sale value according to an exit yield based on the expected market rent that the properties could be generating at the time of sale and which can be capitalised in perpetuity. The market rent in 2037 has been determined on the basis of an analysis of the possible market rent of the premises, assuming that the market rent will vary annually until 2037 in line with expected annual inflation rates in the future. For the purpose of determining the net capitalisable income in perpetuity, the total amount of asset-related expenses expected in 2037 (no longer chargeable in the context of a market sale) has been deducted. It has also been assumed that minor investments will be necessary to adapt the assets for their sale on the market, estimating the marketing costs that would be incurred in their sale. The corresponding tax effect has been deducted from the amount of capital gain thus obtained.

The key variables used in the above assessment are as follows:

- Amount of net rents during the lease agreement calculated as explained above.
- Discount rate: The WACC has been calculated taking as components those corresponding to the market in which it operates and its debt structure.
- Exit yield: Required rate of return at the end of the lease agreement on the sale of the assets.

The fair value of investment property amounted to 2,122,854 thousand euros at 31 December 2022 (2,069,187 thousand euros at 31 December 2021).

The following is a sensitivity analysis of the main variables affecting the assessment at fair value of the Realia Business Group's investment property.

The effect of the change in the required rates of return (Exit yield), calculated as income on the market value of the assets, in terms of "Net Asset Value", on the consolidated assets and the consolidated profit and loss account, in respect of the investment property in operation, would be as follows:

Consolidated Group

	2022		2021	
	Assets	Consolidated profit/(loss) for the year	Assets	Consolidated profit/(loss) for the year
Increase of 25 basis points	(46,385)	(34,789)	(47,305)	(35,479)
Decrease of 25 basis points	51,095	38,321	52,515	39,386

In addition, the sensitivity analysis of a 10% change in the ERV (market rent of the asset at the assessment date) would be as follows:

	2022		2021	
	Assets	Consolidated profit/(loss) for the year	Assets	Consolidated profit/(loss) for the year
10% increase	110,725	83,044	113,315	84,986
10% decrease	(112,175)	(84,131)	(111,470)	(83,603)

Finally, the sensitivity analysis of a quarter point change in the IRR would be as follows:

	2022		2021	
	Assets	Consolidated profit/(loss) for the year	Assets	Consolidated profit/(loss) for the year
Increase of 25 basis points	(28,970)	(21,728)	(26,610)	(19,958)
Decrease of 25 basis points	26,730	20,048	27,460	20,595

In the case of Jezzine Uno, S.L.U.'s investment property, a sensitivity analysis of the main variables affecting its assessment is provided below.

The impact of a change in the discount rate used to determine the present value of both the contract rents and their divestment value is as follows:

	2022		2021	
	Assets	Consolidated profit/(loss) for the year	Assets	Consolidated profit/(loss) for the year
Increase of 25 basis points	(12,490)	(9,368)	(13,044)	(9,783)
Decrease of 25 basis points	12,866	9,650	13,487	10,116

The impact of a change in the exit yield is as follows:

	2022		2021	
	Assets	Consolidated profit/(loss) for the year	Assets	Consolidated profit/(loss) for the year
Increase of 25 basis points	(4,525)	(3,394)	(5,535)	(4,151)
Decrease of 25 basis points	4,817	3,613	5,904	4,428

The movements in the various investment property items in 2022 and 2021 were as follows:

Balance 31.12.20	-
Additions	4,836
Derecognitions, disposals or reductions	(23,260)
Change in fair value	16,628
Change in scope, transfers and other changes	2,070,983
Balance 31.12.21	2,069,187
Additions	21,599
Derecognitions, disposals or reductions	(88)
Change in fair value	22,179
Translation differences	481
Change in scope, transfers and other changes	9,496
Balance 31.12.22	2,122,854

Significant "Additions" in 2022 included the capitalisation of constructions in progress for rental housing by the Realia Business, S.A. Group for the sum of 21,599 thousand euros.

"Changes in the scope of consolidation, transfers and other movements" in 2021, include the real estate assets incorporated due to the takeover of Realia Business, S.A., amounting to €1,470,575 thousand, and Jezzine Uno, S.L.U., a company dedicated to the rental of commercial properties, amounting to €600,404 thousand (note 4).

Cash inflows and outflows are recorded in the accompanying cash flow statement as "Payments for investments" and "Proceeds from disposals" of "Property, plant and equipment, intangible assets and investment property" respectively.

In 2022, there were commitments to acquire investment property for the sum of 11,549 thousand euros. At year-end 2021, the Group had no firm commitments to acquire or construct any investment property.

9. LEASES

a) Leases where the Group acts as lessee

As a lessee, the Group has entered into agreements to lease underlying assets of various kinds, mainly machinery in the Construction business and technical installations and buildings for its own use in all the Group's activities.

Among the agreements entered into in previous years, those for the Group's Central Services buildings stand out, on the one hand, the agreement for the lease of the office building located in Las Tablas (Madrid), effective from 23 November 2012 and for 18 years, extendable at the option of the FCC Group in two periods of five years each, with a rent that can be updated annually in accordance with the CPI.

Additionally, the agreement signed in 2011 for the buildings located at Federico Salmón 13, Madrid and Balmes 36, Barcelona, for a minimum committed rental period of 30 years, extendable at the Group's option in two periods of 5 years each with a rent that can be updated annually according to the CPI. These buildings were transferred to their current owners by means of a sale and leaseback agreement. The owners, in turn, have granted a purchase option to Fomento de Construcciones y Contratas, S.A., exercisable only at the end of the rental period, for the fair value or the amount of the sale discounted by the CPI, whichever is higher.

In general, the leases entered into by the Group do not include variable payments, only certain agreements include clauses for the discounting of rent, mainly in line with inflation. In some cases, these agreements contain restrictions on use, the most common restrictions being those limiting the use of the underlying assets to geographical areas or to use as office or production premises. The agreements do not include significant residual value guarantee clauses.

The Group determines the duration of the agreements by estimating the length of time the entity expects to continue to use the underlying asset based on its particular circumstances, including extensions that are reasonably expected to be exercised.

The carrying amount of right-of-use assets amounted to 401,459 thousand euros at 31 December 2022 (449,783 thousand euros at 31 December 2021). The carrying amount, additions and write-downs during the business years 2022 and 2021 are detailed below by underlying asset class:

Consolidated Group

	Cost	Accumulated amortisation	Impairment	Net value	Additions	Amortisation charge
2022						
Land and buildings	430,800	(116,645)	(4,533)	309,621	36,387	(38,377)
Land and natural resources	43,658	(11,501)	(4,533)	27,623	4,142	(3,683)
Buildings for own use	387,142	(105,144)	-	281,998	32,245	(34,694)
Plant and other items of property, plant and equipment	168,370	(76,532)	-	91,838	36,656	(28,529)
Plant	3,340	(1,386)	-	1,954	15	(979)
Machinery and vehicles	135,888	(62,396)	-	73,492	28,081	(22,477)
Other PP&E	29,142	(12,750)	-	16,392	8,560	(5,073)
	599,170	(193,177)	(4,533)	401,459	73,043	(66,906)
2021						
Land and buildings	449,574	(101,577)	(602)	347,395	42,182	(38,283)
Land and natural resources	53,759	(8,662)	(602)	44,495	4,800	(3,563)
Buildings for own use	395,815	(92,915)	-	302,900	37,382	(34,720)
Plant and other items of property, plant and equipment	173,634	(71,246)	-	102,388	20,430	(37,996)
Plant	5,674	(3,095)	-	2,579	74	(1,072)
Machinery and vehicles	133,451	(53,746)	-	79,705	16,017	(29,746)
Other PP&E	34,509	(14,405)	-	20,104	4,339	(7,178)
	623,208	(172,823)	(602)	449,783	62,612	(76,279)

Lease liabilities recognised amount to €425,395 thousand at 31 December 2022 (€432,851 thousand at 31 December 2021), of which €78,970 thousand (€64,870 thousand at 31 December 2021) are classified as current in the accompanying consolidated balance sheet, as they mature within the next twelve months (note 19). Lease liabilities have generated an interest charge of €12,315 thousand at 31 December 2022 (€12,905 thousand at 31 December 2021). Lease payments made during the year amount to €80,525 thousand at 31 December 2022 (31 December 2021: €109,301 thousand) and are recognised under "Receivables and (payments) on financial liability instruments" and "Interest payments" in the accompanying consolidated cash flow statement. Details of non-current lease liabilities by maturity are shown below:

Consolidated Group

	2024	2025	2026	2027	2028 and beyond	Total
2022						
Liabilities for non-current leases	59,920	31,717	26,984	33,126	194,678	346,425

Certain agreements are excluded from the application of IFRS 16, mainly because they are low value assets or because their term is less than twelve months (note 3.g), and are recognised as an expense under "Other operating income" in the accompanying consolidated income statement, the amount of which is as follows for 2022 and 2021:

	2022	2021
Low value assets	3,571	1,048
Leases with term less than 12 months	92,308	61,738
	95,879	62,786

b) Leases in which the Group acts as lessor

All lease agreements in which the Group acts as lessor are classified as operating leases, as substantially all the risks and rewards of ownership of the asset are not transferred.

In its position as lessor, the Group recognises operating income, mainly in the Real Estate business, amounting to €133,713 thousand (€25,126 thousand at 31 December 2021), as follows:

	2022	2021
Revenue from leases	111,461	21,887
Revenue from common pass-through expenses	22,252	3,239
	133,713	25,126

The increase in 2022 compared to 2021 can mainly be attributed to the fact that the previous year, only income from leases obtained by the Realia subgroup and by Jezzine Uno, S.L.U. during the last two months of the period following its takeover by part of the group were included.

Leased assets are mainly recorded under investment property in the accompanying consolidated balance sheet. The typology of investment property is as follows:

	2022	2021
Offices and commercial premises	1,509,154	1,468,782
Banking entities	611,140	600,405
Plots and other investment property	2,560	-
	2,122,854	2,069,187

In addition, the Group leases tangible fixed assets, mainly machinery in the construction business, the carrying amount of which is not material.

Consolidated Group

At 31 December 2022, the Group has contracted minimum lease payments of 875,278 thousand euros (890,048 thousand euros at 31 December 2021) with tenants in the Realia Group and Jezzine Uno, S.L.U., in accordance with the current agreements in force, without considering the repercussion of common expenses, future CPI increases or future updates of contractually agreed rents, with the following maturities:

	2022	2021
Less than a year	109,289	103,699
Between two and five years	289,737	279,398
After five years	476,252	506,951
	875,278	890,048

10. SERVICE CONCESSION ARRANGEMENTS

This Note presents an overview of all the Group's investments in concession businesses, which are recognised in various headings under "Assets" in the accompanying consolidated balance sheet.

The following table presents the total amount of the assets held under service concession arrangements by the Group companies, which are recognised under "Intangible assets", "Non-current financial assets", "Other current financial assets" and "Investments accounted for using the equity method" (for both joint ventures and associates) in the accompanying consolidated balance sheet at 31 December 2022 and 2021.

	Intangible assets (Note 6)	Financial assets (Note 13)	Joint concessionary businesses	Associated concessionary companies	Total investment
2022					
Water services	1,877,496	245,074	19,927	41,375	2,183,872
Environment	545,060	218,117	10,150	11,507	784,834
Transport infrastructure and other	485,754	142,145	10,925	37,311	676,135
TOTAL	2,908,310	605,336	41,002	90,193	3,644,841
Accumulated	(1,343,901)	-	-	-	(1,343,901)
Impairment	(51,765)	-	-	-	(51,765)
	1,512,644	605,336	41,002	90,193	2,249,175
2021					
Water services	1,795,300	230,771	28,679	44,627	2,099,377
Environment	533,995	235,057	9,752	9,515	788,319
Transport infrastructure and other	389,630	-	54,674	31,684	475,988
TOTAL	2,718,925	465,828	93,105	85,826	3,363,684
Accumulated	(1,224,775)	-	-	-	(1,224,775)
Impairment	(54,444)	-	-	-	(54,444)
	1,439,706	465,828	93,105	85,826	2,084,465

Consolidated Group

The main change between the two years under "Transport infrastructure and Others" mainly relates to the takeover of Sociedad Concesionaria Tranvía de Murcia (note 4), which includes the sum of 72,574 thousand euros as intangible assets and 142,144 thousand euros as financial assets.

Below is a breakdown of the main concessions included in the above categories, detailing their main characteristics:

	Net book value as at 31 December 2022		Granting entity	Collection mechanism
	Intangible assets	Financial assets		
Water services	795,423	245,074		
Jerez de la Frontera (Cádiz, Spain)	64,317	-	City Council of Jerez de la Frontera.	User based on consumption
Caltanissetta (Italy)	53,932	-	Consorzio Ambito Territoriale Ottimale	User based on consumption
Jeddah desalination plant (Saudi Arabia)	40,422	-	General Authority of Civil Aviation (Saudi Arabia)	User based on consumption
Lleida (Spain)	30,730	-	Lleida City Council	User based on consumption
Santander (Cantabria, Spain)	28,585	-	Santander City Council	User based on consumption
Acueducto Realito (Mexico)	26,677	61,466	State Water Commission	Mixed model
Llucmajor (Balearic Islands, Spain)	24,348	-	Llucmajor town council	User based on consumption
Badajoz (Badajoz, Spain)	23,115	-	Badajoz City Council	User based on consumption
Vigo (Pontevedra, Spain)	21,377	-	Vigo City Council	User based on consumption
Adeje (Tenerife, Spain)	21,099	-	Adeje City Council	User based on consumption
Oviedo (Asturias, Spain)	19,389	-	Oviedo City Council	
Mostaganem Desalination Plant (Algeria)	-	147,755	Algerian Energie Company S.p.a.	Cubic meters with guaranteed minimum
Guaymas Desalination Plant, Mexico	-	28,827	State Water Commission	Cubic meters with guaranteed minimum
Other contracts	441,432	7,026		
Transport infrastructure and other	329,905	142,144		
Coatzacoalcos submerged tunnel (Mexico)	218,842	-	Government of the State of Veracruz	Direct toll paid by the user
Conquense motorway (Spain)	38,489	-	Ministry for Economic Development	Shadow toll
Sociedad Concesionaria Tranvia de Murcia (Spain)	72,574	142,144	Murcia city council	Fixed amount plus the amount paid by the user
Environment	387,316	218,118		
Buckinghamshire plant (United Kingdom)	126,763	8,851	Buckinghamshire County Council	Fixed amount plus variable amount per ton
Loeches Plant (Alcalá de Henares,	109,651	-	Commonwealth of the East	According to tons treated
Campello Plant (Alicante, Spain)	49,280	-	Plan Zonal XV Consortium of the Community of Valencia	According to tons treated
Granada plant (Granada, Spain)	29,174	-	Provincial council of Granada	According to tons treated
Edinburgh Plant (United Kingdom)	20,681	87,567	City of Edinburgh and Midlothian Council	Variable per ton with guaranteed minimum
Houston recycling plant (United States)	19,592	-	City of Houston	According to tons treated
Gipuzkoa II plant	-	28,631	Gipuzkoa Waste Consortium	Variable per ton with guaranteed minimum
RE3 plant (United Kingdom)	-	27,620	Councils of Reading, Bracknell Forest and Workingham	Fixed amount plus variable amount per ton
Manises Plant (Valencia, Spain)	-	18,717	Metropolitan Entity for Waste Treatment	Fixed amount plus variable amount per ton
Wrexham I plant (United Kingdom)	-	17,457	Wrexham County Borough Council	Fixed amount plus variable amount per ton
Wrexham II plant (United Kingdom)	-	15,267	Wrexham County Borough Council	Fixed amount plus variable amount per ton
Other contracts	32,175	14,008		
FCC Group Total	1,512,644	605,336		

	Net book value as at 31 December 2021		Granting entity	Collection mechanism
	Intangible assets	Financial assets		
Water services	791,535	230,771		
Jerez de la Frontera (Cádiz, Spain)	66,397	-	City Council of Jerez de la Frontera.	User based on consumption
Caltanissetta (Italy)	46,734	-	Consorzio Ambito Territoriale Ottimale	User based on consumption
Jeddah desalination plant (Saudi Arabia)	43,955	-	General Authority of Civil Aviation (Saudi Arabia)	User based on consumption
Lleida (Spain)	32,779	-	Lleida City Council	User based on consumption
Santander (Cantabria, Spain)	32,049	-	Santander City Council	User based on consumption
Vigo (Pontevedra, Spain)	28,503	-	Vigo City Council	User based on consumption
Adeje (Tenerife, Spain)	27,571	-	Adeje City Council	User based on consumption
Badajoz (Spain)	24,178	-	Badajoz City Council	User based on consumption
Acueducto Realito (Mexico)	23,735	57,810	State Water Commission (Mexico)	Mixed model
Oviedo (Asturias, Spain)	20,207	-	Oviedo City Council	User based on consumption
Mostaganem Desalination Plant (Algeria)	-	141,974	Algerian Energie Company S.p.a.	Cubic meters with guaranteed minimum
Guaymas Desalination Plant, Mexico	-	24,469	State Water Commission	Cubic meters with guaranteed minimum
Other contracts	445,427	6,518		
Transport infrastructure and other	250,383	-		
Coatzacoalcos submerged tunnel (Mexico)	203,179	-	Government of the State of Veracruz	Direct toll paid by the user
Conquense motorway (Spain)	47,204	-	Ministry for Economic Development	Shadow toll
Environment	397,788	235,057		
Buckinghamshire plant (United Kingdom)	139,599	9,403	Buckinghamshire County Council	Fixed amount plus variable amount per ton
Loeches Plant (Alcalá de Henares,	112,481	-	Commonwealth of the East	According to tons treated
Campello Plant (Alicante, Spain)	49,130	-	Plan Zonal XV Consortium of the Community of Valencia	According to tons treated
Edinburgh Plant (United Kingdom)	22,852	94,931	City of Edinburgh and Midlothian Council	Variable per ton with guaranteed minimum
Granada plant (Granada, Spain)	21,039	-	Provincial council of Granada	According to tons treated
Houston recycling plant (United States)	20,440	-	City of Houston	According to tons treated
Gipuzkoa II plant	-	29,443	Gipuzkoa Waste Consortium	Variable per ton with guaranteed minimum
RE3 plant (United Kingdom)	-	29,701	Councils of Reading, Bracknell Forest and Workingham	Fixed amount plus variable amount per ton
Manises Plant (Valencia, Spain)	-	20,103	Metropolitan Entity for Waste Treatment	Fixed amount plus variable amount per ton
Wrexham I plant (United Kingdom)	-	19,811	Wrexham County Borough Council	Fixed amount plus variable amount per ton
Wrexham II plant (United Kingdom)	-	16,938	Wrexham County Borough Council	Fixed amount plus variable amount per ton
Other contracts	32,247	14,727		
FCC Group Total	1,439,706	465,828		

The water services activity is characterised by a very high number of agreements, the most significant of which are detailed in the table above. The main activity of the agreements is the end-to-end water cycle, from the collection, transport, treatment and distribution to urban centres through the use of distribution networks and complex water treatment facilities for drinking water purification, to the collection and treatment of wastewater. It includes both construction and maintenance of water and sewerage networks, desalination plants, water treatment plants and wastewater treatment plants. Billing is generally based on subscribers' use of the service, so in most cases cash flows depend on water consumption, which is generally constant over time. However, the agreements usually incorporate periodic tariff review clauses to ensure the recoverability of the investment made by the concessionaire, in which future tariffs are set on the basis of consumption in previous periods and other variables such as inflation. In order to carry out their activities, the concessionaires build or receive the right to use the distribution and sewerage networks, as well as the complex installations necessary for drinking water treatment and purification. The concession periods for this type of concession range from different periods, up to a maximum of 75 years, and the facilities revert to the concession grantor at the end of the concession period, without receiving any compensation.

In most of the fully consolidated agreements, the amount of the collections depends on the use made of the service and is therefore variable, as the concession holder bears the demand risk, which is why they are recorded as intangible assets. However, in exceptional cases, mainly in the case of desalination plants, payment is received on the basis of the cubic metres actually desalinated, with the grantor guaranteeing a minimum insured level irrespective of volume, whereby such guaranteed amounts are classified as financial assets as they cover the fair value of the construction services.

The "Environment and Other" activity mainly includes agreements relating to the construction, operation and maintenance of waste management facilities in Spain, the United Kingdom and the United States. The agreements incorporate price revision clauses based on various variables, such as inflation, energy costs or wage costs. For the classification of concessions as intangible or financial assets, the contracts have been analysed to determine which part of the agreement bears the demand risk. In those agreements in which billing is determined solely on the basis of the fixed charge and a variable amount depending on the tonnes treated, given that the latter is residual and the cost of construction services is substantially covered by the fixed charge, the entire concession has been considered as a financial asset, except in the case of the Buckinghamshire and Edinburgh plants (both in the UK), in which the intangible component is significant and are therefore recorded as mixed models.

"Transport infrastructure and Other" activity includes, on the one hand, the toll road and tunnel concessions is the management, promotion, development and operation of land transport infrastructures, mainly toll roads and tunnels. It includes both the construction and the subsequent conservation and maintenance of the aforementioned infrastructures over a long concession period, which can range from 25 to 75 years. Invoicing is usually based on traffic intensity, both through direct vehicle tolls and shadow tolls, so cash flows are variable in relation to the aforementioned traffic intensity, and generally show an increasing trend as the concession period progresses, which is why, as the concessionaire bears the demand risk, they are recorded as intangible assets. The agreements generally comprise both the construction or improvement of the infrastructure over which the concessionaire receives a right of use, and the provision of maintenance services, with the infrastructure reverting at the end of its useful life to the grantor, usually without compensation. In certain cases, compensation mechanisms exist, such as an extension of the concession period or an increase in the toll price, so as to ensure a minimum return to the concessionaire. On the other, it also includes the operation of urban trams and other urban transport systems in which revenue is generated through the collection of fixed or determinable amounts that may be in the form of a subsidy or fee and that usually include financial balance clauses to ensure the recovery of the investment by the concession holder. Alternatively, in some contracts, amounts are received directly from passengers through ticket collecting or using advertising media.

It should also be noted that the concession companies in which the Group has holdings are obliged, in accordance with the concession agreements, to acquire or construct, during the concession period, fixed assets for an amount of 185,785 thousand euros at 31 December 2022 (176,283 thousand euros at 31 December 2021).

Finally, it is worth mentioning that the recoverable value of the main concession assets has been re-estimated in 2022. As a result of the analysis carried out, no impairment was shown to be necessary given that a substantial part of the concession assets are related to the water and environment businesses, activities that have generally been considered as "core" in the different jurisdictions, being particularly resilient to the impacts of the pandemic. In addition, a significant portion of the concessional asset portfolio corresponds to agreements not subject to demand risk, which significantly reduces the risk of impairment.

11. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

This heading includes the value of investments in companies accounted for using the equity method, as well as non-current loans granted to these companies which, as indicated in note 2.b), is applied to both joint ventures and associates, the breakdown of which is as follows:

	2022	2021
Joint ventures	158,648	209,991
Investment value	55,487	72,283
Loans	103,161	137,708
Associates	343,981	323,851
Investment value	165,768	133,030
Loans	178,213	190,821
	502,629	533,842

a) Joint ventures

The breakdown of this caption by company is shown in Annexe II to these annual accounts, which lists the joint ventures.

The transactions for 2022 and 2021 by items are as follows:

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	Balance at 31.12,2021	Profit for the year (Note 26.g)	Distributed Dividends	Changes in the fair value of financial instruments allocated to reserves	Committee	Conversion differences and other movements	Change in credits granted	Balance at 31.12,2022
As Cancelas Siglo XXI, S.L.	46,954	2,585	(1,217)	-	-	-	(9,700)	38,622
FCC Environment Group (UK)	10,261	11,700	(2,288)	-	-	(542)	-	19,131
Zabalgardi, S.A.	13,834	3,593	(4,500)	3,061	-	-	-	15,988
Ibisan Sociedad Concesionaria, S.A.	8,401	1,090	-	1,434	-	-	-	10,925
Orasqualia for the Development of the Waste Treatment Plant S.A.E.	14,587	1,786	(378)	-	-	(5,104)	(11)	10,880
Ecoparc del Besós, S.A.	7,389	3,164	(2,216)	61	-	-	-	8,398
Atlas Gestión Medioambiental, S.A.	8,627	1,591	(2,671)	-	-	-	-	7,547
Construcciones Olabarri, S.L.	5,820	149	-	-	-	-	-	5,969
Aguas de Langreo, S.L.	3,841	(53)	-	-	-	29	(366)	3,451
Empresa Municipal de Aguas de Benalmádena, S.A.	3,984	123	(188)	-	-	(138)	(787)	2,994
Sociedad Concesionaria Tranvía de Murcia, S.A.	46,273	2,044	-	-	-	(26,471)	(21,846)	-
Other	40,020	3,360	(1,493)	47	-	(5,354)	(1,837)	34,743
Total joint ventures	209,991	31,132	(14,951)	4,603	-	(37,580)	(34,547)	158,648

Consolidated Group

	Balance at 31.12,2020	Profit for the year (Note 26.g)	Distributed Dividends	Changes in the fair value of financial instruments allocated to reserves	Committee	Conversion differences and other movements	Change in credits granted	Balance at 31.12,2021
Sociedad Concesionaria Tranvía de Murcia, S.A.	43,222	1,856	-	-	-	-	1,195	46,273
As Cancelas Siglo XXI, S.L.	-	535	-	-	-	36,719	9,700	46,954
Orasqualia for the Development of the Waste Treatment Plant S.A.E.	11,977	1,617	-	-	-	991	2	14,587
Zabalgardi, S.A.	16,060	3,024	(3,000)	(2,250)	-	-	-	13,834
Mercia Waste Management Ltd.	11,782	4,712	(8,696)	-	-	916	-	8,714
Atlas Gestión Medioambiental, S.A.	9,808	1,186	(2,365)	-	-	(2)	-	8,627
Ibisan Sociedad Concesionaria, S.A.	8,204	1,889	(2,454)	808	-	(46)	-	8,401
Ecoparc del Besós, S.A.	7,803	2,192	(2,813)	207	-	-	-	7,389
Construcciones Olabarri, S.L.	5,735	86	-	-	-	(1)	-	5,820
Empresa Municipal de Aguas de Benalmádena, S.A.	4,760	285	(180)	-	-	(92)	(789)	3,984
Aguas de Langreo, S.L.	4,260	(29)	-	-	-	(25)	(365)	3,841
FM Green Power Investments, S.L.	16,462	17,672	-	7,289	-	(41,423)	-	-
Constructora Nuevo Necaxa Tihuatlán, S.A. de C.V.	-	(1,136)	-	-	-	22,124	(20,988)	-
Other	41,864	1,574	(2,395)	-	-	(7,335)	7,858	41,566
Total joint ventures	181,937	35,463	(21,903)	6,054	-	11,826	(3,387)	209,990

In 2022, the "Conversion differences and other movements" and "Variation in loans granted" columns include the derecognition of Sociedad Concesionaria Tranvía de Murcia, S.A. following the completion of the takeover having acquired an additional stake of 50% (note 4).

The following are the key financial statement aggregates of the joint ventures in proportion to the percentage interest held in the joint ventures at 31 December 2022 and 2021.

	2022	2021
Non-current assets	355,530	302,127
Current assets	180,421	161,114
Non-current liabilities	316,645	320,000
Current liabilities	158,715	133,354
Results		
Revenue	207,861	230,669
Operating profit/(loss)	51,391	49,773
Profit before tax	41,841	42,469
Profit attributable to the Parent Company	31,132	35,464

The main activities carried out by the joint ventures are the operation of concessions, such as motorways, concessions related to the end-to-end water cycle, urban sanitation activities, tunnels and passenger transport and the rental of real estate assets.

The difference between the two years can mainly be attributed to the change in the consolidation method of Sociedad Concesionaria Tranvía de Murcia, S.A. and Reciclaje de Componentes Electrónicos S.A.; following the takeover of both companies, they are now fully consolidated (note 4).

In relation to joint ventures with third parties outside the FCC Group, guarantees amounting to €7,564 thousand (€7,564 thousand in 2021) have been provided, mostly to public bodies and private customers to guarantee the successful completion of the agreements for the Group's various activities. There are no relevant commitments or other significant contingent liabilities in relation to joint ventures.

In general, the joint ventures consolidated by the Group using the equity method take the legal form of public or private limited companies and, therefore, as joint ventures, the distribution of funds to their respective parent companies requires the agreement of the other jointly controlling shareholders.

b) Associates

The breakdown of this caption by company is shown in Annexe III to these annual accounts, which lists the associated companies.

The transactions for 2022 and 2021 by items are as follows:

Consolidated Group

	Balance at 31.12.2021	Profit for the year (Note 26.g)	Distributed Dividends	Changes in the fair value of financial instruments allocated to reserves	Committee	Conversion differences and other movements	Change in credits granted	Balance at 31.12.2022
FCC Group PFI Holdings	121,495	(797)	-	-	-	1,151	(11,977)	109,872
Future Valleys Project Co. Limited	30,973	491	-	27,138	-	115	1,006	59,723
Metro de Lima Línea 2, S.A.	31,684	3,714	-	-	-	1,912	-	37,310
Giant Cement Holding	18,327	(10,698)	-	4,500	-	1,322	4,751	18,202
Suministro de Agua de Querétaro, S.A. de C.V.	9,325	1,410	(5)	-	-	998	-	11,728
Aguas del Puerto Empresa Municipal, S.A.	11,948	(330)	-	-	-	371	(520)	11,469
World Trade Center Barcelona, S.A. de S.M.E.	9,904	496	-	-	-	(1)	-	10,399
Tirme Group	8,156	5,138	(3,573)	-	-	(7)	-	9,714
Lázaro Echevarría, S.A.	7,959	7	-	-	-	45	-	8,011
Aigües del Segarra Garrigues, S.A.	7,473	559	(864)	-	-	(132)	-	7,036
FCC Environment Group (CEE)	7,148	1,675	(1,488)	23	-	(354)	-	7,004
Hormigones y Áridos del Pirineo Aragonés, S.A.	6,090	137	(114)	-	-	(1)	-	6,112
Codeur, S.A.	6,503	(194)	-	-	-	(285)	-	6,024
Gestión Integral de Residuos Sólidos, S.A.	5,331	11	-	-	-	-	-	5,342
Aigües del Vendrell	5,268	(203)	-	-	-	19	(222)	4,862
Cafig Constructores, S.A. de C.V.	4,497	298	(1,715)	-	-	480	-	3,560
Other	31,770	(723)	(1,252)	1	-	3,463	(5,646)	27,611
Total associates	323,851	991	(9,011)	31,662	-	9,096	(12,608)	343,981

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	Balance at 31.12,2020	Profit for the year (Note 26.g)	Distributed Dividends	Changes in the fair value of financial instruments allocated to reserves	Committee	Conversion differences and other movements	Change in credits granted	Balance at 31.12,2021
FCC Group PFI Holdings	82,777	(609)	-	-	8,584	1,591	29,152	121,495
Grupo Realía Business	278,104	10,716	-	901	-	(289,721)	-	-
Metro de Lima Línea 2, S.A.	26,215	3,143	-	-	-	2,326	-	31,684
Future Valleys Project Co. Limited	24,134	(3,395)	-	5,423	-	(98)	4,909	30,973
Giant Cement Holding	9,973	3,132	-	4,453	-	769	-	18,327
Aguas del Puerto Empresa Municipal, S.A.	13,229	(371)	-	-	-	386	(1,296)	11,948
World Trade Center Barcelona, S.A. de S.M.E.	10,137	443	(676)	-	-	-	-	9,904
Suministro de Agua de Querétaro, S.A. de C.V.	9,135	1,465	(1,561)	-	-	286	-	9,325
Tirme Group	6,782	3,902	(2,528)	-	-	-	-	8,156
Lázaro Echevarría, S.A.	8,065	(21)	-	-	-	(85)	-	7,959
Aigües del Segarra Garrigues, S.A.	7,182	269	-	-	-	22	-	7,473
FCC Environment Group (CEE)	6,309	2,421	(1,485)	(16)	-	(81)	-	7,148
Codeur, S.A.	6,560	13	(181)	-	-	111	-	6,503
Hormigones y Áridos del Pirineo Aragonés, S.A.	5,940	193	(43)	-	-	-	-	6,090
Gestión Integral de Residuos Sólidos, S.A.	5,298	33	-	-	-	-	-	5,331
Aigües del Vendrell	5,307	(19)	-	-	-	(19)	(1)	5,268
Cafig Constructores, S.A. de C.V.	3,518	2,838	(2,079)	-	-	220	-	4,497
Other	32,184	604	(753)	-	-	401	(666)	31,770
Total associates	540,849	24,757	(9,306)	10,761	8,584	(283,892)	32,098	323,851

The assets, liabilities, turnover and profit/(loss) for 2022 and 2021 are presented below, in proportion to the shareholding in the capital of each associate.

	2022	2021
Non-current assets	660,762	568,152
Current assets	265,136	270,297
Non-current liabilities	556,167	519,558
Current liabilities	189,345	171,514
Revenue	401,879	375,865
Operating profit/(loss)	13,104	45,090
Profit before tax	2,426	33,625
Profit attributable to the Parent Company	991	24,757

12. JOINT AGREEMENTS. JOINT OPERATIONS

As indicated in note 2.b), section "Joint arrangements", the Group companies carry out part of their activity through participation in contracts that are operated jointly with other non-Group partners, mainly through joint ventures and other entities with similar characteristics, contracts that have been proportionately included in the accompanying financial statements.

Below are the key figures of the jointly operated contracts that are included in the different headings of the accompanying balance sheet and consolidated income statement, in proportion to their participation, as at 31 December 2022 and 2021.

	2022	2021
Non-current assets	203,796	204,452
Current assets	1,459,053	1,246,213
Non-current liabilities	46,847	55,787
Current liabilities	1,572,217	1,344,532
Results		
Revenue	1,013,815	1,063,186
Gross operating profit/(loss)	143,772	108,883
Net operating profit/(loss)	111,086	69,161

Agreements managed through joint ventures, joint ventures and other similar entities imply joint and several liability for the activity carried out by the participating partners.

In relation to contracts managed jointly with third parties outside the Group, guarantees totalling €1,914,575 thousand (€1,429,454 thousand in 2021) were provided, mostly to public bodies and private customers, to guarantee the successful completion of urban sanitation works and contracts.

The joint ventures have no relevant property, plant and equipment acquisition commitments.

13. NON-CURRENT FINANCIAL ASSETS AND OTHER CURRENT FINANCIAL ASSETS

There are no significant "Non-current financial assets" or "Other non-current financial assets" in arrears. The most significant items in the accompanying consolidated balance sheet under the aforementioned headings break down as follows:

a) Non-current financial assets

Non-current financial assets at 31 December 2022 and 2021 are distributed as shown below:

	Financial assets at amortised cost	Financial assets at fair value charged to reserves	Financial assets at fair value charged to profit and loss	Hedging derivatives	Total
2022					
Equity instruments	-	162,959	-	-	162,959
Derivatives	-	-	-	39,345	39,345
Collection rights concession arrangements	551,455	-	-	-	551,455
Deposits and guarantees	75,269	-	-	-	75,269
Other financial assets	75,183	6,356	-	-	81,539
	701,907	169,315	-	39,345	910,567
2021					
Equity instruments	-	33,701	-	-	33,701
Derivatives	-	-	621	92	713
Collection rights concession arrangements	421,883	-	-	-	421,883
Deposits and guarantees	73,781	-	-	-	73,781
Other financial assets	73,570	372	-	-	73,942
	569,234	34,073	621	92	604,020

The year-on-year increase under "Collection rights under concession agreements" can mainly be attributed to the inclusion of the balance of Sociedad Concesionaria Tranvía de Murcia, S.A., which at 31 December contributed 129,472 thousand euros following the takeover (note 4).

The main change in the table above comes in the form of the purchase of Metrovacesa, following the takeover bid and subsequent acquisitions on the stock market, with the fair value of the investment at 31 December 2022 standing at 133,471 thousand euros, representing a 13.81% interest. The fair value was calculated using the stock market price on the last trading day for the year. The investment was booked as a financial asset at fair value charged to reserves as the Group does not wield significant influence over the company's Board of Directors. In turn, the increase in hedging derivatives reflects the impact of the rise in interest rates on the fair value, mainly of variable interest rate to fixed rate swaps.

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The breakdown of the "Equity instruments" heading at 31 December 2022 and 2021 is detailed below:

	% Effective ownership	Fair value
2022		
Participations equal to or greater than 5%:		
Metrovacesa, S.A.	13.81%	133,471
Shariket Miyeh Djinet, S.p.a	13.01%	10,167
Cafasso N.V.	15.00%	2,744
Vertederos de Residuos, S.A.	16.03%	10,639
Consorcio Traza, S.A.	16.60%	3,628
Other		1,792
Participations below 5%:		
Other		518
		162,959
2021		
Participations equal to or greater than 5%:		
Shariket Miyeh Djinet, S.p.a	13.01%	10,167
Cafasso N.V.	15.00%	8,777
Vertederos de Residuos, S.A.	16.03%	8,764
Consorcio Traza, S.A.	16.60%	3,628
Other		1,869
Participations below 5%:		
Other		496
		33,701

The expected maturities of "Deposits and guarantees", "Receivables under concession agreements" and "Other financial assets" are as follows:

	2024	2025	2026	2027	2028 and beyond	Total
Deposits and guarantees	4,635	866	1,857	1,432	66,479	75,269
Collection rights concession agreement (notes 3.a) and 10)	45,336	45,697	45,836	46,129	368,457	551,455
Non-commercial loans and other financial assets	9,028	8,687	15,356	8,769	33,343	75,183
	58,999	55,250	63,049	56,330	468,279	701,907

Non-commercial loans mainly include the amounts granted to public entities for debt refinancing in the water services activity, that accrue interest in accordance with market conditions. There were no events during the year that suggests uncertainty regarding the recovery of these loans.

The deposits and guarantees basically correspond to those made by legal or contractual obligations in the development of the activities of the Group companies, such as deposits for electrical connections, for the guarantee in the execution of works, for rental of real estate, etc.

b) Other current financial assets

This heading of the accompanying consolidated balance sheet includes the financial deposits constituted by contractual guarantees, the collection rights derived from concessionary financial assets (note 10) maturing within less than twelve months, current financial investments made for more than three months to meet certain specific treasury situations, credits granted to companies accounted for using the equity method and loans to current third parties.

The details of "Other Current Financial Assets" at 31 December 2022 and 2021 is as follows:

	Financial assets at amortised cost	Financial assets at fair value charged to profit and loss	Hedging derivatives	Total
2022				
Derivatives	-	-	6,984	6,984
Collection rights concession arrangements	53,881	-	-	53,881
Deposits and guarantees	61,377	-	-	61,377
Other financial assets	96,569	2,441	-	99,010
	211,827	2,441	6,984	221,252
2021				
Derivatives	-	-	73	73
Collection rights concession arrangements	43,945	-	-	43,945
Deposits and guarantees	63,173	-	-	63,173
Other financial assets	77,174	-	-	77,174
	184,292	-	73	184,365

Other financial assets mainly include current loans granted and other accounts receivable from joint ventures and associates for the sum of 49,037 thousand euros (23,892 thousand euros in 2021), current loans to third parties for the sum of 33,525 thousand euros (29,276 thousand euros in 2021) and deposits in credit institutions for the sum of 8,838 thousand euros (16,654 thousand euros in 2021).

The average rate of return obtained by these items is in market returns according to the term of each investment.

14. INVENTORIES

The breakdown of "Inventory net of impairment" at 31 December 2022 and 2021 was as follows:

	2022	2021
Real estate	763,867	804,423
Raw materials and other supplies	275,387	216,302
Construction	102,435	79,924
Cement	90,961	80,534
Integrated Water Management	28,104	20,469
Environmental Services	52,618	34,013
Real Estate	8	6
Concessions	191	192
Corporation	1,070	1,164
Finished goods	20,917	16,729
Advances	83,031	69,808
	1,143,202	1,107,262

"Real estate" includes plots for property development, mostly for residential use and property developments in the course of production, for which there are sales commitments for a final delivery value to customers of 119,610 thousand euros (105,518 thousand euros in 2021). The advances that some customers have paid on behalf of the aforementioned "Real Estate" are guaranteed by insurance contracts or bank guarantees, in accordance with the requirements established by the regulations in force.

The Group classifies property developments as current on the basis of their production cycle, distinguishing between property developments in progress and completed developments. Property developments in progress are classified as short-cycle when the period to completion is estimated to be less than twelve months, and as long-cycle otherwise. After the development is completed, it is classified as a completed property development.

The composition of the balance of the item "Real estate" at 31 December 2022 and 2021 is as follows:

	Cost	Impairment	Net value
2022			
Land and plots	675,770	(107,526)	568,244
Short-cycle property developments in progress	58,086	(768)	57,318
Long-cycle property developments in progress	142,027	(63,496)	78,531
Finished property developments	67,435	(7,661)	59,774
Total	943,318	(179,451)	763,867
2021			
Land and plots	730,234	(103,079)	627,155
Short-cycle property developments in progress	44,181	(800)	43,381
Long-cycle property developments in progress	143,819	(62,537)	81,282
Finished property developments	61,694	(9,089)	52,605
Total	979,928	(175,505)	804,423

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The movements in the various items under the heading "Real estate" in the business years 2022 and 2021 were as follows:

	Land and plots	Short-cycle property developments in progress	Long-cycle property developments in progress	Finished property developments	Impairment
Balance at 31.12.20	466,330	38,074	82,323	40,701	(174,795)
Additions or allocations	17,771	40,779	3,686	-	(6,955)
Derecognitions, disposals or reductions	(38,243)	(25,592)	-	(33,503)	6,963
Translation differences	2	-	-	-	(2)
Change in scope, transfers and other changes	284,374	(9,080)	57,810	54,496	(716)
Balance at 31.12.21	730,234	44,181	143,819	61,694	(175,505)
Additions or allocations	39,230	141,112	108,915	20,254	(15,736)
Derecognitions, disposals or reductions	(79,747)	(152,653)	(76,926)	(33,527)	22,441
Translation differences	2	-	-	-	(2)
Change in scope, transfers and other changes	(13,949)	25,446	(33,781)	19,014	(10,649)
Balance at 31.12.22	675,770	58,086	142,027	67,435	(179,451)

In 2021, "Changes in scope, transfers and other movements" mainly includes the incorporation of the Realia Business Group, following its takeover, amounting to 334,317 thousand euros (note 4).

A breakdown of the main real estate products is shown below:

	2022	2021
Estates and promotions Tres Cantos (Madrid)	179,472	190,411
Estates and promotions Arroyo Fresno (Madrid)	73,231	68,407
Estates and Promotions El Molar (Madrid)	53,064	53,060
Estates and promotions Badalona (Barcelona)	44,739	38,207
Estates and promotions Sant Joan Despí (Barcelona)	35,356	43,180
Estates and Promotions Esencia Sabadell (Barcelona)	20,400	12,040
Estates and Promotions Las Glorias (Barcelona)	17,668	9,320
Estates and Promotions San Gregorio (Zaragoza)	13,800	13,800
Estates and Promotions Arroyo Encomienda (Valladolid)	12,823	12,230
Estates and Promotions Ensanche Vallecas (Madrid)	11,997	25,136
Estates and Promotions Nueva Condomina Golf (Murcia)	11,642	11,610
Estates and Promotions Marítimo (Valencia)	10,847	10,850
Estates and Promotions Valdebebas (Madrid)	10,110	9,910
Estates and Developments Torres del Mar (Las Palmas)	10,080	9,330
Estates and Developments Alcorcón	9,354	
Other properties and developments	249,284	296,932
	763,867	804,423

Property inventories are valued at the lower of acquisition or production cost adjusted, where appropriate, to market value.

In order to determine whether impairment exists, the Group has estimated the fair value of the main assets comprising its real estate inventory portfolio through independent third parties (TINSA, SAVILLS and GESVALT). The appraisals were carried out following the criteria employed by RICS (Royal Institution of Chartered Surveyors). The Dynamic Residual, comparison and cash flow discount methods were applied as the best approximation of the value. The Dynamic Residual Method is the basic, essential and fundamental method used in the assessment of land and property, and is the most widely accepted method by real estate market participants. However, as it uses different variables in its operating scheme, the data to be used as variables must be extracted directly from the market, through the instrumental use of the benchmarking method.

Through the application of the comparison method, the necessary comparable data are obtained by means of an analysis of the real estate market based on concrete information, which can be used as variables in the dynamic residual method. In the aforementioned selection, the values of those variables that are abnormal have been previously checked in order to identify and eliminate those from transactions and offers that do not meet the conditions required in the definition of fair value, as well as those that could include speculative elements or those that include particular conditions specific to a specific agent and which are far removed from the reality of the market. After defining, determining and specifying the variables to be used in the dynamic residual method, the value of the land, discounted to the closing date of the accompanying consolidated financial statements, is calculated considering the future flows associated with the development and promotion of this land, both collections and payments, based on market price assumptions (basically sale and construction prices) and development, construction and marketing periods in accordance with the circumstances of each specific case.

For the assessments carried out by the independent expert for completed properties, the assessment method used is that of direct comparison with market transactions.

The total value of real estate inventories determined by independent experts amounted to 813,950 thousand euros as at 31 December 2022.

The key assumptions considered in making the assessments are:

- Temporary deadlines affecting the obtaining of licences and the commencement of urbanisation and/or construction works.
- Sales range: which affect both a range of sales prices, and the percentage and timing of marketing, and the actual and effective sale of the different properties.
- Discounted rates of cash flows generated that reflect risk and time value of money.

In 2022, the total accumulated balance of impairment of property inventories amounts to 179,451 thousand euros (175,505 thousand euros in 2021).

There are no significant commitments to purchase real estate assets at year-end.

The "Raw materials and other supplies" include facilities necessary for the execution of works pending incorporation, building materials and storage elements, spare parts, fuel and other materials necessary in the development of activities.

15. COMMERCIAL DEBTORS, OTHER ACCOUNTS RECEIVABLE AND OTHER CURRENT ASSETS

a) Trade receivables for sales and services

This heading of the accompanying consolidated balance sheet includes the value of the production and services rendered pending collection, valued as indicated in Note 3.s), which provide the various Group activities and which are the basis of the operating profit.

The following is the breakdown of "Receivables external to the Group" at 31 December 2022 and 2021:

	2022	2021
Progress billings receivable and trade receivables for sales	1,160,660	1,046,885
Completed output pending certification	747,603	676,371
Warranty retainers	53,342	67,133
Production billed to associated and jointly controlled companies	59,204	54,825
Trade receivables for sales and services	2,020,809	1,845,214
Advances received for orders (Note 21)	(647,029)	(357,807)
Total trade receivables for sales and services	1,373,780	1,487,407

The total shown corresponds to the net balance of debtors, after taking into account adjustments for bad debt risk amounting to 248,794 thousand euros (212,501 thousand euros at 31 December 2021) and deducting the item for advances received for orders shown under "Trade and other payables" on the liabilities side of the accompanying consolidated balance sheet. This item also includes the certified amounts of advances for various items, regardless of whether or not they have been paid.

The loans for commercial operations in default are as follows:

	2022	2021
Construction	41,179	58,238
Environmental Services	238,529	266,083
Water	135,486	115,391
Corporation	45	46
TOTAL	415,239	439,758

Balances are considered to be in default when their due date has passed and they have not been paid by the counterpart. However, it must be taken into account that given the different characteristics of the different sectors in which the FCC Group operates, although certain assets are in default, there is no risk of default, since most of its clients are public clients, in which only delays in collections can occur, as it is entitled to claim the corresponding delay payment surcharges.

"Certified production receivable and sales receivables" mainly includes the amount of certifications issued to customers for work performed in the Construction segment amounting to 242,859 thousand euros (239,180 thousand euros at 31 December 2021) and services rendered by the other segments amounting to 917,801 thousand euros (807,705 thousand euros at 31 December 2021), pending collection at the consolidated balance sheet date. In general, there are no disputes in relation to the above.

The difference between the amount of production recorded at inception for each of the works and contracts in progress, assessed according to the criteria set out in note 3.s), and the amount certified up to the date of the consolidated financial statements is recorded as "Production executed pending certification".

"Completed production pending certification" includes completed work pending certification corresponding to the construction agreements carried out by the Group amounting to 333,215 thousand euros (342,375 thousand euros at 31 December 2021). The aforementioned balance mainly includes the differences between the production executed, valued at selling price, and the certification carried out to date in accordance with the contract in force, amounting to 286,954 thousand euros (313,075 thousand at 31 December 2021), i.e. production recognised according to the degree of progress arising from differences between the time at which the production of the work, covered by the contract signed with the customer and approved by the latter, is executed and the time at which the latter proceeds to its certification.

In addition, the heading "Production executed pending certification" includes services rendered mainly in the Environment and Water activities which are invoiced more frequently than monthly, basically corresponding to work carried out in the normal course of business amounting to 325,510 thousand euros (249,179 thousand euros at 31 December 2021).

b) Other receivables

The breakdown of the "Other receivables" at 31 December 2022 and 2021 was as follows:

	2022	2021
Public Administrations - VAT receivable (Note 23)	103,972	88,648
Public Administrations - Other taxes payable (Note 23)	63,762	61,581
Other loans	131,930	106,264
Advances and credits to staff	2,271	1,672
Total other receivables	301,935	258,165

c) Other current assets

This heading mainly includes amounts paid by the Group in relation to certain agreements for the provision of services, which have not yet been recognised as expenses in the accompanying income statement as they had not yet been accrued at the end of these financial statements.

16. CASH AND CASH EQUIVALENTS

This item includes the Group's cash and cash equivalents, as well as bank deposits and deposits with an original maturity of three months or less. These balances were remunerated at market interest rates in both 2022 and 2021.

The breakdown by currency of the cash and cash equivalents position is as follows for the business years 2022 and 2021:

	2022	2021
Euro	590,950	1,041,926
Pound sterling	245,211	214,423
United States dollar	276,303	74,134
Saudi riyal	199,037	25,901
Romanian leu	21,734	49,960
Czech koruna	20,797	30,318
Algerian dinar	14,845	22,730
Georgian lari	12,635	-
Other European currencies	29,722	3,157
Latin America (various currencies)	132,109	42,746
Other	32,195	30,230
Total	1,575,538	1,535,525

Under certain financing agreements, especially project finance, there is an obligation to hold minimum amounts as security for obligations under such agreements amounting to 242 million euros (317.1 million euros in 2021).

17. EQUITY

The accompanying Statement of Changes in Total Equity at 31 December 2022 and 2021 shows the evolution of equity attributed to the shareholders of the Parent and non-controlling interests in the respective years.

The Ordinary General Shareholders' Meeting held on 14 June 2022 approved the distribution of a flexible dividend (scrip dividend) for a maximum value of 170,069,454.40 thousand euros. Shareholders received the corresponding allocation rights and were able to choose between three options: sale of rights to FCC for 0.40 euros, transfer of the rights on the market or to refrain from transferring them and receiving new shares released. The exchange ratio was set at one new share for every 28 old shares. Shareholders who chose this option also received a compensatory cash dividend of 0,493 euros for each new bonus share received, to make this financially equivalent to transferring their rights to the company.

On 4 July 2022, the negotiation period for the allocation rights ended, with the holders of 97.94% of rights opting to receive new shares. As such, 14,871,347 new shares corresponding to 3.50% of the capital stock prior to the increase were issued, resulting in the disbursement of a compensatory dividend, as well as the rights acquired by the Company for the sum of 10,783 thousand euros.

On 11 July 2022, the public deed to increase the Company's paid-up capital with a charge to voluntary reserves was registered at the Barcelona Mercantile Registry.

The Ordinary General Shareholders' Meeting held on 14 June 2022, approved the reduction of the share capital of Fomento de Construcciones y Contratas, S.A. by a maximum nominal amount of 1,700,000 euros, through the redemption of up to 1,700,000 treasury shares with a nominal value of one euro.

The Board of Directors, at its meeting on 14 June 2022 after the General Shareholders' Meeting of Fomento de Construcciones y Contratas, S.A., decided to proceed with the agreement for the reduction of share capital through the redemption of treasury stock for the maximum amount established by the General Shareholders' Meeting, i.e. 1,700,000 shares, bringing the share capital to 438,344,983 shares with a nominal value of one euro. On 18 July 2022, the public deed for the aforementioned reduction in capital was registered in the Mercantile Registry of Barcelona.

The capital reduction of 1,700 thousand euros led to a decrease in the balance of treasury stock for the sum of 17,910 thousand euros, taking the difference of 16,210 thousand euros to voluntary reserves. Having also constituted the restricted reserve for redeemed capital as required for an amount of 1,700 thousand euros, equal to the nominal value of the redeemed shares, charged to voluntary reserves.

In relation to 2021, the Ordinary General Shareholders' Meeting held on 29 June 2021, agreed to the distribution of a scrip dividend for the maximum value of 163,642,647.20 euros. Shareholders received the corresponding allocation rights and were able to choose between three options: the sale of rights to FCC for EUR 0.40, transfer of the rights on the market or to refrain from transferring them and receiving new shares released. The exchange ratio was set at one new share for every 25 old shares. Shareholders who chose this option also received a compensatory cash dividend of 0,416 euros for each new bonus share received, to make this financially equivalent to transferring their rights to the company.

On 20 July 2021, the negotiation period for the allocation rights ended, with the holders of 98.18% of rights opting to receive new shares. As such, 16,067,018 new shares corresponding to 3.93% of the capital stock prior to the increase were issued, resulting in the disbursement of a compensatory dividend, as well as the rights acquired by the Company for the sum of 9,631 thousand euros.

On 2 February 2022, FCC Aqualia, S.A. acquired a 65% stake in the Georgia Global Utilities Group, which, following the spin-off of the energy activity, represented 80% of the public water services business (note 4). FCC Aqualia, S.A. holds a put option and a call option for the 20% stake held by the non-controlling interest in the public water services business. This put option was recognised as a financial liability at fair value (note 19) rather than as an equity instrument, meaning that the non-controlling interests are not recognised for the interest affected by the put option. The difference between the fair value of the put option and the value that the non-controlling interests would hold on the closing date in the absence of the put option, is booked as an equity transaction and is charged to reserves, as at 31 December 2022; this difference comes to 1,961 thousand euros.

In October 2021, FCyC, S.A. acquired a stake representing 13.12% of the share capital of Realia Business, S.A. (note 4) in which it previously held significant influence with 37.40%. This transaction enabled the FCC Group to take control of the Realia subgroup, which led to an amount of €797,010 thousand being recorded under "Non-controlling interests" in the accompanying consolidated balance sheet.

Additionally, in October 2021, Jezzine Uno, S.L.U. joined the FCC Group through a non-monetary capital increase in FCyC, S.A., fully subscribed by Soimob (note 4), meaning that the latter now holds 19.97% of FCyC, S.A.'s capital stock. Consequently, an amount of €226,200 thousand was recorded under "Non-controlling interests".

On 21 December 2021, the Realia Group, through its subsidiary Realia Patrimonio, S.L.U., acquired an additional 37.11% stake in Hermanos Revilla, S.A. (note 4). With this acquisition, the Realia Group's direct and indirect shareholding in the aforementioned company increased to 87.76%. Since prior to the acquisition, the FCC Group already had control of both investees, the difference between the purchase price and the book value of the minority interests acquired generated a decrease in reserves of 2,946 thousand euros.

In March and April 2021, the sale of the 51% interest that the Group held in the Cedinsa subgroup (note 4), previously fully consolidated, was completed, 49% in Concessió Estacions Aeroport L9, S.A. and 29% in Urbs Iudex et Causidicus, S.A. As a result of these transactions, there was a decrease in non-controlling interests for the sum of 117,804 thousand euros in addition to pre-tax profit of 39,256 thousand euros, including the allocation of the valuation adjustments for the sum amount of (93,029) thousand euros to profit and loss.

The rest of the "Other changes in equity" in the attached Statement of Total Changes in Equity basically includes the distribution of the results obtained by the Group in the previous year.

I. Equity attributable to the Parent

a) Capital

The capital of Fomento de Construcciones y Contratas, S.A. comprises 438,344,983 ordinary shares represented through book entries with a par value of 1 euro each.

All shares are fully subscribed and paid and carry the same rights.

The securities representing the capital stock of Fomento de Construcciones y Contratas, S.A. are admitted to official listing on the four Spanish stock exchanges (Madrid, Barcelona, Bilbao and Valencia) via Spain's Continuous Market.

In relation to the part of the capital held by other companies, directly or through their subsidiaries, when it exceeds 10%, on the reporting date, Control Empresarial de Capitales, S.A. de C.V., controlled by the Slim family, holds directly and indirectly, at the date of preparation of these accounts, 65.76%. Furthermore, Finver Inversiones 2020, S.L.U., 100% owned by Inmobiliaria AEG, S.A. de C.V., which in turn is controlled by Carlos Slim Helú, has a 11.26% holding. Finally, the company Nueva Samede Inversiones 2016, S.L.U. has a direct holding of 4.56% of the capital. Esther Koplowitz Romero de Juseu also holds 143,548 direct shares in Fomento de Construcciones y Contratas, S.A.

b) Accumulated earnings and other reserves

The composition of this heading of the accompanying consolidated balance sheet as at 31 December 2022 and 2021 is as follows:

Consolidated Group

	2022	2021
Reserves of the Parent	1,899,802	1,667,259
Consolidation reserves	789,659	475,333
	2,689,461	2,142,592

b.1) Reserves of the Parent Company

This corresponds to the series of reserves set up by Fomento de Construcciones y Contratas, S.A., parent of the Group, mainly based on retained profits and capital gains and, where appropriate, in compliance with the different applicable legal provisions.

The breakdown at 31 December 2022 and 2021 is as follows:

	2022	2021
Share premium	1,673,477	1,673,477
Legal reserve	85,035	81,821
Reserve for redeemed capital	7,734	6,034
Voluntary reserves and losses from previous years	133,556	(94,073)
	1,899,802	1,667,259

Share premium

The Spanish Corporate Enterprises Act, as amended, expressly permits the use of the share premium account balance to increase capital and does not establish any specific restrictions as to its use for other purposes.

Legal reserve

In accordance with the Spanish Corporate Enterprises Act, as amended, 10% of net profit for each year must be transferred to the legal reserve until the balance of this reserve reaches at least 20% of the share capital. The legal reserve cannot be distributed to shareholders except in the event of liquidation.

The legal reserve may be used to increase capital provided that the remaining reserve balance is greater than 10% of the increased capital.

Otherwise, until it exceeds 20% of share capital and provided there are no sufficient available reserves, the legal reserve may only be used to offset losses.

The Board of Directors of Fomento de Construcciones y Contratas, S.A. has decided to propose, as part of the distribution of profits for 2022, the constitution of the legal reserve up to 20% of the capital of the Parent Company for an additional amount of 2,634 thousand euros.

Reserve for redeemed capital

This reserve includes the nominal value of the amortised treasury shares in 2002, 2008 and 2022 charged to available reserves, in accordance with the provisions of article 335.c of the Spanish Corporate Enterprises Act. The reserve for amortised capital is unavailable, other than with the same requirements as for capital reduction.

Voluntary reserves

Reserves for which there is no type of limitation or restriction on their availability, freely constituted through profits and capital gains of the Parent Company once the distribution of dividends has been applied and the provision to legal reserve or other unavailable reserves in accordance with the current legislation.

b.2) Consolidation reserves

This heading of the accompanying consolidated balance sheet includes the consolidated reserves generated in each of the areas of activity. Also, in accordance with IFRS 10 "Consolidated financial statements", those derived from changes in the shareholding of Group companies are included as long as control is maintained, for the difference between the amount of the purchase or additional sale and the book amount of the interest. Meanwhile, in accordance with IAS 19 "Employee benefits", this section includes the actuarial profit and loss of pension plans and other social security benefits. The breakdown of this item as at 31 December 2022 and 2021 is as follows:

	2022	2021
Environment	438,822	259,873
Water	218,512	172,730
Construction	60,696	37,670
Cement	38,456	42,441
Real Estate	197,546	(31,376)
Concessions	(15,891)	119,538
Corporation	(148,482)	(125,543)
	789,659	475,333

c) Shares and equity interests

This heading includes the Parent Company shares owned by this or other Group companies valued at the cost of acquisition.

The Board of Directors and the subsidiaries are authorised by the General Shareholders' Meeting of Fomento de Construcciones y Contratas, S.A. to buy back treasury shares within the limits and pursuant to the requirements set out in Article 144 et seq. of the Capital Companies Law.

The movement and balance of treasury shares at 31 December are set out below:

Balance at 31 December 2020	(18,012)
Acquisitions	(8,662)
Balance at 31 December 2021	(26,674)
Acquisitions	(18,500)
Accumulated	17,910
Balance at 31 December 2022	(27,264)

	2022		2021	
	Number of shares	Amount	Number of shares	Amount
Fomento de Construcciones y Contratas, S.A.	2,741,524	(27,264)	2,410,758	(26,674)
TOTAL	2,741,524	(27,264)	2,410,758	(26,674)

As at 31 December 2022, the shares of the Parent Company, owned by it or by subsidiaries, represent 0.63% of the capital stock (0.57% as at 31 December 2021).

d) Valuation adjustments

The breakdown of this accompanying consolidated heading at 31 December 2022 and 2021 was as follows:

	2022	2021
Changes in the fair value of financial instruments	63,271	(722)
Translation differences	(91,113)	(113,411)
	(27,842)	(114,133)

d.1) Changes in the fair value of financial instruments:

Changes in the fair value of taxes of financial assets at fair value with changes in other comprehensive income (Note 13) and of cash flow hedging derivatives (Note 22) are included in this heading.

The breakdown of the adjustments due to a change in the fair value of the financial instruments as at 31 December 2022 and 2021 is as follows:

Consolidated Group

	2022	2021
Financial assets at fair value with changes in other comprehensive income	13,049	7,730
Vertederos de Residuos, S.A.	9,532	7,657
Metrovacesa, S.A.	3,408	-
Other	109	73
Financial derivatives	50,222	(8,452)
Future Valleys Project Co. Limited	32,776	5,402
FCC Group - PFI Holdings	-	(5,391)
Green Recovery Group	10,756	(1,937)
Grupo Realia Business	4,590	52
Other	2,100	(6,578)
	63,271	(722)

The increase in "Financial derivatives" is mainly due to the increase in the fair value of variable to fixed rate swaps on account of the rise in interest rates that took place in 2022 (note 13).

d.2) Translation differences

The detail of the amounts included under this heading for each of the most significant companies at 31 December 2022 and 2021 is as follows:

Consolidated Group

	2022		2021	
Pound sterling				
FCC Environment Group (UK)	(44,520)		(26,650)	
Green Recovery Group	(53,934)		(68,399)	
Dragon Alfa Cement Limited	(3,084)		(3,084)	
Other	(18,935)	(120,473)	(3,450)	(101,583)
US dollar				
FCC Environmental Services (USA) Llc.	9,269		160	
FCC Group Construcción de América	5,756		7,197	
Giant Cement Holding, Inc.	(303)		(1,567)	
Other	11,639	26,361	2,430	8,220
Georgian lari				
Georgia Global Utilities Group	39,536	39,536	-	-
Egyptian pound				
Orasqualia Devel. Waste T.P. S.A.E.	(8,477)		(5,874)	
Egypt Environmental Services, S.A.E.	(7,105)		(5,522)	
Other	(851)	(16,433)	(591)	(11,987)
Tunisian dinar				
Société des Ciments d'Enfidha	(26,842)		(25,927)	
Other	(45)	(26,887)	(808)	(26,735)
Other Currencies				
Other	6,783	6,783	18,674	18,674
		(91,113)		(113,411)

The change in the year is mainly due to the depreciation of the euro against the US dollar and the strong appreciation against the pound sterling.

The net investment before deducting non-controlling interests in currencies other than the euro (converted to euros in accordance with note 3.k), grouped by geographic markets is as follows:

	2022	2021
United Kingdom	470,424	482,023
United States of America	268,675	53,077
Georgia	225,189	-
Algeria	175,107	171,624
Mexico	145,712	127,348
Czech Republic	95,585	78,180
Other	301,439	242,635
	1,682,131	1,154,887

e) Earnings per share

Basic earnings per share are obtained by dividing the profit attributable to the parent company by the weighted average number of ordinary shares outstanding during the year, with earnings per share of €0.73 in 2022 (€1.40 in 2021).

	2022	2021
Profit/(loss)		
Profit/(loss) attributed to the Parent	315,182	580,135
Outstanding shares		
Weighted average shares	429,496,657	414,184,156
Earnings per share (in euros)	0.73	1.40

As at 31 December 2022 the Group has not issued any kind of instruments that can be converted to shares, so the diluted earnings per share coincide with the basic earnings per share.

II. Non-controlling interests

The balance of this heading in the accompanying consolidated balance sheet reflects the proportional part of the equity and the profit or loss for the year after tax of those companies in which the Group's non-controlling shareholders have ownership interests.

The breakdown of the balance of non-controlling interests of the main companies at the close of 2022 and 2021 is as follows:

	Equity		Results	Total
	Capital	Reserves		
2022				
FCyC Group	11,132	821,788	48,457	881,377
FCC Aqualia Group	71,050	400,939	87,348	559,337
Green Recovery Group	5	58,927	18,129	77,061
Cementos Portland Valderrivas Group	1,162	14,972	(1,009)	15,125
Other	11,898	(3,510)	9,823	18,211
	95,247	1,293,116	162,748	1,551,111

	Equity		Results	Total
	Capital	Reserves		
2021				
FCyC Group (note 4)	11,132	835,054	14,455	860,641
FCC Aqualia Group	71,050	331,065	69,988	472,103
Green Recovery Group	5	75,699	(1,972)	73,732
Cementos Portland Valderrivas Group	1,196	15,824	1,100	18,120
Other	6,197	(10,796)	13,574	8,975
	89,580	1,246,846	97,145	1,433,571

18. NON-CURRENT AND CURRENT PROVISIONS

The detail of the provisions at 31 December 2022 and 2021 is as follows:

	2022	2021
Non-current	1,141,750	1,167,340
Liabilities for long-term employee benefits	15,588	16,831
Dismantling, removal and restoration of fixed assets	108,804	110,001
Environmental actions	312,794	290,115
Litigation	53,906	67,705
Contractual and legal guarantees and obligations	77,191	82,613
Actions to improve or expand the capacity of concessions	268,179	246,983
Other provisions for risks and expenses	305,288	353,092
Current	148,074	147,874
Close-outs and losses on construction contracts	125,075	128,271
Other provisions	22,999	19,603

The changes in the provisions heading in 2022 and 2021 were as follows:

	Non-current provisions	Current provisions
Balance at 31/12/2020	1,064,384	195,152
Asset withdrawal or dismantling expenses	15,117	-
Change of obligations for employee benefits for actuarial profits and losses	(7,851)	-
Actions to improve or expand the capacity of concessions	85,509	-
Endowments/(Reversals)	103,170	(43,617)
Applications (payments)	(130,728)	(10,448)
Change of scope, conversion differences and other movements	37,739	6,787
Balance at 31/12/2021	1,167,340	147,874
Asset withdrawal or dismantling expenses	14,213	-
Change of obligations for employee benefits for actuarial profits and losses	(3,854)	-
Actions to improve or expand the capacity of concessions	45,387	-
Endowments/(Reversals)	34,366	3,575
Applications (payments)	(127,505)	(7,012)
Change of scope, conversion differences and other movements	11,803	3,637
Balance at 31/12/2022	1,141,750	148,074

The item "Provisions (reversals)" includes provisions for environmental measures amounting to 52,392 thousand (37,422 thousand euros at 31 December 2021), and also provisions for future replacement or major repairs to concessions amounting to 10,636 thousand euros (15,270 thousand euros at 31 December 2021). It also includes the reversal of provisions for litigation in relation to Construction activity works for the sum of 3,194 thousand euros (allocation of 29,724 thousand euros as at December 2021), as well as 16,492 thousand euros for the reversal of provisions for liabilities in the Water activity (1,961 thousand euros as at December 2021). Furthermore, 2022 includes the reversal of 17,889 thousand euros set aside for the 2015-2017 tax inspection certificate (note 23).

The item "Applications (payments)" includes €13,098 thousand (€38,946 thousand at 31 December 2021) for the application of provisions for risks and expenses related to construction work in the Construction business. Also included are payments of 22,018 thousand euros (22,369 thousand euros at 31 December 2021), and 16,576 thousand euros (11,819 thousand euros at 31 December 2021) for environmental actions, and for replacement and major repair actions on concessions, respectively. The above movements have an impact on the heading "Other adjustments to profit/(loss) (net) in the consolidated cash flow statement. Additionally, €35,697 thousand (€19,767 thousand at 31 December 2021) and €11,201 thousand (€9,690 thousand at 31 December 2021) are included for actions to improve or expand capabilities in concessions, and provisions for decommissioning and retirement of fixed assets, respectively. These amounts have an impact on the consolidated statement of cash flows under "Payments for investment in property, plant and equipment, intangible assets and investment property".

The movement in current provisions is mainly due to construction losses in the Construction business.

The provisions shown in the accompanying consolidated balance sheet are considered to cover the liabilities that may arise in the course of the Group's various activities.

The schedule of expected payments at 31 December 2022, as a result of the obligations covered by non-current provisions, is as follows:

	Up to 5 years	Beyond 5 years	Total
Liabilities for long-term employee benefits	5,433	10,155	15,588
Dismantling, removal and restoration of fixed assets	71,948	36,856	108,804
Environmental actions	60,502	252,292	312,794
Litigation	44,128	9,778	53,906
Contractual and legal guarantees and obligations	54,351	22,840	77,191
Actions to improve or expand the capacity of concessions	131,467	136,712	268,179
Other provisions for risks and expenses	168,083	137,205	305,288
	535,912	605,838	1,141,750

Liabilities for long-term employee benefits

The non-current provisions of the accompanying consolidated balance sheet include those that cover the commitments of the Group companies in matters of pensions and similar obligations, such as medical and life insurance, as indicated in note 24.

Dismantling, removal and restoration of fixed and non-current assets

The "Expenses for the withdrawal or dismantling of assets" item includes the counterpart of the highest asset value corresponding to the updated value of the expenses that will be incurred at the time the asset stops being used.

Actions to improve or expand the capacity in concessions

The "Actions to improve or expand the capacity of concessions" item includes both the counterpart of the highest value of fixed and non-current assets corresponding to the updated value of the actions on the infrastructure that the concessionaire will carry out during the concession period for improvements and capacity expansion, as well as the cost of future replacement actions or major repairs in concessions of the intangible model.

Environmental actions

The FCC Group develops an environmental policy based not only on strict compliance with current legislation on the improvement and protection of the environment, but also through the establishment of preventive planning and analysis and minimisation of the environmental impact of the activities the Group carries out.

The Management of the FCC Group considers that the contingencies relating to the protection and improvement of the environment at 31 December 2022, would not have a significant impact on the accompanying consolidated financial statements, which include provisions to cover the probable environmental risks that may arise.

Note 28 to these notes to the consolidated financial statements, which is devoted to information on the environment, complements the foregoing in relation to environmental provisions.

Provisions for litigation

Provisions for litigation cover the contingencies of the FCC Group companies acting as defendants in certain proceedings in relation to the liability inherent to the business activities carried on by them. Any litigation, which may be significant in number according to estimates made on its final outcome, is not expected to have an impact on the Group's equity.

Contractual and legal guarantees and obligations

This heading includes the provisions to cover the expenses arising from contractual and legal obligations of a non-environmental nature.

Provision for settlement and loss of works

This corresponds to budgeted construction losses in accordance with the assessment principles set out in note 3.v), and also to the expenses incurred on construction work after completion until final settlement, systematically determined on the basis of a percentage of the production value throughout the execution of the work in accordance with experience in the construction activity.

Other provisions for risks and expenses

This heading includes the concepts not included in the previous accounts.

The amount of Other provisions for risks and expenses covers various risks arising from the Group's activity, which in the normal course of business is exposed to claims mainly due to construction defects or discrepancies in services rendered amounting to €132,145 thousand (€164,238 thousand at December 2021), and also to tax and fiscal claims amounting to €15,000 thousand (€29,641 thousand at December 2021). Part of these risks are covered by insurance contracts and the corresponding provision is provided for uninsured amounts.

This item also includes provisions related to Alpine for the sum of €18,667 thousand.

It also includes provisions resulting from recognising additional losses above the initial value of the investment in associates after incurring legal or constructive obligations in relation to the investment in the associate, amounting to €45,591 thousand (December 2021: €37,788 thousand), the remaining provisions being of lesser significance and related to the normal operation of the Group.

In relation to the winding up of the Alpine Group, 2022 saw no significant changes in terms of the amount reported in the Group's 2021 Financial Statements.

In 2006, the FCC Group acquired an absolute majority in Alpine Holding GmbH, hereinafter AH, and thereby, indirectly in its operating subsidiary company, Alpine Bau GmbH, hereinafter AB. Seven years later, on 19 June 2013, AB filed for insolvency before the Commercial Court of Vienna, but after the unfeasibility of the reorganisation proposal was established, the insolvency administrator filed for, and the court decreed, the bankruptcy, closure and liquidation of the company. On 25 June 2013, the liquidation of the company was commenced. As a consequence of the bankruptcy of AB, its parent company, AH filed for bankruptcy before the Commercial Court on 2 July 2013, which declared the bankruptcy and liquidation of AH.

As a result of both bankruptcies, FCC Construcción, S.A. loses control over the Alpine Group, interrupting its consolidation.

As of the date of these consolidated financial statements, the insolvency administrators have reported recognised liabilities of approximately €1,669 million at AB and €550 million at AH in the respective liquidation proceedings. The share of the bankrupt estate in AB currently amounts to 15% whereas for AH's bankruptcy, the bankruptcy administrator has not been able to estimate and determine the share.

Nine years after the bankruptcy of both companies and having definitively closed the criminal proceedings, won proceedings brought by bondholders and settled a backdating action, two proceedings brought by the insolvency administrators against Fomento de Construcciones y Contratas, S.A. and FCC Construcción S.A. are still pending, in addition to other proceedings against auditors, former directors and banks involved in the acquisition of bonds issued by AH in 2010, 2011 and 2012 and admitted to trading on the Luxembourg and Vienna stock exchanges for a combined nominal value of €290 million.

During the refinancing of the Alpine Group between October 2012 and June 2013, FCC Construcción, S.A. provided corporate guarantees to enable AB and a selection of its operating subsidiary companies to bid for and/or be awarded construction work. As at 31 December 2022, the provision for this item amounted to 18,667 thousand euros.

Between the bankruptcy of AH and AB and the date on which these financial statements were issued, a number of proceedings were instigated against the Group and directors of AH and AB. At 31 December 2022, and as far as FCC could be directly or indirectly affected, two commercial proceedings and one labour proceeding are still in progress:

- In April 2015, the bankruptcy administrator of Alpine Holding GmbH filed a claim for 186 million euros against FCC Construcción, S.A. and other ex-executive of AB, considering that these parties should compensate Alpine Holding GmbH for the amounts collected through two bond issues in 2011 and 2012 that were allegedly provided by this company for its subsidiary, Alpine Bau GmbH, without the necessary guarantees and complying with a "mandate-order" from FCC Construcción S.A. On 31 July 2018, the ruling dismissing the claim was handed down and the claimant ordered to pay the costs. Having filed appeals and cassation appeals for procedural infringement, in April 2020, the Austrian Supreme Court declared the need to return the Orders to the Court of Instance so that the testimonial evidence could be practised in person before the Judge of First Instance. Such testimonial statements took place in June 2021 and, in light of the mandate contained in the Supreme Court Judgment, the judge has yet to decide whether to consider the procedure closed or whether to agree to the practice of the expert evidence requested by the bankruptcy trustee AH.
- In April 2017, a Group company, Asesoría Financiera y de Gestión S.A. was notified of a suit in which an AB bankruptcy administrator made a joint and several claim against the former finance director of Alpine Bau GmbH and against Asesoría Financiera y de Gestión S.A. for the payment of 19 million euros for the alleged violation of corporate and bankruptcy law, considering that Alpine Bau GmbH, on making a deposit at Asesoría Financiera y de Gestión S.A., allegedly made payments charged against equity, considered to be a capital refund, and therefore prohibited by law. The proceedings are still at the evidentiary phase, the court expert having issued his report according to which the deposit and the factoring transactions between subsidiary companies of AB and Asesoría Financiera y de Gestión S.A. would not have caused any loss to AB. Given the multiplicity of allegations made by the bankruptcy administrator, the judge is weighing the request for a complementary expert report.
- Also in April 2017, a former FCC employee and former executive at AH and AB was notified of a claim filed by the insolvency administrator of Alpine Bau GmbH in the Social Claims Court for 72 million euros. The claimant argues that this amount represents the damage to the bankruptcy estate caused by the alleged delay in initiating insolvency proceedings. In the event that the insolvency administrator's claim is successful and a final judgement is handed down, the subsidiary liability of the FCC Group could be raised in a remote case due to the explanation contained in note 25 on contingent liabilities.

In terms of these disputes, the FCC Group and its legal advisors do not consider it very probable there will be any future outflows of cash prior to the issuance of these financial statements; therefore, no provisions have been set aside, as the Group believes that they represent contingent liabilities (note 25).

19. NON-CURRENT AND CURRENT FINANCIAL LIABILITIES

The general policy of the FCC Group is to provide all companies with the most adequate financing for the normal development of their activity.

Whenever the financial operation so requires, and following a hedging criterion for economic and accounting purposes, the Group contracts interest rate risk hedging operations according to the type and structuring of each operation (Note 22).

In certain financings, and especially in structured financing without recourse, the funder includes a contractual clause stating that there must be some type of interest rate coverage, studying the best hedging instrument according to the profile of the cash flows presented by the project, as well as the debt repayment schedule.

a) Non-current and current obligations and loans

The breakdown of the issues of current obligations and loans is as follows:

	Non-current	Current	Total
2022			
FCC Aqualia, S.A.	650,009	9,691	659,700
FCC Servicios Medio Ambiente Holding, S.A.U.	498,361	733,795	1,232,156
Fomento de Construcciones y Contratas, S.A.	-	23,200	23,200
Green Recovery Group	119,214	6,477	125,691
	1,267,584	773,163	2,040,747
2021			
FCC Aqualia, S.A.	650,598	714,925	1,365,523
FCC Servicios Medio Ambiente Holding, S.A.U.	1,096,168	181,600	1,277,768
Severomoravské Vodovody a Kanalizace Ostrava, A.S.	-	219,605	219,605
Fomento de Construcciones y Contratas, S.A.	-	30,000	30,000
Green Recovery Group	132,038	6,609	138,647
	1,878,804	1,152,739	3,031,543

The details of the non-current and current obligations and loans formalised by the Group are detailed below:

- On 8 June 2017, FCC Aqualia, S.A. successfully completed two simple bond issues. One for 700 million euros, with an annual remuneration of 1,413% and due in 2022, and the second for 650 million euros, with an annual remuneration of 2,629% and due in 2027.

The bond maturing on 8 June 2022 for the sum of €700 million was repaid early on 19 April 2022 as part of the refinancing process of FCC Aqualia, S.A. undertaken in 2022, as explained later in this note.

The outstanding issue is subject to the following guarantees:

- Pledge on 100% of the shares of Tratamiento Industrial de Aguas, S.A., Conservación y Sistemas, S.A., Sociedad Española de Aguas Filtradas, S.A., Depurplan 11, S.A. and Aigues de Vallirana, S.A. Unipersonal, and 97% of the shares of Entemanser, SA.
- Pledge on 100% of the shareholdings of Infraestructura y Distribución General del Agua, S.L., Empresa Gestora de Aguas Linenses, S.L., Aguas de las Galeras, S.L., Hidrotec Tecnología del Agua, S.L. and on 51% of Aqualia Czech, S.L.
- Pledge on 99.56% of the shares of Acque di Caltanissetta S.p.A. and on 100% of the shares of Aqualia Mexico, S.A. de C.V.
- Pledge on the collection rights over certain accounts.

The issuance and circulation of both bonds took place on 8 June 2017, being admitted to trading in the unregulated market (Global Exchange Market) of the Irish Stock Exchange, and with an investment grade rating from the Fitch and S&P rating agencies. These ratings were ratified by Fitch on 10 March 2022 as BBB and by S&P on 20 January 2022 as BBB⁻.

The balance at 31 December 2022 shown for this item amounts to €659,700 thousand (€1,365,523 thousand in 2021), including €9,691 thousand for accrued and unpaid interest (€15,301 thousand in 2021).

As at 31 December 2022, the 600 million euro bond was listed at 91,259%.

- On 4 December 2019, FCC Servicios Medioambiente Holding S.A.U., successfully completed two simple bond issues. One in the amount of €600 million with an annual remuneration of 0,815% and maturing in 2023, which is why it was reclassified as current in 2022, and the second in the amount of €500 million with an annual remuneration of 1,661% and maturing in 2026.

Both issues have the personal guarantee of FCC Medio Ambiente, S.A.U. and FCC Ámbito, S.A.U.

Since their issuance, these bonds have been admitted to trading in the unregulated market (Global Exchange Market) of the Irish Stock Exchange, with an investment grade rating from the Fitch rating agency. This rating was ratified on 1 December 2022, with a stable outlook (BBB⁻), together with that of the bond's issuer, the parent company, FCC Servicios Medio Ambiente Holding.

Both issues have an opinion by an independent institution, CICERO Shades of Green, stating that the governance procedures of the Company were rated as "Good" and the Bond issues were rated as "Light Green" issues. On the second anniversary of the issuance, November 2021, the certification body DNV GL confirmed that more than 93% of the total funds raised were already applied to eligible and environmentally sustainable projects in line with the requirements of these issues.

The balance at 31 December 2022 shown for this item amounts to €1,098,656 thousand (€1,097,267 thousand in 2021), including €1,210 thousand for accrued and unpaid interest (€1,100 thousand in 2021).

At 31 December 2022, the 600 million euro bond was listed at 97,155% and the 500 million euros bond was listed at 88,493%.

Likewise, in July 2020 FCC Servicios Medioambiente Holding S.A.U. registered a promissory note programme (Euro Commercial Paper Programme [ECP]), renewed annually, on the Irish stock market (Euronext Dublin) in the amount of 400 million euros, at a fixed interest rate and maximum maturity one year, which allows issuance with maturities of between 1 and 364 days from the date of issue, in order to meet the financial needs of the area.

At 31 December 2022 the outstanding amount was €133,500 thousand distributed with an average maturity of 6.2 months (€180,500 thousand at 31 December 2021).

- Since November 2018, Fomento de Construcciones y Contratas, S.A. has had a Euro Commercial Paper Programme (ECP) registered on the Irish stock exchange (Euronext Dublin) for an amount of €600 million at December 2022, at a fixed interest rate and with a maximum maturity of one year, which allows it to issue notes with maturities of between 1 and 364 days from the issue date, in order to meet the financial needs of the Group's parent company.

At 31 December 2022 the outstanding amount was €23,200 thousand (€30,000 thousand at 31 December 2021), maturing in an average of 2.9 months.

- The company Severomoravské Vodovody a Kanalizace Ostrava, A.S. (Slovakia) issued a local bond in July 2015 to repay another one issued in 2005, with its main characteristics being a fixed rate, a term of 7 years and for an amount of 5,400,000 thousand CZK, with a coupon of 2,625% and with an investment grade rating from the Fitch rating agency.

This bond, maturing on 22 July 2022 was repaid in advance using funds provided by the parent company, Aqualia Czech, on 12 May 2022 as part of the refinancing process performed by FCC Aqualia, S.A. in 2022, as explained later in this note.

- In the context of the Azincourt refinancing process carried out in June 2018, FCC Medio Ambiente Reino Unido issued debt in the total amount of 145,000 thousand pounds sterling in two institutional tranches, both structured through the issuance of Private Placement bonds.

One of the tranches for 135,000 thousand pounds with a fixed rate of 3.98% and the other tranche for 10,000 thousand pounds with a fixed rate of 4,145%, both due on 17 June 2038. 5,223 thousand pounds were repaid in 2022.

The guarantees of this issue are detailed in section b).2. of this note.

The balance at 31 December 2022 shown for this item amounts to 125,691 thousand euros (138,647 thousand euros in 2021).

b) Non-current and current bank borrowings

The breakdown at 31 December 2022 and 2021 is as follows:

	Non-current	Current	Total
2022			
Credits and loans	-	155,837	155,837
Debts without recourse to the parent	2,086,488	122,714	2,209,202
Debts with limited recourse for project financing:	385,330	27,980	413,310
FCC Medio Ambiente Reino Unido, S.A.U.	162,817	10,253	173,070
Sociedad Concesionaria Tranvía de Murcia, S.A.	101,661	3,237	104,898
Aquajerez, S.L.	44,065	5,006	49,071
Other	76,787	9,484	86,271
	2,471,818	306,531	2,778,349
2021			
Credits and loans	-	200,322	200,322
Debts without recourse to the parent	965,765	230,871	1,196,636
Debts with limited recourse for project financing:	318,603	26,996	345,599
FCC Medio Ambiente Reino Unido, S.A.U.	180,659	11,572	192,231
Aquajerez, S.L.	48,574	4,839	53,413
Other	89,370	10,585	99,955
	1,284,368	458,189	1,742,557

The previous table shows three different Debt groups:

1. Credits and loans.

At 31 December 2022, this section mainly includes the financing facilities of FCC, S.A. in the form of credit facilities and bilateral loans signed for an amount of €425 million (€400 million at 31 December 2021) with various financial institutions. At 31 December 2022, the balance drawn down from these loans was €154.6 million (€200 million at 31 December 2021).

2. Debts without recourse to the parent.

This item mainly includes financing corresponding to the Real Estate, Water, Cement and Services areas.

- The Real Estate area includes the debt of the Realia group and Jezzine Uno S.L.U. for the sums of €491.6 and €316 million euros respectively.

The Realia Group's debt comprises a syndicated loan signed by Realia Patrimonio S.L.U. and several bilateral financings signed by Hermanos Revilla, S.A.

The syndicated loan was signed by Realia Patrimonio on 27 April 2017, for a total amount of €582 million, with partial maturities and final maturity in April 2024.

On 27 April 2020, it entered into a non-extinguishing modifying novation of the aforementioned loan, extending the maturity until 27 April 2025 and renegotiating a reduction in the margin applicable to the reference rate for the calculation of interest and ratifying the current guarantees. As a consequence of this novation, the applicable interest rate is Euribor plus a variable margin based on the Loan to Value ratio.

In addition, the aforementioned company entered into an interest rate swap agreement (IRS) for 70% of the outstanding balance of the loan to reduce the risk of interest rate fluctuations and their impact on cash flows associated with the hedged financing (note 22).

This financing requires compliance with a series of financial ratios until maturity. At 31 December 2022, the Company is in compliance with the covenants.

At 31 December 2022, the outstanding balance of this loan stood at €453.0 million (€465.2 million at 31 December 2021), with accrued interest amounting to €2.3 million (€1 million as at 31 December 2021).

In turn, Hermanos Revilla, S.A. is consolidated within the Realia group, with the former, as at 31 December 2022 having been granted credit facilities and loans with a limit of €61 million (€68 million in 2021), of which, as was the case in 2021, €46 million have already been drawn down. The maturity of the bilateral loans will occur during 2023 and 2024.

The financing of the company Jezzine Uno S.L.U. corresponds to a loan agreement signed on 19 October 2021, amounting to €335 million, with partial maturities and final maturity on 19 October 2026. The interest rate applicable to this loan is a fixed market rate.

At 31 December 2022, the outstanding balance of this loan stood at €316.5 million (€335 million at 31 December 2021), with accrued interest amounting to €0.8 million (€0.8 million as at 31 December 2021).

- In the Water Area, the total value of debt in this section came to €1,101.4 million. Worth particular note is the syndicated loan taken out on 22 June 2022 by FCC Aqualia S.A. as part of the refinancing process undertaken.

The value of the syndicated loan comes to €1.1 billion, maturing in three years and with the possibility of an extension for one further year.

The majority of these funds have been allocated to the repayment of the bond and bond issues maturing in 2022, as reflected in the Debt instruments and other loans section; as well as the early cancellation of the bond that the Georgia Global Utilities Group had on the date of the takeover by FCC Aqualia, S.A. (note 4), for the sum of \$154.6 million.

At 31 December 2022, the loan had been fully drawn down.

- In the Cement area, the total value of debts with credit institutions came to €163.6 million as at 31 December 2022.

This balance is mainly made up of a subordinated financing agreement pertaining to Cementos Portland Valderrivas, S.A. for the original amount of 80 million euros, maturing on 29 January 2023. On 20 October 2022, a new agreement was entered into approving the extension of the loan's maturity to 20 October 2025 and the change of the interest rate from a fixed rate to a variable 6-month Euribor plus a spread market.

At 31 December 2022 and 2021, the outstanding balance of this loan is €70.4 million.

Cementos Portland Valderrivas, S.A. has also arranged two bilateral financing transactions for the sum of €25 million and €50 million, maturing in June 2026 and July 2024 respectively. Both loans are fully drawn down at 31 December 2022 and bear interest at Euribor plus a market spread.

Furthermore, in October and November 2022, two credit facilities were taken out for a total amount of €25 million, of which, at 31 December 2022, €11.3 million had been drawn down.

- The remainder of the debt in this section corresponds to debt from the Services area, mainly pertaining to the US subsidiary FCC Environmental Services LLC, from FCC Medio Ambiente S.A.U., from the FCC Environment CEE subgroup and from other investee companies in Spain.

At 31 December 2022, FCC Medio Ambiente S.A.U. had credit facilities in place for the amount of €130 million, with €48.6 million drawn down as at 31 December 2022 (€115 million remaining as at 31 December 2021).

The FCC Environment CEE Group has arranged €19.7 million in credit facilities, of which €0.6 million had been drawn down as at 31 December 2022 (€0.4 million drawn from the €22.2 million arranged at 31 December 2021).

3. Debts with limited recourse for project financing.

These include all financing secured solely by the project itself and its cash-generating capabilities, which will support the entire debt service payment, and which, under no circumstances, will be guaranteed by the parent company Fomento de Construcciones y Contratas, S.A. or any other FCC Group company.

- FCC Medio Ambiente Reino Unido. The FCC Environment (UK) Group currently has a revolving credit facility of £30 million undrawn at 31 December 2022 and maturing in December 2023.

In 2018, FCC Energy Ltd, whose assets are the Eastcroft and Allington incinerators, issued £207.4 million of debt. This debt has a 20-year term (final maturity on 17 June 2038) and three different tranches, two institutional for an initial total amount of 145 million pounds sterling described in section a) of this note, and a commercial tranche of 62.4 million pounds sterling. The interest rate of the commercial tranche is a variable rate hedged with an exchange of interest that makes it fixed plus an upward margin of up to 2.75% during the life of the project.

2.24 million pounds were repaid from commercial tranche in 2022.

The FCC Energy Ltd financing, being project finance, includes the standard guarantees for this type of financing, such as the pledge of the company's shares and the rest of its assets, which include the companies that operate the two waste incineration plants.

Additionally, in October 2016 FCC Environment Developments Ltd. signed a £142 million agreement to design, finance, build and operate the Millerhill Recycling and Energy Recovery Centre (RERC), Midlothian, located on the outskirts of Edinburgh. The plant initially had two syndicated loans, a 75.71 million pound loan maturing in August 2042 and a 36.9 million pound loan maturing in May 2020. The margins on the loan maturing in 2042 range from 3% to 3.5%. Write-downs during 2022 amounting to £2.6 million have been made. At the end of 2022 the outstanding debt to be repaid is 67.6 million pounds sterling.

As a result of the foregoing, at 31 December 2022, of the total bank borrowings of FCC Medio Ambiente Reino Unido, S.L.U., relate to FCC Energy Ltd. and €54.1 million (€59.7 million at 31 December 2021) relate to FCC E&M&M (Edimburgo), participada de la sociedad FCC Environment Developments Ltd., 75.4 millones de euros (82.6 millones a 31 de diciembre de 2021); (Edinburgh), an investee of FCC Environment Developments Ltd.,; the remaining debt with limited recourse for project financing, up to a total amount of €173.1 million, corresponds to the debt of other companies that make up the FCC Group in the United Kingdom.

- Sociedad Concesionaria Tranvía de Murcia, S.A. As explained in note 4, during 2022, the FCC Group assumed control of this company, incorporating €104,898 thousand of debt with credit institutions as at 31 December 2022.

This financing corresponds to a syndicated loan arranged in February 2018, with six-monthly repayments maturing on 30 June 2037.

- The financing of Aquajerez, S.L. was signed in 2016 and amounted to €40 million, for a term of 15 years with half-yearly repayments from January 2017. During 2019, FCC Aqualia, S.A., which already held 51% of this company, acquired the remaining 49% and proceeded to extend the initial loan to €65 million. At 31 December 2022 the amount of this debt is €49.1 million (53.4 million in 2021).
- "Rest of Debts with limited recourse for project financing" includes companies with project financing from the Water areas: Aquos El Realito, SA de CV with €41.0 million and Servicios Medioambientales, Gipuzkoa Ingurumena Bi, S.A. with €22.3 million.

As at 31 December 2022 there have been no breaches of financial ratios associated with project financing debts, and they are not expected to be defaulted during 2023.

The guarantees granted on these loans are real and are based on the financed assets that repay the debt with own flows, without additional guarantees granted by the Parent to pledge the shares in the vehicle companies that own the aforementioned financial assets that may have been granted.

Consolidated Group

The breakdown of the debts with credit institutions by currency and amounts available at 31 December 2022 and 2021 is as follows:

	Euros	US dollars	Pounds Sterling	Other	Total
2022					
Credits and loans	155,837	-	-	-	155,837
Debt without recourse to the parent	2,125,463	70,317	-	13,422	2,209,202
Debts with limited recourse for project financing	187,721	-	173,070	52,519	413,310
	2,469,021	70,317	173,070	65,941	2,778,349
2021					
Credits and loans	200,076	246	-	-	200,322
Debt without recourse to the parent	1,191,109	-	-	5,527	1,196,636
Debts with limited recourse for project financing	91,472	-	192,231	61,896	345,599
	1,482,657	246	192,231	67,423	1,742,557

The credits and loans in US dollars finance assets in the Services Area; those contracted in pounds sterling correspond to the financing of assets of FCC Environment UK; and those in Other currencies, in 2022, correspond to the financing of Aquos El Realito, S.A. de C.V. in Mexican pesos amounting to €41,047 thousand and Qatarat Saquia Desalination in Saudi riyals for the sum of €11,472 thousand.

c) Other non-current financial liabilities

	2022	2021
Non-current		
Lease debt (Note 9)	346,425	367,981
Third party financial debts outside the group	96,418	99,940
Derivative financial liabilities (Note 22)	1,446	19,640
Deposits and guarantees received	68,788	65,082
Other concepts	18,803	17,182
	531,880	569,825

"Third party financial debts outside the group" includes the put option on the non-controlling interest in the GGU Group for the sum of €54,269 thousand (note 4).

"Derivative financial liabilities" mainly include financial derivatives for risk hedging, mainly interest rate swaps (note 22).

d) Other current financial liabilities

	2022	2021
Current		
Lease debt (Note 9)	78,970	64,870
Interim dividend payable	7,496	8,182
Third party financial debts outside the group	25,660	23,740
Suppliers of fixed and non-current assets and bills payable	79,697	50,817
Debts with associated companies and joint ventures	6,049	5,274
Derivative financial liabilities (Note 22)	15	2,386
Deposits and guarantees received	55,004	53,845
Other concepts	540	134
	253,431	209,248

"Guarantees and deposits received" includes the advance payment received for the agreement to sell the shareholding in Concesionaria Túnel de Coatzacoalcos, S.A. for 48,396 thousand euros in both years, owned by a company linked to the majority shareholder of the Parent Company. The sale is subject to conditions precedent, not fulfilled at the date of formulation of these consolidated annual accounts.

e) Schedule of expected due dates

The schedule of expected due date of debts with credit institutions, obligations and loans and other non-current financial liabilities, is as follows:

	2024	2025	2026	2027	2028 and beyond	Total
2022						
Debt instruments and other marketable securities	6,768	7,270	505,367	657,831	90,348	1,267,584
Non-current bank borrowings	174,546	1,639,898	318,139	41,459	297,776	2,471,818
Other financial liabilities	76,837	96,771	30,086	34,150	294,036	531,880
	258,151	1,743,939	853,592	733,440	682,160	4,271,282

f) Changes in financial liabilities that affect cash flows from financing activities

Below are details of the changes in non-current and current financial liabilities, differentiating those that affected cash flows from financing activities in the Statement of Cash Flows from the remaining changes:

Consolidated Group

	Balance at 1 January 2022	Cash flows from financing activities	Without an impact on cash flows				Balance at 31 December 2022
			Exchange differences	Change in fair value	Change in the perimeter and changes in consolidation method	Other changes	
Non-current	3,732,997	847,926	(13,554)	(21,333)	253,977	(528,731)	4,271,282
Debt instruments and other marketable securities	1,878,804	(159,951)	10,537	-	142,829	(604,635)	1,267,584
Bank borrowings	1,284,368	1,050,791	(6,080)	-	109,690	33,049	2,471,818
Other financial liabilities	569,825	(42,914)	(18,011)	(21,333)	1,458	42,855	531,880
Current	1,820,176	(1,302,515)	3,569	(536)	11,819	800,612	1,333,125
Debt instruments and other marketable securities	1,152,739	(1,038,597)	2,040	-	-	656,981	773,163
Bank borrowings	458,189	(181,290)	(556)	-	8,183	22,005	306,531
Other financial liabilities	209,248	(82,628)	2,085	(536)	3,636	121,626	253,431

	Balance at 1 January 2021	Cash flows from financing activities	Without an impact on cash flows				Balance at 31 December 2021
			Exchange differences	Change in fair value	Change in the perimeter and changes in consolidation method	Other changes	
Non-current	3,977,288	(113,779)	40,077	(21,148)	836,828	(986,269)	3,732,997
Debt instruments and other marketable securities	2,780,935	1,020	15,417	-	-	(918,568)	1,878,804
Bank borrowings	607,599	(108,135)	16,086	-	811,563	(42,745)	1,284,368
Other financial liabilities	588,754	(6,664)	8,574	(21,148)	25,265	(24,956)	569,825
Current	874,443	(249,389)	14,093	80	26,967	1,153,982	1,820,176
Debt instruments and other marketable securities	449,346	(273,637)	5,686	-	-	971,344	1,152,739
Bank borrowings	212,421	138,355	1,311	-	18,437	87,665	458,189
Other financial liabilities	212,676	(114,106)	7,096	80	8,530	94,972	209,248

In 2022, "Changes in the scope of consolidation and changes in the consolidation method" included the amounts contributed by the GGU Group for €145,318 thousand following its entry into the scope of consolidation in February 2022, although part of the contributed debt has subsequently been repaid (notes 4 and 19), and €107,725 thousand contributed by Sociedad Concesionaria del Tranvía de Murcia, S.A. following its integration under the total consolidation method after the company's takeover in November 2022 (note 4).

In 2021, "Changes in the scope of consolidation and changes in the consolidation method" included the amount contributed by the Realía Business Group for €521,169 thousand as a result of being fully consolidated following its takeover in 2021 and €339,251 thousand contributed by the company Jezzine Uno, S.L.U. as a result of its entry into the scope of consolidation on the same date (note 4) are noteworthy.

20. OTHER NON-CURRENT LIABILITIES

This heading mainly includes performance obligations under the Buckinghamshire plant concession (note 10) arising from the collection of the intangible component in accordance with the conditions set out in the agreement amounting to 112,588 thousand euros at 31 December 2022 (122,790 thousand euros at 31 December 2021).

21. TRADE AND OTHER ACCOUNTS PAYABLE

The breakdown of the "Trade and other accounts payable" heading in the liability side of the balance sheet as at 31 December 2022 and 2021 is as follows:

	2022	2021
Suppliers	1,232,393	1,072,129
Current tax liabilities (Note 23)	23,610	28,158
Other payables to Public Administrations (Note 23)	353,372	322,006
Customer advances (Note 15)	647,029	357,807
Remuneration payable	84,485	76,518
Other payables	474,845	410,884
	2,815,734	2,267,502

With regard to the Spanish Institute of Accounting and Accounts Auditing (ICAC) Resolution of 29 January 2016, issued in compliance with the mandate of the Second Additional Provision of Law 31/2014, of 3 December, which amends the Third Additional Provision of Law 15/2010, of 5 July, establishing measures to combat late payment in commercial transactions, in 2022 the Group operated primarily in Spanish territory with public clients including the central government, regional government, local corporations and other public bodies, which settle their payment obligations in periods exceeding the statutory limit in Public Sector Contract legislation, and in Law 3/2004, of 29 December 2004, establishing measures to combat late payment in commercial transactions.

It should be noted that the provisions of section 5 of article 228 of the current Consolidated Text of the Public Sector Contract Law (CTPSCL) apply to the works and supplies derived from contracts signed by the Group with the different Public Administrations.

Due to such circumstances and in order to adapt the Group's financial policy to reasonable efficiency levels, the usual payment periods to suppliers were maintained in 2022 in the sectors in which the Group operates.

The Group's payment policy to suppliers, indicated in the foregoing two paragraphs, hence finds support in: a) Payments to suppliers under agreements entered into by the Group with the public authorities, pursuant to article 228.5 of the CTPSCL, and b) Payments to remaining suppliers under the Second transitional provision of Law 15/2010, and, where appropriate, that provided for in article 9 of Law 3/2004, which excludes from the abusive nature the "deferral of the payment for objective reasons" taking into consideration, in both cases a) and b) the usual payment period in the sectors in which the Group operates.

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The Group also acknowledges and pays suppliers, always by mutual agreement, any late-payment interest agreed in the contracts, providing negotiable payment methods accompanied by exchange procedures. Such agreements, aside from being expressly provided for, as mentioned, in the CTPSCL, are admissible under Directive 2011/7/EU of 16 February, of the European Parliament and the Council.

The Group has also entered into confirming line and similar contracts with different financial institutions to facilitate early payment to suppliers. In accordance with these contracts, a supplier may exercise its collection rights against the Group companies or entities and obtain the invoiced amount, less the financial costs for discount and fees applied by those entities and, in some cases, amounts withheld as guarantee. The total amount of contracted lines amounts to €40,026 thousand at 31 December 2022 (€42,795 thousand at 31 December 2021), with a drawn down balance of €17,909 thousand at 31 December 2022 (€11,999 thousand at 31 December 2021). The above-mentioned contracts do not modify the main payment conditions (interest rate, deadline or amount), so they are classified as commercial liabilities.

In compliance with the aforementioned Resolution, a table is set out below with information on the average payment period to suppliers for companies located in Spain, for those commercial operations accrued from the date of entry into force of the aforementioned Law 31/2014, i.e. 24 December 2014.

Additionally, Article 9, Chapter IV of Law 18/2022 of 28 September, on the creation and growth of companies, introduces the obligation to report the following indicators: monetary volume and number of invoices paid in a period less than the maximum established in the late-payment regulations and the percentage that these represent from the total number of invoices and the total monetary value of payments to suppliers.

	2022	2021
	Days	Days
Average payment period to suppliers	84	96
Ratio of paid operations/transactions	84	92
Ratio of operations/transactions pending payment	86	108

	Amount	Amount
Total payments pending	448,829	486,798

	Amount	Amount
Total payments made	2,176,218	1,788,644
Total payments made in a period less than the maximum established in the late-payment regulations	815,302	579,471
Ratio (%)	37	32

	Number	Number
Total number of invoices paid during the period	618,224	616,860
Number of invoices paid in a period less than the maximum established in the late-payment regulations	212,744	213,374
Ratio (%)	34	35

The Group is taking the appropriate measures to reduce the average payment period, improving the payment conditions offered to its suppliers and taking action in relation to internal approval processes that may delay the payment of amounts due.

22. DERIVATIVE FINANCIAL INSTRUMENTS

In general, financial derivatives entered into by the FCC Group receive the accounting treatment provided for in the regulations for accounting hedges set forth in note 3.p) of this Report, that is, they are operations that hedge real positions.

The main financial risk hedged by the FCC Group through derivative instruments relates to the fluctuations in floating interest rates to which Group company financing is tied.

During business year 2021, an international reform, known as the "IBOR reform", was implemented, which envisages the replacement of certain benchmark interbank offered rates (IBORs) with alternative, almost risk-free rates.

The *IBOR* reform is an aspect of continuous monitoring for the FCC Group, as the indices affected by it are references in the Group's financing agreements and derivative financial instruments.

Euribor-linked financial instruments are not exposed to uncertainty at 31 December 2022.

For the rest of the IBOR indices affected by the reform, their publication ceased on 31 December 2021 (except in the case of Libor-dollar, for which the cessation of publication for most of the index maturities has been delayed to June 2023), so that the main market players (regulators, central banks, banks, institutions, etc.) are working on defining the equivalences between these indices and the new near risk-free benchmarks (*Risk Free Rate* benchmarks, hereafter "*RFRs*").

In the particular case of the FCC Group, the exposure to IBOR indices affected by the aforementioned reform focuses on its financing and derivatives referenced to LIBOR - GBP (pound sterling), so this reform has not had a significant impact on the Group's financial position or results. However, in view of the uncertainty in the transition period, the Group has identified the transactions affected, in particular the Libor-GBP indexed financial debt and the accompanying hedging derivatives.

The Group has made adjustments to the financing agreements and hedging derivatives affected by the transition.

At 31 December 2022 the FCC Group has contracted hedging transactions with derivative instruments in its fully consolidated companies for an aggregate notional amount of €645,059 thousand (€697,981 thousand at 31 December 2021), mainly in the form of interest rate swaps (IRS), where Group companies buy fixed rates and sell floating rates.

Details of the hedges and their fair value for fully consolidated companies are shown below:

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	Derived type	Hedging type	% hedge	Notional 31.12.22	Notional 31.12.21	Appreciation at 31.12.22	Appreciation at 31.12.21	Due date
Companies fully consolidated								
FCC Medio Ambiente S.A.U.	IRS	EF	57%	6,083	7,164	(11)	(468)	02/04/2024
	IRS	EF	22%	3,205	3,340	91	(40)	02/04/2024
	Option	EF	57%	6,083	7,164	-	55	02/04/2024
RE3 Ltd.	IRS	EF	82%	15,687	18,439	(204)	(2,751)	30/09/2029
FCC Energy Ltd.	IRS	EF	100%	8,914	9,838	1,450	(499)	17/06/2038
	IRS	EF	100%	55,680	61,431	9,046	(3,190)	17/06/2038
FCC Wrexham PFI Ltd.	IRS	EF	95%	15,429	17,265	(658)	(3,855)	30/09/2032
FCC Wrexham PFI (Phase II) Ltd.	IRS	EF	50%	6,263	7,173	473	(550)	30/09/2032
	IRS	EF	50%	6,263	7,173	469	(553)	30/09/2032
FCC (E&M) Ltd.	IRS	EF	50%	38,449	42,125	8,356	(1,312)	06/05/2042
	IRS	EF	50%	38,449	42,125	8,282	(1,389)	06/05/2042
Integraciones Ambientales de Cantabria, S.A.	IRS	EF	75%	-	1,575	-	(36)	31/12/2022
Aquajerez	IRS	EF	70%	19,340	21,083	1,905	(541)	15/07/2031
	IRS	EF	30%	15,243	16,684	1,771	(87)	15/07/2031
Gipuzkoa Ingurumena	IRS	EF	38%	8,493	8,946	974	(560)	30/06/2034
	IRS	EF	38%	8,493	8,946	1,012	(551)	30/06/2034
Qatarat	IRS	EF	100%	8,448	10,219	(419)	(454)	07/06/2026
	IRS	EF	100%	2,753	3,886	(165)	(96)	28/11/2024
Aquos El Realito S.A. de C.V	IRS	EF	100%	33,576	32,458	988	(420)	22/01/2025
Realia	IRS	EF	21%	102,234	106,905	3,423	(1,401)	27/04/2024
	IRS	EF	21%	102,234	106,905	3,423	(1,401)	27/04/2024
	IRS	EF	13%	61,374	64,178	2,057	(841)	27/04/2024
	IRS	EF	9%	45,047	47,105	1,499	(619)	27/04/2024
	IRS	EF	6%	30,059	31,432	1,008	(412)	27/04/2024
Total FCC Environment CEE GMBH	FX	EF	100%	7,260	14,422	99	125	22/11/2023
Total full consolidation				645,059	697,981	44,869	(21,846)	

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It also shows the maturities of the notional amount for the hedging operations entered into as at 31 December 2022 and broken down in the previous table:

	2023	2024	2025	2026	2027 and beyond
Companies fully consolidated	59,351	360,265	43,822	16,576	165,045

At 31 December 2022, the total notional amount of hedges of companies consolidated using the equity method came to €61,862 thousand (31 December 2021: €40,506 thousand) and their fair value is €32,542 thousand (€2,842 thousand at 31 December 2021).

The following table provides a reconciliation of the change in the valuation of the derivatives, differentiating hedging from speculative and identifying those amounts that have been recorded in the accompanying consolidated income statement and those that have been recorded in "Other comprehensive income" of the consolidated statement of recognised income and expense:

	Balance at 1 January 2022	Profit/(loss) from valuation of reserves	Profit/(loss) from valuation of results	Transfers to the income statement	Inefficiency of the hedging	Other changes	Balance at 31 December 2022
2022							
Hedging	(21,846)	60,182	-	4,148	-	2,385	44,869
Speculative	-	-	-	-	-	-	-
	Balance at 1 January 2021	Profit/(loss) from valuation of reserves	Profit/(loss) from valuation of results	Transfers to the income statement	Inefficiency of the hedging	Other changes	Balance at 31 December 2021
2021							
Hedging	(38,192)	28,841	-	(5,755)	-	(6,740)	(21,846)
Speculative	(208)	-	622	-	-	(414)	-

23. TAX MATTERS

This Note describes the headings in the accompanying consolidated income statement relating to the tax obligations of each of the Group companies, such as deferred tax assets and liabilities, tax receivables and payables and the corporation tax expense.

In accordance with file 18/89, the Parent Company of the FCC Group is subject to the Corporation Tax consolidation regime, with all the companies that meet the requirements established by the tax legislation being integrated into said regime. Likewise, part of the subsidiaries that carry out the Water, Real Estate (with regard to the Realía subgroup), Environmental Services in the United Kingdom and FCC Environment Group in Austria, are also taxed in their own consolidated tax group.

In May 2019, the tax authorities completed a procedure to recover state aid, arising from European Commission Decision 2015/314/EU of 15 October 2014, relating to the tax amortisation of financial goodwill from the indirect acquisition of foreign holdings. This procedure aims to adjust the tax incentives applied by the company and FCC Group in prior years as a result of the acquisition of the Alpine, FCC Environment (formerly the WRG Group) and FCC CEE (formerly the ASA Group) Groups. The Tax Administration filed a claim against the Group for a total amount (instalment and late payment interest) equal to 111 million euros. FCC has settled this tax debt but has also filed an economic-administrative appeal against it, which is pending resolution. The Group, in accordance with the opinion of its legal advisors, considers it probable that the amounts already paid under such recovery procedure will be returned. Within the framework of this procedure, the Tax Administration has recognised a negative tax base in favour of the FCC group that has generated an activated tax credit for the amount of €63.2 million.

During 2022, the tax authorities completed the corporate income tax audits of the tax group headed by FCC, S.A., business year 2015 to 2017, the VAT corresponding to the period from June 2016 to December 2017 of FCC, S.A., FCC Construcción, FCC Aqualia, FCC Industrial e Infraestructuras Energéticas and Cementos Portland Valderrivas, and also the withholdings/receipts on account for employment income and professional income corresponding to the period from June 2016 to December 2017 for FCC, S.A., FCC Construcción and FCC Aqualia, and for the period from January to December 2017 for Cementos Portland Valderrivas. The Tax Administration issued several certifications in relation to Corporate Income Tax, VAT and withholdings/payments on account for work income, for a range of interpretative issues, which have been partly appealed before the economic-administrative courts. The value of the tax debts in question has not had a significant impact on the income statement or on the equity of the Group.

a) Deferred tax assets and liabilities

Deferred tax assets mainly relate to provisions recognised, non-deductible financial expenses that will be deductible for tax purposes from taxable income in future years, tax credits and tax loss carry forwards/offsets and differences between accounting and tax depreciation and amortisation.

Specifically, the FCC Group has recognised deferred tax assets corresponding to tax loss carryforwards and deductions pending application, as it considers that there are no doubts as to their recoverability, amounting to €449,009 thousand (€418,642 thousand at 31 December 2021).

The Group Management has evaluated the recoverability of deferred tax assets by estimating future tax bases, concluding that there is no doubt surrounding their payment.

The estimates used to assess the recoverability of deferred tax assets are based on the estimate of future taxable bases, based on the year's consolidated accounting result before the estimated tax from continuing operations, to which the corresponding permanent and temporary differences that are expected to take place each year have been adjusted. Based on profit projections, it is estimated that there will be sufficient positive taxable income to substantially absorb both the tax losses recognised in the balance sheet and the deferred tax assets over an estimated period of around twelve years.

The estimated accounting profit for the year for the tax group headed by Fomento de Construcciones y Contratas, S.A. is based on the Strategic Plan prepared by the Group for the period 2023-2025. Turnover growth of 7.7% in 2023, 6.3% in 2024 and 4.1% in 2025 is assumed. In turn, the projected Ebitda margin is 13% for 2023 and 2024 and 13.5% for 2025. During subsequent periods, vegetative growth is projected at the level of pre-tax profit equal to 2%. For the tax group headed by FCC Aqualia, S.A., a vegetative growth of 2% has been applied to the profit before tax for 2022. In the case of the tax group headed by Realía, the taxable income is estimated on the basis of the projected accounting profit up to 2037 adjusted by those temporary and permanent differences that are expected to reverse in each year.

The deferred tax liabilities recognised by the Group mainly arise from the following:

- The differences between the tax and accounting valuation due to the fair value of assets derived from the corporate acquisitions in the different segments of the Group's activity and investment property, as indicated in notes 3.b) and 3.e). In general, these liabilities will not entail any future cash outflows because they revert at the same rate as the amortisation of revalued assets.
- From the tax amortisation of leasing contracts and that of certain items of property, plant and equipment under accelerated tax amortisation plans, and from the unrestricted amortisation on the investments made, which allows them to be fully amortised as long as certain requirements are fulfilled.
- From the profits of temporary joint ventures that will be included in the tax base of the following year's corporate income tax.

The Group, pursuant to the provisions of IAS 12 "Corporation Tax", has offset the deferred tax assets and liabilities corresponding to the entities, which, in line with the applicable tax legislation, have the legal right to offset these assets and liabilities and will be settled for their net amount based on the corresponding time frames. At 31 December 2022, deferred tax assets and liabilities were offset in the amount of 297,428 thousand euros (224,506 thousand euros at 31 December 2021).

The following table shows the breakdown of the main deferred tax assets and liabilities:

Consolidated Group

ASSETS	2022				2021			
	Tax Group Spain	Realia Tax Group	Other	TOTAL	Tax Group Spain	Realia Tax Group	Other	TOTAL
Provisions and impairments	102,049	5,859	44,997	152,905	106,844	4,709	43,071	154,624
Tax loss carryforwards	360,343	65,682	22,984	449,009	329,197	72,619	16,826	418,642
Non-deductible financial expense	6,844	26,746	-	33,590	6,141	29,926	4,623	40,690
Pension plans	746	-	1,025	1,771	818	-	917	1,735
Amortisation/depreciation differences	10,164	474	12,263	22,901	11,058	548	13,668	25,274
Other	104,194	564	32,034	136,792	110,739	1,384	30,648	142,771
Total	584,340	99,325	113,303	796,968	564,797	109,186	109,753	783,736

LIABILITIES	2022				2021			
	Tax Group Spain	Realia Tax Group	Other	TOTAL	Tax Group Spain	Realia Tax Group	Other	TOTAL
Fair value assets from allocation of acquisition differences (IFRS 3)	52,263	8,017	84,217	144,497	53,513	12,604	78,046	144,163
Investment property at fair value (IAS 40)	63,339	172,210	-	235,549	-	79,213	145,336	224,549
Accelerated amortisation/depreciation	1,636	4,408	115,678	121,722	2,288	-	108,266	110,554
Profit/(loss) of Joint Ventures	15,004	-	2,251	17,255	13,091	-	4,217	17,308
Tax impairment of goodwill	-	-	-	-	2	-	-	2
Finance leases	4,288	-	2,371	6,659	5,270	-	2,503	7,773
Other	30,293	5,066	18,364	53,723	18,935	1,770	21,670	42,375
Total	166,823	189,701	222,881	579,405	93,099	93,587	360,038	546,724

Below are the expected maturity dates of the deferred taxes:

	2023	2024	2025	2026	2027 and beyond	Total
Assets	85,980	56,934	37,984	66,139	549,931	796,968
Liabilities	57,513	26,140	26,140	26,140	443,472	579,405

The Group has tax credits corresponding to negative tax bases (NTBs), mainly abroad, which have not been activated in the financial statements on the basis of a prudent criterion, for the amount of 194 million euros. The estimated maturity of non-activated NTBs is shown below:

Consolidated Group

Maturity time frame	Tax credits (millions of euros)
From 2023 to 2027	45.6
From 2028 to 2032	12.7
From 2033 onwards	4.3
No maturity	131.4
	194.0

Furthermore, as at 31 December 2022, the Group has non-capitalised tax credits corresponding to tax deductions credited and pending application for the total sum of €12.7 million (€20.4 million at 31 December 2021).

b) Public administrations

The breakdown at 31 December 2022 and 2021 of the current assets and liabilities included under the “Public administrations” heading is as follows:

Current assets

	2022	2021
Value Added Tax receivable (Note 15)	103,972	88,648
Current tax	86,518	174,355
Other tax items (Note 15)	63,762	61,581
	254,252	324,584

Current liabilities

	2022	2021
Value Added Tax payable (Note 21)	118,431	83,175
Current tax (Note 21)	23,610	28,158
Social Security payable and other tax items (note 21)	234,941	238,831
Deferrals	84	84
	377,066	350,248

c) Corporate income tax expense

The corporation tax expense incurred in the year amounted to 72,723 thousand euros (130,180 thousand euros in 2021), as detailed in the accompanying consolidated income statement. Below is the reconciliation between expense and accrued tax payment:

	2022		2021			
Consolidated accounting profit for the year before taxes from continuing activities		550,653			807,460	
	<u>Additions</u>	<u>Reductions</u>		<u>Additions</u>	<u>Reductions</u>	
Permanent differences	255,457	(151,663)	103,794	167,434	(497,846)	(330,412)
Adjusted consolidated accounting profit on continuing activities		654,447			477,048	
Temporary differences						
-Arising in the year	106,830	(135,235)	(28,405)	84,601	(97,173)	(12,572)
-Arising in prior years	120,882	(306,627)	(185,745)	145,623	(211,951)	(66,328)
Consolidated tax base of continuing activities (taxable profit)		440,297			398,148	

From the previous table, given the magnitude of the amounts, it should be noted that the tax base is the best estimate available at the date of preparing the accounts. The final amount payable will be determined in the tax settlement to be carried out in 2023, so the final settlement may vary as explained in note 3.q) of these notes to the consolidated financial statements.

In 2022, permanent differences, as increases, include the amount of the impairment recorded in the Uniland goodwill (note 6) amounting to €196,288 thousand. Decreases include the profit of companies consolidated using the equity method for the sum of €29,614 thousand, the compensation of tax loss carry forwards and non-deductible financial expenses from previous years not recognised on the balance sheet for the sum of €72,579 thousand. Also worth noting in relation to the decreases of temporary differences is the compensation of non-deductible non-financial expenses capitalised in previous years for the amount of €129,840 thousands and the change in fair value of investment property and their tax amortisation for a total sum of €44,970 thousand (notes 8 and 26).

In 2021, permanent differences include, as decreases, the positive result arising from the business combination whereby control of Realía Business, S.A. is taken over in the amount of €241,701 thousand and also the positive results from the disposals mentioned in note 4. Additionally, as an increase, the amount of the impairment recognised in the goodwill of Uniland (note 6) in the amount of €100,000 thousand is included.

Below is the reconciliation of the expense for corporation tax:

	2022	2021
Adjusted consolidated accounting profit on continuing activities	654,447	477,048
Corporate income tax	(145,967)	(115,308)
Tax credits and tax relief	4,683	1,683
Adjustments for tax rate change	53	(15,599)
Other adjustments	68,508	(956)
Corporate income tax	(72,723)	(130,180)

The value of Other adjustments in 2022 mainly includes the capitalisation of deferred tax assets for the large part in relation to uncapitalised tax credits for tax bases pending compensation and for deductions pending application for the value of €89,609 thousand, which had not previously been recognised and which, this year, were recognised on the balance sheet after determining, as discussed in previous sections, that there are no doubts as to their recovery.

Tax rate change adjustments in 2021 include a negative amount of €14,739 thousand in the UK as a result of the change in tax rate from 19% to 25%.

The main components of the corporate income tax, distinguishing between the current tax, i.e, tax corresponding to the current year and the deferred tax, the latter understood as the impact on profit/(loss) of the origination or reversal of temporary differences that affect the amount of deferred tax assets or liabilities recognised in the balance sheet, is as follows:

	2022	2021
Current tax	(65,756)	(83,726)
Deferred taxes	(6,967)	(46,454)
Corporate income tax	(72,723)	(130,180)

24. PENSION PLANS AND SIMILAR OBLIGATIONS

The Spanish Group companies have not generally established any pension plans to supplement the social security pension plans. However, under the Consolidated Pension Plans and Pension Funds Law, in those specific cases in which similar obligations exist, the companies externalise pension and similar obligations to its employees.

The company had previously taken out insurance and paid a premium to settle contingencies related to the death, permanent employment disability, retirement bonuses and other items for certain executive directors and officers of Fomento de Construcciones y Contratas, S.A. In 2022 and 2021, no further contributions have been made as premiums and the value of returns came to 3,151 thousand euros in 2022 (zero in 2021) in relation to this insurance (Note 30).

In accordance with article 38.5 of the Bylaws, Fomento de Construcciones y Contratas, S.A. holds a civil liability insurance that covers Directors and Managers. This is a collective policy covering all the Group's executives, and in 2022 a premium of €1,483 thousand was paid over (€1,751 thousand in 2021).

Fomento de Construcciones y Contratas, S.A. has taken out an accident insurance policy for its directors, encompassing both the exercise of their functions and their private life, comprising coverage in the event of death, total and absolute permanent incapacity and severe disability. The premium paid in the year amounts to €5 thousand (the same amount in 2021).

Certain foreign companies belonging to the Group assumed the commitment of supplementing the retirement and other similar commitments of its employees through defined benefit plans. Independent actuarial experts measured the commitments accrued and, where appropriate, the assets used, through generally accepted actuarial methods and techniques included, where appropriate, in the accompanying consolidated balance sheet under the "Non-current provisions" heading within "Non-current employee benefit obligations", in line with the criteria set forth by IFRSs (Note 18).

The main benefits referred to in the preceding paragraph are the following:

- The companies that form part of the FCC Environment (UK) group, residing in the United Kingdom, contribute to the accompanying consolidated balance sheet at 31 December 2022 the benefits undertaken with their employees, after deducting the assets used to meet these benefits. The actuarial value of the accrued obligations comes to €40,876 thousand (€70,353 thousand at 31 December 2021), while the fair value of the affected assets stands at €45,678 thousand (€73,815 thousand at 31 December 2021). The net difference represents an asset balance of €4,802 thousand euros (€3,462 thousand euros at 31 December 2021), which is not recognised in the accompanying consolidated balance sheet as the company is not entitled to repayments or reductions in future contributions. The "Staff expenses" heading of the accompanying consolidated income statement includes a cost of 336 thousand euros (470 thousand euros as at 31 December 2021) for the net difference between the cost of services and returns on assets affected by the plan. The average actuarial rate used was 4.95% (1.8% in 2021).

The year's movement of the obligations and assets associated with pension plans and similar obligations is detailed below:

2022:

Actual performance of the current value of the obligation

	FCC Environment Group (UK)
Balances of obligations at the beginning of the year	70,353
Cost of services for the current year	221
Interest costs	1,183
Contributions of the participants	18
Actuarial profits/losses	(25,343)
Exchange differences	(3,701)
Benefits paid during the year	(1,855)
Cost of past services	-
Settlements	-
Balance obligations at end of year	40,876

Actual performance of the fair value of affected assets

	FCC Environment Group (UK)
Affected active balances at the beginning of the year	73,815
Expected return on assets	1,221
Actuarial profits/losses	(25,976)
Exchange differences	(3,883)
Contributions made by the employer	2,491
Contributions made by the participant	18
Benefits paid	(2,008)
Settlements	-
Balance of affected assets at the end of the year	45,678

Reconciliation of the actual performance of the obligation less the affected assets

	FCC Environment Group (UK)
Net balance obligations less affected assets at the end of the year	(4,802)

2021:

Actual performance of the current value of the obligation

	FCC Environment Group (UK)
Balances of obligations at the beginning of the year	70,758
Cost of services for the current year	252
Interest costs	1,083
Contributions of the participants	18
Actuarial profits/losses	(4,887)
Exchange differences	4,947
Benefits paid during the year	(1,818)
Cost of past services	-
Settlements	-
Balance obligations at end of year	70,353

Actual performance of the fair value of affected assets

	FCC Environment Group (UK)
Affected active balances at the beginning of the year	62,478
Expected return on assets	962
Actuarial profits/losses	6,024
Exchange differences	4,368
Contributions made by the employer	1,879
Contributions made by the participant	18
Benefits paid	(1,914)
Settlements	-
Balance of affected assets at the end of the year	73,815

Reconciliation of the actual performance of the obligation less the affected assets

	FCC Environment Group (UK)
Net balance obligations less affected assets at the end of the year	(3,462)

25. GUARANTEE COMMITMENTS TO THIRD PARTIES AND OTHER CONTINGENT LIABILITIES

At 31 December 2022, the Group incurred contingent liabilities, mainly guarantees to third parties, mostly before public bodies and private clients, to secure the correct performance of the urban sanitation works and contracts, for 4,697,135 thousand euros (3,952,987 thousand euros at 31 December 2021).

Additionally, the Group has granted letters of indemnity to certain directors with management and administration duties at subsidiaries, without the any risks for which provisions should be set aside identified during the preparation of these financial statements. Such letters of indemnity are a common practice in multinational companies that expatriate employees due to their double status as company employees and executives of the subsidiary, and are of subsidiary execution in the event that the respective directors' policies do not fully cover the contingency. Letters of indemnity were granted to five executives in relation to the businesses that were maintained by the Group in Alpine.

Fomento de Construcciones y Contratas, S.A. and the Group's subsidiaries are defendants in litigation concerning liability for different activities carried out by the Group in the performance of contracts awarded and for which provisions have been set aside (Note 18). These lawsuits, which in number may be significant, are for insignificant amounts when considered on a one-by-one basis. Therefore, given proven experience and existing provisions, the resulting liabilities would not significantly affect the Group's assets.

In relation to the main contingent liabilities arising from the Alpine subgroup's bankruptcy proceedings, it should be noted that the possible financial effects would be the cash outflow of the amount indicated in the respective lawsuits detailed in note 18 of these notes to the consolidated financial statements, plus interest and costs, if any.

On 15 January 2015, the Competition Chamber of the National Markets and Competition Commission issued a decision on file S/0429/12, for an alleged violation of Article 1 of Law 15/2007 on the Defence of Competition. This ruling affects various companies and associations in the waste sector, including FCC and other companies that also belong to FCC Group. The Group has filed an administrative appeal before the Spanish National Appellate Court. At the end of January 2018, notification was received of the decisions handed down by the Spanish National Appellate Court, upholding the administrative appeals filed by Gestión y Valorización Integral del Centro S.L. and BETEARTE, both FCC Group investees, against the CNMV ruling imposing various penalties for alleged collusive practices. In both decisions, the argument put forward by these companies that no single, on-going breach existed was upheld. In April 2018, we were notified of the agreement initiating new legal proceedings for the same conduct investigated in the previous proceedings forming the scope of the upholding decision, commencing an 18-month examining period. In July 2019, the proposal for resolution was issued in relation to various FCC Group companies. In September 2019, an agreement was issued suspending these legal proceedings until the National Court's decision on appeals filed by other companies that had been penalised.

As a result of an internal investigation in May 2019 in application of its compliance policy and regulations, the Group has become aware of the existence of payments between 2010 and 2014, initially estimated at 82 million dollars, which might not be justified and, may, therefore be illegal. The application of the procedures contained in the FCC Group's set of compliance rules made it possible to identify the facts, and the company proceeded to bring them to the attention of the public prosecutors' offices in Spain and Panama, to which it has been providing since then the maximum collaboration for the clarification of the facts within the framework of the "zero tolerance" principle against corruption that permeates the entire FCC Compliance System.

In the context of this cooperation, on 29 October 2019, the National Court's Central Court of Instruction No. 2 resolved to investigate FCC Construcción, S.A. and two of its subsidiary companies, FCC Construcción América, S.A. and Construcciones Hospitalarias, S.A. in the context of Preliminary Measures 34/2017. The case is still in the investigation period, without us being able to determine at this time what type of charges could be filed, if any. These actions may therefore have a financial impact, although we do not have the information needed to qualify this impact.

On 6 July 2022, the National Markets and Competition Commission issued a resolution imposing a sanction on several construction companies, including FCC Construcción, S.A. for sharing the costs of technical work to verify objective data in relation to public works tenders. The Group considers that the sanctioned conduct not only fails to infringe any precept (including those contained in the competition law) but that this conduct has also contributed to greater efficiency and cost savings in tenders. For these and other reasons, it filed the corresponding contentious-administrative appeal before the National Court, which is still being heard. Furthermore, it asked said court to grant a precautionary measure for the suspension of the payment of the fine imposed by the CNMC until a final court ruling is handed down on this matter. This request was upheld. Therefore, it has been considered that, although this sanction may result in cash outflows, at present and given the situation we cannot estimate the corresponding amount and payment schedule.

The Group is involved in other lawsuits and legal procedures aside from those already described that it considers will not generate significant cash outflows.

The shareholding of Group companies in jointly controlled operations managed through joint ventures, joint ownership, participation accounts and other entities of similar legal characteristics means that participants must share joint and several liability with respect to the activity carried on (note 12).

Additionally, the 2018 agreement for the sale of the 49% FCC Aqualia holding envisages certain variable prices that depend on the resolution of contingent proceedings. The Group, therefore, has not recognised any asset given its contingent nature; likewise, it has not recognised any liability for claims that may arise against its interests, as it is not considered probable that significant losses will be incurred and given that their value is considered insignificant in relation to the transaction price.

Also, as part of the aforementioned sales transaction, FCC Topco S.a.r.l. and its subsidiary FCC Midco, S.A. were constituted, contributing shares representing 10% of the Group's shares in FCC Aqualia to the latter. These shares have been pledged as a guarantee of certain obligations assumed by the Group before FCC Aqualia, mainly in relation to the repayment of the loan that the latter has granted to the Parent Company of the Group for the amount of 806,479 thousand euros. At the date of authorisation for issue of these financial statements, the Group believes that there is no risk that these guarantees will be enforced.

The shareholding of Group companies in jointly controlled operations managed through joint ventures, joint ownership, participation accounts and other entities of similar legal characteristics means that participants must share joint and several liability with respect to the activity carried on (note 12).

In relation to the guarantees received, it should be noted, in general, that the Group only receives guarantees in relation to amounts paid as advances for the purchase of highly specialised equipment that has been ordered, mainly in the Construction and Water segments, for a non-significant amount as a whole. The Group has not obtained any significant assets as a result of the guarantees enforced in its favour or released.

26. INCOME AND EXPENDITURE

a) Operating income

The Group records operating income under "Net turnover", including interest income from the concession financial model collection rights under IFRIC 12 amounting to €37,754 thousand at 31 December 2022 (€36,374 thousand euros at 31 December 2021), except for work on own property, plant and equipment and other operating income.

Note 27 "Information by activity segments" shows the contribution of the business segments to consolidated net turnover.

Operating income from performance obligations met or partially met in previous years was recognised in 2022 for 10,244 thousand euros (32,943 thousand euros at 31 December 2021), mainly in the Construction segment.

During 2022, €533,829 thousand (at 31 December 2021: €309,111 thousand) previously recognised as customer advances and pre-certified work (notes 15 and 21), which were recognised as revenue under "Trade and other payables", mainly in the Construction segment, have been recognised under liabilities.

The breakdown of the other operating income for 2022 and 2021 is as follows:

	2022	2021
Income from sundry services	107,554	81,297
CO2 emission allowances (note 26)	-	7,766
Reimbursement from insurance compensation	2,796	4,129
Grants related to income	38,449	34,497
Other income	139,681	120,310
	288,480	247,999

"Income from sundry services" mainly includes additional services derived from construction contracts or provision of services not included in the main contracts and income derived from the provision of technical assistance to entities accounted for using the equity method. "Other income" mainly includes excess provisions and rental income when the Group acts as lessor in operating leases in activities other than real estate.

At year-end 2022, based on outstanding contracts, the Group estimated that it had outstanding performance obligations primarily for services rendered in the Environmental and Water Services segment and arising from construction agreements mainly in the Construction and Water segments amounting to €40,154,255 thousand (€30,088,815 thousand at year-end 2021) which it expects to recognise as revenue in accordance with the following schedule:

	up to 1 year	2 to 5 years	beyond 5 years	Total
Environmental Services	2,483,541	5,530,077	5,241,907	13,255,525
Construction	2,390,652	3,950,594	244,735	6,585,981
Integrated Water Management	1,460,305	7,075,020	11,777,424	20,312,749
	6,334,498	16,555,691	17,264,066	40,154,255

b) Supplies

The breakdown of the balance of supplies and other external expenses as at 31 December 2022 and 2021 is as follows:

	2022	2021
Subcontracting and work performed by other companies	1,541,727	1,442,802
Purchases and procurements	1,462,610	1,033,343
	3,004,337	2,476,145

c) Staff costs

Below is a breakdown of staff expenses for 2022 and 2021:

	2022	2021
Wages and salaries	1,687,937	1,541,542
Social security contributions	491,304	447,639
Other staff costs	59,492	51,048
	2,238,733	2,040,229

Information on the number of employees and their distribution by functional level and gender is provided in the Statement of Non-Financial Information which forms part of the Management Report accompanying these consolidated financial statements.

d) Impairment and gains/(losses) on disposal of fixed assets

The breakdown of the balance of the Impairment and gains/(losses) on disposal of fixed assets in the years 2022 and 2021 is as follows:

	2022	2021
Profit/(loss) from takeover of Realía Business, S.A. (Note 4)	-	241,701
Impairment of the commercial fund (note 6)	(200,000)	(100,000)
Changes in fair value of investment property (note 8)	22,294	16,628
Result of takeover of Sociedad Concesionaria Tranvía de Murcia, S.A. (note 4)	5,544	-
Depreciation and amortisation of other property, plant and equipment and intangible assets (endowment) / reversal (notes 6 and 7)	(8,515)	(49,304)
Profit/(loss) from disposals of other PP&E and intangible assets	4,527	4,622
Other concepts	1,255	9,930
	(174,895)	123,577

The following results are to be highlighted for 2022:

- as a result of the takeover of Sociedad Concesionaria Tranvía de Murcia, S.A. following the acquisition in November 2022 of an additional 50% stake by FCC Construcción S.A., a positive operating profit of €5,544 thousand was recognised as the consideration paid was lower than the fair value of the assets acquired (note 4).
- the impairment of goodwill in the Cement activity for the sum of €200,000 thousand (note 6).
- a positive result due to the change in the fair value of investment property amounting to €22,294 thousand as a result of the assessment carried out by independent experts of the Realía Group's investment property (note 8).

In turn, in 2021 should be made of the following:

- as a result of the takeover of Realia Business, S.A. following the acquisition in October 2021 of an additional 13.12% stake by FCyC S.L., a positive operating profit of €241,701 thousand was recognised as the consideration paid was lower than the fair value of the assets acquired (note 4).
- the impairment of goodwill of Corporación Uniland for an amount of €100,000 thousand (note 7) and the impairment of quarries in the Cement business as a result of the expected reduction in their useful life for an amount of €36,011 (note 7).
- a positive result due to the change in the fair value of investment property amounting to €16,628 thousand as a result of the assessment carried out by independent experts of the Realia Group's investment property (note 8).
- A pre-tax gain of €9,643 thousand from the sale of 51% of the Cedinsa Group, included under "Other items" (note 4).

The amount of this item is included in the accompanying consolidated cash flow statement under "Impairment and gains/(losses) on disposal of fixed assets" in the consolidated statement of cash flows.

e) Financial income and financial expenses

The breakdown of the financial income, according to the assets that generate said income, in 2022 and 2021 is as follows:

	2022	2021
Financial assets at fair value with changes in other comprehensive income	3,422	1,447
Financial assets at amortised cost	24,923	18,218
Other financial income	16,803	5,154
	45,148	24,819

The increase in "Other financial income" can mainly be attributed to financial income from the remunerated accounts of the Georgian Water and Power Company, which forms part of the Georgia Global Utilities Group in the End-to-End Water Management activity, following its takeover in February 2022 for the sum of €1,306 thousand, late-payment interest for tax refunds (municipal capital gains) received by Realia Business, S.A. in Real Estate activity, for the sum of €2,654 thousand, and the interest received from short-term surplus cash placements pertaining to the company FCC Environment CEE for the sum of €2,765 thousand, as part of the Environmental Services segment.

The breakdown of financial expenses in 2022 and 2021 is as follows:

	2022	2021
Debt instruments and other marketable securities	52,345	52,775
Credits and loans	44,557	25,975
Debts with limited recourse for project financing	11,030	15,862
Creditors from leases	12,315	12,905
Financial update of provisions and other liabilities	32,174	19,347
Other financial expenses	11,818	8,457
	164,240	135,321

The increase in financial expenses in 2022 can mainly be traced to Jezzine Uno, S.L.U. and Realia Business, S.A., which contributed €4,220 thousand and €14,627 thousand respectively at 31 December 2022, equivalent to twelve months, while at 31 December 2021 they contributed just €726 thousand and €2,215 thousand, corresponding to just the two months following the takeover of both companies in October 2021.

f) Other financial profit/(loss)

The breakdown of other financial expenses in 2022 and 2021 is as follows:

	2022	2021
Change in fair value of current financial instruments	4,946	6,553
Exchange differences	26,060	24,482
Impairment and profits/losses on disposal of financial Instruments	(1,401)	26,484
	29,605	57,519

In 2022, profit of €2,441 thousand was included under "Change in fair value of current financial instruments" (€5,440 thousand in 2021) for the contingent collection arising from the sale, without the loss of control, in 2018 of 49% of FCC Aqualia, S.A. (note 25).

In addition, in 2021, €15,999 thousand of the gain from the disposal of the stake in Nalanda Global, S.A. was included in "Impairment and gains/losses on disposal of financial instruments".

The amount of this heading is shown in the accompanying consolidated statement of cash flows under the heading "Other adjustments of profit/(loss) (net)".

g) Profit/(loss) of entities valued using the equity method

The breakdown for this heading is as follows:

	2022	2021
Profits/(losses) for the year (Note 11)	32,123	60,220
Joint ventures	31,132	35,463
Associates	991	24,757
Profit/(loss) on disposals and other	(2,509)	(1,987)
	29,614	58,233

In 2022, "Gains/losses on disposals and other" included the losses from the recognition at fair value of the Group's holding before its takeover of Sociedad Concesionaria Tranvía de Murcia, S.A., for the sum of €2,772 thousand.

During 2021, "Gains/losses on disposals and other" included those from the following transactions:

- sale of 49% of the companies Concessió Estacions Aeroport L9, S.A. and 29% of Urbs Iudex et Causidicus, S.A., which gave the FCC Group a pre-tax profit of €17,617 thousand (note 4).
- sale to Plenium Partners, S.L. of FM Green Power Investments, S.L. and its investees, which gave rise to a pre-tax gain of €39,464 thousand (note 4).
- The acquisition of control of the Realia Business Group, indicated in section d) of this note, which gave rise to a negative result of €58,158 thousand as a result of the fair value of the stake held by the Group prior to the acquisition of control (note 4).

h) Profit attributable to non-controlling interests

At 31 December 2022 the result attributable to minority interests amounts to €162,748 thousand (€97,145 thousand at 31 December 2021), mainly due to the amount corresponding to the 49% held by the minority shareholder of the Aqualia subgroup, a segment that contributes an amount of €87,349 thousand at 31 December 2022 (€69,988 thousand at 31 December 2021) (note 27).

Following the incorporation of Jezzine Uno, S.L. as part of a non-monetary capital increase in FCyC, S.A. in October 2021, subscribed by Soimob Inmobiliaria Española, S.A., the company came to have 19.97% interest in the capital of FCyC, S.A., the parent company of the Real Estate business, a segment that contributed an amount of €48,450 thousand at 31 December 2022 (€14,455 thousand at 31 December 2021) (note 4).

Furthermore, at 31 December 2022, the activity of the Environmental Services business contributed the sum of €26,177 thousand (€6,805 thousand at 31 December 2021) (note 27).

27. INFORMATION BY ACTIVITY SEGMENTS

a) Activity segments

The activity segments presented coincide with the business areas, as described in Note 1. The information for each segment, reflected in the tables presented below, has been prepared in line with the management criteria established internally by the Group's management, which are consistent with the accounting policies adopted to prepare and present the Group's consolidated financial statements.

The "Corporation" column includes the activity of the functional areas that carry out support tasks for operations and the operation of those companies whose management is not assigned to any of the business areas.

"Eliminations" includes the elimination of operations between different activity segments.

Income statement by segments

In particular, the information reflected in the following tables includes, as profit/(loss) for 2022 and 2021:

- All operating income and expenses of subsidiaries and joint management contracts that correspond to the activities carried out by the segment.
- Interest income and expenses generated on the segment's assets and liabilities, dividends and profits and losses on the sale of the segment's financial investments.
- The share in the profits/(loss) of companies accounted for using the equity method.
- Corporate income tax payable corresponding to the transactions carried out by each segment.

Consolidated Group

2022	Total Group	Environmental Services	Integrated Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
Revenue	7,705,687	3,641,113	1,323,155	1,966,913	516,522	270,752	41,021	67,937	(121,726)
<i>External customers</i>	7,705,687	3,634,489	1,322,456	1,916,351	512,138	270,199	41,021	9,033	-
<i>From transactions with other segments</i>	-	6,624	699	50,562	4,384	553	-	58,904	(121,726)
Other income	362,617	98,790	101,377	114,347	7,206	24,466	12,959	49,300	(45,828)
<i>External customers</i>	362,617	97,243	100,128	112,115	7,155	24,314	12,959	8,703	-
<i>From transactions with other segments</i>	-	1,547	1,249	2,232	51	152	-	40,597	(45,828)
Operating expenses	(6,756,953)	(3,146,835)	(1,074,312)	(1,958,480)	(493,424)	(152,599)	(22,914)	(77,139)	168,750
Depreciation of fixed and non-current assets and allocation of grants for non-financial fixed and non-current assets, and other assets	(511,989)	(267,370)	(145,970)	(36,068)	(33,551)	(328)	(10,098)	(18,789)	185
Other operating income/(losses)	(188,836)	(20,969)	(442)	2,641	(200,026)	23,391	6,574	(2)	(3)
Operating profit/(loss)	610,526	304,729	203,808	89,353	(203,273)	165,682	27,542	21,307	1,378
<i>Percentage of revenue</i>	7.92%	8.37%	15.40%	4.54%	(39.35%)	61.19%	67.14%	31.36%	(1.13%)
Financial income	45,148	15,739	39,447	9,542	584	2,734	5,698	29,635	(58,231)
Financial expenses	(164,240)	(81,259)	(59,223)	(2,799)	(3,941)	(20,378)	(4,208)	(37,116)	44,684
Other financial profit/(loss)	29,605	(1,664)	5,206	20,586	(233)	3,943	(490)	(75,694)	77,951
Profit/(loss) of companies accounted for using the equity method	29,614	27,986	2,575	(158)	(9,787)	2,570	5,063	1,286	79
Profit/(loss) before tax from continuing operations	550,653	265,531	191,813	116,524	(216,650)	154,551	33,605	(60,582)	65,861
Corporate income tax	(72,723)	(56,102)	(35,525)	(25,029)	20,911	(27,473)	(3,732)	54,311	(84)
Profit/(loss) for the year from continuing operations	477,930	209,429	156,288	91,495	(195,739)	127,078	29,873	(6,271)	65,777
Consolidated profit for the year	477,930	209,429	156,288	91,495	(195,739)	127,078	29,873	(6,271)	65,777
Non-controlling interests	162,748	26,177	87,349	1,252	(1,002)	48,450	522	-	-
Profit attributable to the Parent Company	315,182	183,252	68,939	90,243	(194,737)	78,628	29,351	(6,271)	65,777

Consolidated Group

2021	Total Group	Environmental Services	Integrated Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
Revenue	6,659,283	3,244,944	1,169,450	1,659,593	433,755	147,928	54,975	66,402	(117,764)
<i>External customers</i>	6,659,283	3,238,334	1,167,521	1,615,172	427,365	149,148	54,975	6,768	-
<i>From transactions with other segments</i>	-	6,610	1,929	44,421	6,390	(1,220)	-	59,634	(117,764)
Other income	301,322	76,137	73,385	113,605	17,629	4,961	13,947	41,225	(39,567)
<i>External customers</i>	301,322	74,918	72,076	114,191	17,435	4,923	13,947	3,832	-
<i>From transactions with other segments</i>	-	1,219	1,309	(586)	194	38	-	37,393	(39,567)
Operating expenses	(5,834,018)	(2,786,012)	(943,924)	(1,670,620)	(375,315)	(112,848)	(31,728)	(72,224)	158,653
Depreciation of fixed and non-current assets and allocation of grants for non-financial fixed and non-current assets, and other assets	(443,936)	(234,064)	(121,021)	(30,898)	(31,422)	(55)	(7,835)	(18,822)	181
Other operating income/(losses)	119,559	(15,613)	3,428	(578)	(134,987)	258,327	8,982	-	-
Operating profit/(loss)	802,210	285,392	181,318	71,102	(90,340)	298,313	38,341	16,581	1,503
<i>Percentage of revenue</i>	12.05%	8.79%	15.50%	4.28%	(20.83%)	201.66%	69.74%	24.97%	(1.28%)
Financial income	24,819	6,534	36,927	3,497	741	146	6,009	42,338	(71,373)
Financial expenses	(135,321)	(68,887)	(49,212)	(2,575)	(6,059)	(3,079)	(13,745)	(35,116)	43,352
Other financial profit/(loss)	57,519	4,337	(332)	34,787	304	74	12,773	167,890	(162,314)
Profit/(loss) of companies accounted for using the equity method	58,233	18,922	2,815	1,966	3,905	(46,006)	25,958	53,973	(3,300)
Profit/(loss) before tax from continuing operations	807,460	246,298	171,516	108,777	(91,449)	249,448	69,336	245,666	(192,132)
Corporate income tax	(130,180)	(66,041)	(42,860)	(27,406)	613	(12,822)	(7,839)	26,550	(375)
Profit/(loss) for the year from continuing operations	677,280	180,257	128,656	81,371	(90,836)	236,626	61,497	272,216	(192,507)
Consolidated profit for the year	677,280	180,257	128,656	81,371	(90,836)	236,626	61,497	272,216	(192,507)
Non-controlling interests	97,145	6,805	69,987	1,352	1,101	14,456	3,444	-	-
Profit attributable to the Parent Company	580,135	173,452	58,669	80,019	(91,937)	222,170	58,053	272,216	(192,507)

Consolidated Group

The contribution of the "Corporation" segment to the results of the FCC Group mainly includes the billing of the support services provided to the rest of the Group's activities under "Net turnover", the impairment of the investments on the parent companies' shares from the other segments, as well as dividends distributed by group companies that are subsidiaries of the Group's parent company, the financial expenses billed by other group companies as a result of intra-group loans granted to the parent company by other subsidiaries and the financial income billed to other group companies as a result of intra-group loans granted by the parent company to other subsidiaries. All these concepts, as transactions with Group companies, are eliminated as shown under "Eliminations". Also included are the financial expenses for debts with credit institutions detailed in note 19.

Balance sheet by segments

Consolidated Group

2022	Total Group	Environmental Services	Integrated Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
ASSETS									
Non-current assets	9,874,542	3,164,348	3,125,791	803,020	728,894	2,325,704	601,856	3,904,676	(4,779,747)
Intangible assets	2,342,148	932,535	902,913	78,209	148,608	44	330,686	5,494	(56,341)
<i>Additions</i>	<i>64,347</i>	<i>21,003</i>	<i>40,798</i>	<i>337</i>	<i>854</i>	<i>3</i>	<i>-</i>	<i>1,352</i>	<i>-</i>
Property, plant and equipment	3,496,804	1,713,092	993,061	154,497	470,038	924	37	185,430	(20,275)
<i>Additions</i>	<i>598,412</i>	<i>401,831</i>	<i>119,901</i>	<i>58,784</i>	<i>13,978</i>	<i>74</i>	<i>1</i>	<i>3,843</i>	<i>-</i>
Investment property	2,122,854	-	2,560	-	-	2,120,294	-	-	-
<i>Additions</i>	<i>21,599</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>21,599</i>	<i>-</i>	<i>-</i>	<i>-</i>
Investments accounted for using the equity method	502,629	194,887	54,353	40,712	42,690	40,006	118,358	11,381	242
Non-current financial assets	910,567	258,395	1,135,874	197,041	3,990	152,699	143,219	3,555,899	(4,536,550)
Deferred tax assets	499,540	65,439	37,030	332,561	63,568	11,737	9,556	146,472	(166,823)
Current assets	5,407,999	1,594,944	829,780	2,158,697	236,746	874,862	40,446	310,239	(637,715)
Inventory	1,143,202	57,346	41,528	179,954	105,207	758,219	198	1,098	(348)
Trade and other receivables	2,409,262	971,826	471,722	796,817	110,741	21,243	9,556	74,411	(47,054)
Other current financial assets	221,252	70,593	64,492	387,888	12,271	41,639	12,450	222,232	(590,313)
Other current assets	58,745	31,641	5,632	15,454	1,215	4,363	180	260	-
Cash and cash equivalents	1,575,538	463,538	246,406	778,584	7,312	49,398	18,062	12,238	-
Total assets	15,282,541	4,759,292	3,955,571	2,961,717	965,640	3,200,566	642,302	4,214,915	(5,417,462)
LIABILITIES									
Equity	4,938,993	909,450	977,656	1,178,455	595,120	1,893,734	238,034	2,354,572	(3,208,028)
Non-current liabilities	6,046,615	2,231,734	2,319,042	236,140	246,352	971,668	338,826	1,273,388	(1,570,535)
Grants	202,865	4,265	37,291	-	610	-	160,700	-	(1)
Non-current provisions	1,141,750	544,299	184,556	194,913	23,371	27,784	47,874	118,953	-
Non-current financial liabilities	4,271,282	1,418,164	2,017,592	10,289	156,788	783,845	130,252	1,153,968	(1,399,616)
Deferred tax liabilities	281,976	130,032	65,835	30,938	65,583	160,039	-	467	(170,918)
Other non-current liabilities	148,742	134,974	13,768	-	-	-	-	-	-
Current liabilities	4,296,933	1,618,108	658,873	1,547,122	124,168	335,164	65,442	586,955	(638,899)
Current provisions	148,074	5,115	14,377	118,276	4,661	2,443	1,133	2,069	-
Current financial liabilities	1,333,125	911,693	68,376	29,827	28,866	249,265	52,820	557,798	(565,520)
Trade and other payables	2,815,734	699,890	576,120	1,399,019	90,641	83,456	11,489	28,264	(73,145)
Internal relations	-	1,410	-	-	-	-	-	(1,176)	(234)
Total liabilities	15,282,541	4,759,292	3,955,571	2,961,717	965,640	3,200,566	642,302	4,214,915	(5,417,462)

Consolidated Group

2021	Total Group	Environmental Services	Integrated Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
ASSETS									
Non-current assets	9,074,069	2,988,252	2,595,915	614,852	933,400	2,169,896	403,192	3,717,710	(4,349,148)
Intangible assets	2,445,233	928,593	889,339	77,933	347,885	69	251,164	6,590	(56,340)
<i>Additions</i>	73,127	48,109	23,165	46	29	-	-	1,778	-
Property, plant and equipment	2,862,556	1,567,870	489,862	142,099	482,968	2,344	58	197,930	(20,575)
<i>Additions</i>	368,094	240,204	65,939	45,104	15,442	10	28	1,367	-
Investment property	2,069,187	-	-	-	-	2,069,187	-	-	-
<i>Additions</i>	4,836	-	-	-	-	4,836	-	-	-
Investments accounted for using the equity method	533,842	199,099	67,966	39,850	42,012	48,126	127,234	9,307	248
Non-current financial assets	604,020	234,742	1,117,636	4,690	3,840	14,940	15,585	3,392,058	(4,179,471)
Deferred tax assets	559,231	57,948	31,112	350,280	56,695	35,230	9,151	111,825	(93,010)
Current assets	5,168,089	1,410,000	1,107,069	1,719,351	212,344	910,279	56,819	461,787	(709,560)
Inventory	1,107,262	38,007	34,218	144,874	93,252	796,635	202	1,240	(1,166)
Trade and other receivables	2,277,734	888,935	387,845	773,992	83,755	16,620	6,881	165,663	(45,957)
Other current financial assets	184,365	66,942	78,684	446,915	12,740	25,272	291	215,958	(662,437)
Other current assets	63,203	35,687	4,399	17,548	1,022	4,310	86	151	-
Cash and cash equivalents	1,535,525	380,429	601,923	336,022	21,575	67,442	49,359	78,775	-
Total assets	14,242,158	4,398,252	3,702,984	2,334,203	1,145,744	3,080,175	460,011	4,179,497	(5,058,708)
LIABILITIES									
Equity	4,440,665	689,679	810,664	900,839	789,434	1,780,671	136,049	2,388,847	(3,055,518)
Non-current liabilities	5,565,941	2,784,715	1,162,409	292,139	248,348	1,027,295	265,147	1,079,484	(1,293,596)
Grants	192,185	4,882	38,719	-	89	-	148,495	-	-
Non-current provisions	1,167,340	520,563	198,499	214,953	22,250	25,312	39,791	145,972	-
Non-current financial liabilities	3,732,997	1,993,949	868,744	60,097	158,961	837,678	76,846	933,129	(1,196,407)
Deferred tax liabilities	322,219	117,701	52,867	17,089	67,048	164,305	15	383	(97,189)
Other non-current liabilities	151,200	147,620	3,580	-	-	-	-	-	-
Current liabilities	4,235,552	923,858	1,729,911	1,141,225	107,962	272,209	58,815	711,166	(709,594)
Current provisions	147,874	5,177	13,961	118,978	4,897	1,798	1,366	1,697	-
Current financial liabilities	1,820,176	306,990	1,189,076	21,117	21,104	185,273	50,483	686,687	(640,554)
Trade and other payables	2,267,502	608,153	526,874	1,001,130	81,961	85,138	6,966	26,082	(68,802)
Internal relations	-	3,538	-	-	-	-	-	(3,300)	(238)
Total liabilities	14,242,158	4,398,252	3,702,984	2,334,203	1,145,744	3,080,175	460,011	4,179,497	(5,058,708)

Consolidated Group

Cash flows by segment

	Total Group	Environmental Services	Integrated Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
2022									
Operating activities	1,545,839	531,644	235,496	506,839	(13,539)	166,584	31,131	105,386	(17,702)
From investing activities	(938,045)	(385,164)	(273,097)	(12,104)	(13,422)	(154,654)	(43,959)	(17,965)	(37,680)
Financing activities	(567,196)	(55,143)	(316,370)	(60,990)	12,824	(29,973)	(18,970)	(153,956)	55,382
Other cash flows	(585)	(8,230)	(1,546)	8,817	(126)	-	501	(1)	-
Cash flows for the year	40,013	83,107	(355,517)	442,562	(14,263)	(18,043)	(31,297)	(66,536)	-
2021									
Operating activities	746,246	440,012	95,239	(42,577)	70,476	94,419	25,474	85,662	(22,459)
From investing activities	193,082	(282,058)	(12,205)	(285,750)	(17,464)	51,648	378,873	(14,050)	374,088
Financing activities	(627,727)	(112,296)	30,010	334,153	(47,575)	(80,634)	(400,445)	692	(351,632)
Other cash flows	1,815	10,846	2,759	8,101	373	-	(20,263)	(1)	-
Cash flows for the year	313,416	56,504	115,803	13,927	5,810	65,433	(16,361)	72,303	(3)

b) Activities and investments by geographic markets

The Group performs approximately 45% of its activity abroad (41% in 2021).

The net turnover realised abroad by the Group companies for the business years 2022 and 2021 is distributed among the following markets:

	Total Group	Environmental Services	Integrated Water Management	Construction	Cement	Real Estate	Concessions	Corporation	Eliminations
2022									
United Kingdom	1,048,589	794,945	-	178,292	78,158	-	-	-	(2,806)
Czech Republic	385,321	264,954	120,364	3	-	-	-	-	-
Rest of Europe and Others	878,266	358,813	161,974	322,210	26,904	-	-	8,535	(170)
USA and Canada	285,565	247,240	-	23,400	14,925	-	-	-	-
Latin America	474,679	-	48,319	410,845	12,560	-	2,955	-	-
Middle East, Africa and Australia	362,090	-	131,098	162,048	69,382	-	-	-	(438)
	3,434,510	1,665,952	461,755	1,096,798	201,929	-	2,955	8,535	(3,414)
2021									
United Kingdom	855,745	708,332	-	79,626	67,787	-	-	-	-
Czech Republic	346,605	235,784	110,815	6	-	-	-	-	-
Rest of Europe and Others	811,555	351,759	83,670	339,667	30,197	-	-	6,381	(119)
USA and Canada	117,145	111,852	-	1,709	3,584	-	-	-	-
Latin America	258,609	-	48,433	207,594	281	-	2,306	-	(5)
Middle East, Africa and Australia	325,804	-	112,363	145,784	69,001	-	-	-	(1,344)
	2,715,463	1,407,727	355,281	774,386	170,850	-	2,306	6,381	(1,468)

Consolidated Group

The following items included in the accompanying financial statements are shown below by geographical areas:

	Total Group	Spain	United Kingdom	Czech Republic	Rest of Europe and Others	United States of America and Canada	Latin America	Middle East and Africa
2022								
ASSETS								
Intangible assets	2,342,148	1,214,779	453,521	2,236	254,017	80,321	295,082	42,192
Property, plant and equipment	3,496,804	1,512,754	556,861	342,537	354,623	241,111	34,249	454,669
Investment property	2,122,854	2,120,294	-	-	-	-	-	2,560
Deferred tax assets	499,540	444,666	16,040	5,434	17,166	-	13,332	2,902
2021								
ASSETS								
Intangible assets	2,445,233	1,352,303	487,559	2,336	250,436	46,543	262,101	43,955
Property, plant and equipment	2,862,556	1,389,079	624,145	323,186	320,259	160,345	11,646	33,896
Investment property	2,069,187	2,069,187	-	-	-	-	-	-
Deferred tax assets	559,231	520,752	5,717	4,874	16,261	-	9,551	2,076

c) Personnel

The average number of people employed in 2022 and 2021 by business areas is as follows:

	2022	2021
Environmental Services	42,996	41,206
End-to-End Water Management	12,168	9,935
Construction	6,480	7,134
Cement	1,060	1,041
Real Estate	103	33
Concessions	58	33
Sociedad	365	360
	63,230	59,742

28. ENVIRONMENTAL INFORMATION

The Corporate Responsibility Master Plan contains the environmental policy, enhancing the socially responsible commitment as part of the strategy of the FCC Group, which is highly involved in environmental services.

The FCC Group carries out its activities on the basis of business commitment and responsibility, compliance with applicable legal requirements, respect for the relationship with its stakeholders and its ambition to generate wealth and social well-being.

Aware of the importance of preserving the environment and using available resources responsibly, and in line with its vocation to serve through activities with a clear environmental focus, the FCC Group promotes and enhances the following principles, on which its contribution to sustainable development is based, throughout the organisation:

Continuous improvement

Promote environmental excellence by establishing objectives for the continuous improvement of performance, minimising the negative impacts of the FCC Group's processes, products and services, and enhancing the positive impacts.

Monitoring and control

Establish environmental indicator management systems for the operational control of processes, which provide the necessary knowledge for the monitoring, evaluation, decision-making and communication of the FCC Group's environmental performance and compliance with the commitments undertaken.

Climate change and pollution prevention

Lead the fight against climate change through the implementation of processes with lower greenhouse gas emissions, and by promoting energy efficiency and renewable energies.

Preventing pollution and protecting the natural environment through the responsible management and consumption of natural resources and by minimising the impact of emissions, discharges and waste generated and managed by the FCC Group's activities.

Observation of the environment and innovation

Identify the risks and opportunities of activities in the face of the changing landscape of the environment in order, among other things, to promote innovation and the application of new technologies, as well as the generation of synergies between the various activities of the FCC Group.

Life cycle of products and services

Enhance environmental considerations in business planning, procurement of materials and equipment, and relations with suppliers and contractors.

The necessary participation of all parties

Promote the knowledge and application of environmental principles among employees and other stakeholders.

Share experience in the most excellent practices with the different agents in order to promote alternative solutions to those currently in place, which contribute to the achievement of a sustainable environment.

This Environmental Policy is materialised through the implementation of quality management and environmental management systems, as well as follow-up audits, which accredit the FCC Group's performance in this area. Regarding the management of environmental risks, the Group has implemented environmental management systems certified under the ISO 14001 standards, which focus on:

- a) Compliance with applicable regulations and the achievement of environmental objectives that exceed external requirements.
- b) The reduction of environmental impacts through proper planning.
- c) The continuous analysis of risks and possible improvements.

The basic tool to prevent this risk is the environmental plan that each operational unit must prepare and which consists of:

- a) The identification of environmental aspects and applicable legislation.
- b) Impact evaluation criteria.
- c) The measures to be taken.
- d) A system for measuring the objectives achieved.

The very nature of the activity of the Environmental Services Area is aimed at the protection and conservation of the environment, not only through productive activity: (waste collection, road cleaning, operation and control of landfills, sewer cleaning, treatment and disposal of industrial waste, etc.), but also for the development of this activity through the use of production techniques and systems aimed at reducing environmental impact even more meticulously than required by the regulations on these matters.

The development of the production activity of the Environmental Services Area requires the use of buildings, technical installations and specialised machinery that are efficient in protecting and conserving the environment. At 31 December 2022, the acquisition cost of the productive fixed and non-current assets, net of depreciation, of the Environmental Services Area amounted to 2,645,627 thousand euros (2,496,463 thousand euros at 31 December 2021). Environmental provisions, mainly for landfill sealing and closing costs, amount to 476,679 thousand euros (452,963 thousand euros as at 31 December 2021).

The activities carried out by Aqualia are directly linked to the protection of the environment, as the guiding thread of its actions, in collaboration with the different Public Administrations, is the efficient management of the end-to-end water cycle and the search for guarantees for the availability of water resources that allow for the sustainable growth of the populations where it provides its services. One of FCC Aqualia's fundamental objectives is continuous improvement through an Integrated Management System, which includes both the quality management of processes, products and services and environmental management. The main actions carried out are: Water quality control in both collection and distribution, 24-hour service 365 days a year making it possible to fix faults in distribution networks in the shortest possible time, with the consequent saving of water, optimisation of electricity consumption, the elimination of environmental impacts caused by wastewater discharges and the management of energy efficiency in order to reduce the carbon footprint.

Cement companies have fixed and non-current assets for filtering gases that are discharged into the atmosphere, in addition to meeting the commitments made in the environmental recovery of depleted quarries and applying technologies that contribute to the efficient environmental management of processes.

At year-end the Cementos Portland Valderrivas Group has investments related to environmental activities recorded under intangible assets and property, plant and equipment for a total amount of €137,960 thousand (€137,742 thousand in 2021), with accumulated amortisation of €108,756 thousand (€103,775 thousand in 2021). In 2022, it also incurred expenses of €2,562 thousand (€2,380 thousand in 2021) to ensure the protection and improvement of the environment, which were recognised under "Other operating expenses" in the accompanying consolidated income statement.

For the cement activity, the Group receives free CO₂ emission rights in accordance with the corresponding national allocation plans. In this regard, it should be noted that in 2022 emission allowances equivalent to 2,685 thousand tonnes per year (2,710 thousand tonnes per year in 2021) have been received, corresponding to the companies Cementos Portland Valderrivas, S.A. and Cementos Alfa, S.A.

During 2022, no greenhouse gas rights were sold. "Operating income" in the accompanying consolidated income statement includes income from the sale of greenhouse gas emission allowances in 2021 amounting to €7,766 thousand.

The Construction Area adopts environmental practices in the execution of the works that allow for a respectful action with the environment, minimising its environmental impact by reducing the emission of dust into the atmosphere, controlling the level of noise and vibrations, controlling water discharges with special emphasis on the treatment of fluids generated by the works, the maximum reduction of waste generation, the protection of the biological diversity of animals and plants, protection of the urban environment due to occupation, pollution or loss of soils and the development of specific training programmes for technicians involved in the process of making decisions with an environmental impact, as well as the implementation of an "Environmental performance code" that establishes the requirements for subcontractors and suppliers regarding the protection and defence of the environment.

The Real Estate Area, in carrying out its usual development activities, considers the environmental impact of its projects and investments as a key aspect. However, it has not been necessary to incorporate systems, equipment or installations for the protection and improvement of the environment into tangible fixed assets.

Nor is it considered that there are no significant contingencies related to the protection and improvement of the environment as at 31 December 2022 that may have a significant impact on the accompanying financial statements.

For more information on the provisions of this note, the reader should refer to the Statement of Non-Financial Information the Group publishes annually, among other channels, on the web page www.fcc.es.

29. FINANCIAL AND NON-FINANCIAL RISK MANAGEMENT POLICIES

The concept of financial risk refers to the changes in the financial instruments arranged by the Group as a result of political, market and other factors and the repercussion thereof on the financial statements. The risk management philosophy of the Group is consistent with their business strategy, and seeks to achieve maximum efficiency and solvency at all times. To this end, strict financial and non-financial risk management and control criteria have been established, identifying, measuring, analysing and controlling the risks incurred in the Group's operations. The risk policy has been integrated into the Group's organisation in the appropriate manner.

In view of the Group's activities and the transactions through which it carries on its business, it is currently exposed to the following risks:

a) Capital risk

To manage capital, the main objective of the Group is to reinforce its financial-equity structure, in order to improve the balance between borrowed funds and shareholders' equity, and the Group endeavours to reduce the cost of capital and, in turn, to preserve its solvency status, in order to continue managing its activities and to maximise shareholder value, not only at Group level, but also at the level of the parent, Fomento de Construcciones y Contratas, S.A.

The Group's basic capital base is equity in the balance sheet which, for management and monitoring purposes, excludes the item "Changes in fair value of financial instruments" and "Translation differences".

The first of these headings is disregarded for management purposes as it is considered as part of interest rate management, since it is mainly the result of the assessment of instruments that transform floating-rate debt into fixed-rate debt. Translation differences, meanwhile, are managed within the exchange rate risk.

Given the sector in which it operates, the Group is not subject to external capital requirements, although this does not prevent the frequent monitoring of equity to guarantee a financial structure based on compliance with the prevailing regulations of the countries in which it operates, also analysing the capital structure of each of the subsidiaries to enable an adequate distribution between debt and capital.

The above is reflected in the results of ratios, debt levels and the high percentage classed as Investment grade, mainly in the parent's subsidiaries that account for a large part of the Group's financial debt, such as FCC Aqualia and FCC Servicios Medio Ambiente Holding.

In addition, as more extensively explained in note 19 on Non-current and current financial liabilities, in June 2022 the refinancing in the Water area was completed for the sum of €1,100 million. Elsewhere, in July 2020, FCC Servicios Medioambiente Holding S.A.U. registered, and has since renewed each year, a promissory note programme (Euro Commercial Paper Program [ECP]) the Irish stock market for the amount of 400 million euros; while Fomento de Construcciones y Contratas, S.A. has registered a promissory note programme (Euro Commercial Paper Program [ECP]) on the same market since November 2018 for the sum of 600 million euros. In 2022, new financing facilities were also renewed and taken out in the form of lines of credit and bilateral loans.

These operations have helped to continue to shore up the financial solvency process and the continuation of the policy of diversifying funding sources. These measures have contributed to achieving a much more robust and efficient capital structure, with suitable volumes, terms and financing costs adapted to the nature of the different business areas.

The Economic-Finance Division, as responsible for financial risk management, regularly reviews the debt-equity ratios and compliance with financing covenants, together with the capital structure of the subsidiaries.

b) The FCC Group is exposed to currency exchange risk

A noteworthy consequence of the Group's positioning in international markets is the exposure resulting from net positions in foreign currencies against the euro or in one foreign currency against another when the investment and financing of an activity cannot be arranged in the same currency.

Although the benchmark currency in which the Group mainly operates is the euro, the Group also holds financial assets and liabilities accounted for in currencies other than the euro. Exchange rate risk is mainly found in debt denominated in foreign currency, except when this entails a natural hedge of the assets financed since they are denominated in the same currency, in investments in international markets, and in collections and payments in currencies other than the euro.

The following shows the composition by currencies of the Group's gross debt at 31 December 2022:

	CONSOLIDATED (thousands of euros)							TOTAL
	Euro	Dollar	Pound	Czech Koruna	Rest of Europe non-euro	Latin America	Other	
Gross debt	4,433,972	88,343	318,264	(68)	58,949	57,590	25,410	4,982,460
Financial assets	(675,021)	(285,041)	(263,050)	(49,043)	(69,230)	(172,210)	(276,146)	(1,789,741)
Total consolidated net indebtedness	3,758,951	(196,698)	55,214	(49,111)	(10,281)	(114,620)	(250,736)	3,192,719
% Net Debt of the total	117.7%	(6.2%)	1.7%	(1.5%)	(0.3%)	(3.6%)	(7.9%)	100.0%

Note 16 of these Financial Statements provides a break down of Cash and Equivalents by currency; in this breakdown, we can see how 37.5% is denominated in euros, 17.5% is denominated in US dollars, 15.6% in sterling and 12.6% in Saudi riyals.

The Group's general policy is to mitigate the adverse effect that exposure to the different foreign currencies could have on its financial statements as much as possible, with regard to both transactional and purely equity-related movements. The Group therefore manages the effect that foreign currency risk can have on the balance sheet and the income statement.

A summary table of the sensitivity to exchange rate changes in the translation of foreign currency financial statements in the main currencies in which the Group operates is shown below (note 17):

	10%	
	Profit and Loss	Equity
Pound sterling	2,838	47,042
US Dollar	(1,465)	26,868
Georgian lari	3,139	22,519
Algerian dinar	1,562	17,511
Czech koruna	3,070	9,559
Total	9,144	123,499

	-10%	
	Profit and Loss	Equity
Pound sterling	(2,838)	(47,042)
US Dollar	1,465	(26,868)
Georgian lari	(3,139)	(22,519)
Algerian dinar	(1,562)	(17,511)
Czech koruna	(3,070)	(9,559)
Total	(9,144)	(123,499)

The impact on sterling is mainly due to the translation of the net assets corresponding to the investment held in the FCC Environment UK subgroup.

c) The FCC Group is exposed to interest rate risk

The Group is exposed to interest rate fluctuations due to the fact that the Group's financial policy aims to ensure that its current financial assets and debt are partially tied to variable interest rates. The benchmark interest rate for the Group's debt arranged with credit entities in euros is mainly the Euribor.

Any increase in interest rates could give rise to an increase in the Group's financing costs associated with its borrowings at variable interest rates, and could also increase the cost of refinancing the borrowings and the issue of new debt.

Consolidated Group

In order to ensure a position that is in the best interests of the Group, an interest rate risk management policy is actively implemented, with on-going monitoring of markets and assuming different positions depending primarily on the asset financed.

In addition, within the framework of the policy for managing this risk carried out by the Group, fixed-rate debt issuance operations have been carried out in capital markets together with interest rate hedges and fixed-rate financing, totalling 61.8% of the Group's total gross debt at the end of the year, including hedging on structured project financing.

The following table shows a breakdown of the gross debt of the FCC Group as well as the hedged debt, either because it is a fixed rate debt or through derivatives:

	Total Group	Construction	Environmental Services	Cement	Integrated Water Management	Concessions	Real Estate	Corporation
Total Gross External Debt	4,982,460	8,641	1,761,308	165,710	1,947,659	104,836	813,297	181,009
Fixed-rate headings and financing at 31.12.22	(3,079,361)	(2,113)	(1,661,241)	(1,796)	(711,286)	-	(679,725)	(23,200)
Total variable rate debt	1,903,099	6,528	100,067	163,914	1,236,373	104,836	133,572	157,809
Ratio: Variable rate debt / Gross External Debt at 31.12.22	38.2%	75.5%	5.7%	98.9%	63.5%	100.0%	16.4%	87.2%

The following table summarises the effect on the Group's income statement of upward movements in the interest rate curve on gross borrowings, after excluding fixed-rate debt and debt associated with hedging agreements:

	Gross indebtedness		
	+50 pp	+75 pp	+100 pp
Impact on profit or loss	9,515	14,273	19,031

d) Solvency risk

At 31 December 2021, the net financial indebtedness of the Environmental Services Group contained in the accompanying balance sheet amounted to €3,192,719 thousand as shown in the following table (€3,225,709 at 31 December 2021):

	2022	2021
Bank borrowings	2,778,349	1,742,556
Debt instruments and other loans	2,040,747	3,031,543
Other interest-bearing financial debt	163,364	171,427
Current financial assets	(214,203)	(184,292)
Treasury and cash equivalents	(1,575,538)	(1,535,525)
Net interest-bearing debt	3,192,719	3,225,709
Net debts with limited recourse	3,869,904	3,551,740
Net indebtedness with recourse	(677,185)	(326,031)

Net Debt with limited recourse increased year-on-year on account of the joint effect of the increase in debt following the acquisition of the previously uncontrolled 50% stake in the Murcia Tramway concession in Spain (notes 4 and 19), together with the decrease in cash in the Water area compared to 31 December 2021.

e) The FCC Group is exposed to liquidity risk

The Group carries out its operations in industrial sectors that require a high level of financing, and has so far obtained adequate financing to carry out its operations. However, the Group cannot guarantee that these circumstances relating to obtaining financing will continue in the future.

The Group's capabilities to obtain financing depend on many factors, many of which are beyond its control, such as general economic conditions, the availability of funds at financial institutions, the depth and availability of capital markets and the monetary policy of the markets in which it operates. Adverse effects in debt and capital markets may hinder or prevent adequate financing being available to perform the Group's activities.

Historically, the Group has always been able to renew its loan arrangements, and it expects to continue doing so in the coming twelve months. However, FCC Group's ability to renew its financing depends on various factors, many of which are outside the control of the Group, such as general economic conditions, the availability of funds for loans from private investors and financial institutions, and the monetary policy of the markets in which it operates. Negative conditions in debt markets could hinder or prevent Group's capacity to renew its financing. Therefore, the Group cannot guarantee its ability to renew credit agreements and bond issues under economically attractive terms. The inability to renew said financing or to secure it under acceptable terms could have a negative impact on the Group's liquidity and its ability to meet the working capital needs.

To adequately manage this risk, the Group performs exhaustive monitoring of the repayment dates of all credit facilities of each Group company, in order to conclude all renewals in the best market conditions sufficiently in advance, analysing the suitability of the funding and studying alternatives if the conditions are unfavourable on a case-by-case basis. The Group is also present in several markets, which facilitates obtaining credit facilities and mitigating liquidity risk.

At 31December 2022, the Group's schedule of maturities of external gross debt was as follows:

2023	2024	2025	2026 and beyond	TOTAL
1,123,504	211,899	1,715,818	1,931,239	4,982,460

A significant part of the gross financial debt, amounting to €4,792,813 thousand, has no recourse to the parent company, of note being the debt of the End-to-end Water Management segment amounting to €1,947,660 thousand, and of the Environmental Services segment amounting to €1,761,309 thousand at 31 December 2022.

At 31 December 2022, the Group had working capital of €1,111,066 thousand (€932,537 thousand at 31 December 2021).

In order to manage liquidity risk, at 31 December 2022, the Group had 433.4 million euros in undrawn bilateral financing lines, and 1,411,731 thousand euros in cash, in addition to the following current financial assets and cash equivalents, whose maturities are shown below:

Thousands of euros	Amount	1-3 months	3-6 months	6-9 months	9-12 months
Other current financial assets	214,203	32,711	12,668	13,408	155,416

Thousands of euros	Amount	1 month	1-2 months	2-3 months
Cash equivalents	163,807	138,459	-	25,348

f) Concentration risk

This is risk arising from the concentration of lending transactions with common characteristics, and it is distributed as follows:

- **Funding sources:** In order to diversify this risk, the Group works with a large number of national and international financial institutions and capital markets to obtain financing.
- **Markets/geography (domestic, foreign):** The Group operates in a wide variety of national and international markets, with the debt mainly concentrated in euros and the rest in various international markets, with different currencies.
- **Products:** The Group uses various financial products: loans, credit facilities, obligations, syndicated loans, assignments and discounting, etc.
- **Currency:** The Group is financed through many different currencies according to the country of the investment.

The Group's strategic planning process identifies the objectives to be attained in each of the areas of activity, based on the improvements to be implemented, the market opportunities and the level of risk deemed acceptable. This process serves as a base for preparing operating plans that specify the goals to be reached each year.

To mitigate the market risks inherent to each line of business, the Group maintains a diversified position among businesses related to the construction and management of infrastructure, provision of environmental services and others. In the area of geographical diversification, in 2022 the weight of the external activity has been 45% of total sales, with special importance in the activities of Environmental Services and Infrastructure Construction.

g) Credit risk

The provision of services or the acceptance of client engagements, whose financial solvency was not guaranteed at the acceptance date, situations not known or unable to be assessed by the Group and unforeseen circumstances arising during the provision of the service or the execution of the engagement that could affect the client's financial position could generate a payment risk with respect to the amounts owed.

The Group request commercial reports and assess the financial solvency of clients before doing business and perform on-going monitoring, and have put in place a procedure to be adopted in the event of insolvency. In the case of public-sector clients, the Group does not accept engagements that do not have an assigned budget and financial approval. Offers that exceed a certain payment period must be authorised by the Finance Division. Likewise, on-going monitoring is performed of debt delinquency in various management committees.

The maximum level of exposure to credit risk has been calculated, with the breakdown of the amount as at 31 December 2022 as shown in the following table:

	2022	2021
Financial credits granted (note 13)	1,060,903	945,708
Trade and other receivables (note 15)	2,409,262	2,277,734
Derivative financial assets (note 22)	46,330	180
Cash and cash equivalents (Note 16)	1,575,538	1,535,525
Guarantees granted (Note 25)	4,697,135	3,952,987
TOTAL	9,789,168	8,712,134

In general, the Group does not have collateral guarantees or improvements to reduce credit risk or for financial credits or accounts receivable from traffic. Although it should be noted that bonds are requested from subscribers in the case of certain contracts of the Water activity, mostly concessions affecting IFRIC 12, there are also offsetting mechanisms in certain contracts, mostly concessions affecting IFRIC 12 in Water, Environmental Services and Concession activities, making it possible to guarantee the recovery of loans granted to finance early initial fees or investment plans.

With respect to credit quality, the Group applies its best judgement to impair financial assets for which lifetime credit losses are expected to be incurred (note 3.i). The Group regularly analyses changes in the public ratings of the entities to which it is exposed..

Risk hedging financial derivatives

In general, the financial derivatives contracted by the Group are treated for accounting purposes in accordance with the accounting hedging regulations set out in these financial statements. The main financial risk hedged by the Group through derivative instruments relates to changes in the floating interest rates to which the financing of Group companies is linked. The financial derivatives are measured by experts on the subject using generally accepted methods and techniques. These experts were independent from the Group and the entities financing it.

Sensitivity analyses are carried out periodically with the objective of observing the effect of a possible change in interest rates on the Group's accounts.

A simulation was carried out, proposing three bullish scenarios of the basic interest rate curve of the Euro, coming in at around 2.65% in the medium/long term as at 31 December 2022, assuming an increase of 50 bp, 75 bp and 100 bp.

The amounts in thousands of euros obtained in relation to derivatives outstanding at year-end with an impact on equity (note 22), after applying, where applicable, the percentage of ownership interest, are shown below.

	+50 pp	+75 pp	+100pp
Impact on Equity:			
Full consolidation	7,071	10,498	13,856
Equity method	3,568	5,233	6,822

h) Brexit risk

Exposure to Brexit is mitigated by the natural hedge of keeping assets and liabilities in the same currency. At the close of these consolidated financial statements, the Group's activities in the country were not affected by Brexit.

The Group's activity in the United Kingdom is primarily concentrated in the Environmental Services business area, mainly through its shareholding in the FCC Environment UK subgroup, which engages in the treatment, disposal and collection of waste, and also in the management of waste recovery and incineration plants. In addition, although to a lesser extent, the FCC Group maintains a presence in the country by exporting cement and carrying out construction projects. At the end of the current year, the FCC Group has recorded €1,048,589 thousand in turnover (€855,745 thousand in 2021) (note 27) and holds assets totalling €1,698,711 thousand (€1,765,509 thousand in 2021) in the United Kingdom.

The net investment held in pounds sterling amounts to €470,424 thousand at year-end 2022 (€482,023 thousand 2021) (note 17.d). A sensitivity analysis is provided below showing the potential impact on the Group's results and equity in the event that the exchange rate of the pound sterling against the euro were to increase or decrease by 10%:

	Profit and loss	Equity
+ 10%	2,838	47,042
- 10%	(2,838)	(47,042)

The gross financial debt held in pounds sterling at 31 December 2022 amounts to €318.3 million (€358.3 million in 2021) and is concentrated in the aforementioned FCC Environment UK subgroup, comprising various loans and project finance bonds at fixed or variable rates hedged with hedging derivatives that transform it into a fixed rate at a weighted average rate of 4.5%, so there is no interest rate risk in the cash flows arising from the debt denominated in pounds sterling.

i) Covid-19 risk

The COVID-19 pandemic had a series of impacts on the accompanying consolidated financial statements both in operational and liquidity terms, which has also led to an update of the main estimates that affect the half-yearly financial statements.

In operational terms, the impact of the COVID-19 crisis on the Group was limited given that the Water and Environment segments, which represent the most substantial part of the Group's revenues and results, include activities that the various national authorities have considered as essential without relevant interruptions in activity or loss of profitability in most of the assets. In relation to the other activities, such as Construction, which has a smaller weight in the Group's total activity, the pandemic led to the temporary interruption of part of the portfolio of construction contracts in progress, and also, where appropriate, to some inefficiencies in the supply chain, circumstances which inevitably had an impact on project costs and delivery times. Measures were taken to bring costs in line with the new activity levels and as of today all activity has resumed, so no material unprovisioned impairments are expected. The Cement Area shows a similar evolution in relation to COVID-19 risk, although it has been adversely affected by the rise in energy prices.

In this regard, as shown in the accompanying consolidated income statement, the Group maintains a positive "Profit from operations" of €610,526 thousand (€802,210 thousand in 2021), which represents 7.9% of turnover (12.0% in 2021). "Cash flows from operating activities" amounted to €1,545,839 thousand (€746,246 thousand in 2021), as can be seen in the accompanying consolidated cash flow statement.

In the light of the status created by the COVID-19 crisis, the Group has carried out an analysis of the main estimates affecting the accompanying consolidated financial statements:

- **Goodwill:** The Group has updated the various impairment tests for goodwill recognised. Although the goodwill corresponding to Corporación Uniland's cash-generating unit has been impaired, this impairment did not arise from the impact of COVID-19 (note 6).
- **Investment property:** Following the acquisition of control of the Realía Business Group and the company Jezzine Uno, S.L.U., in 2021, the FCC Group included €2,069,187 thousand of investment property in its accompanying consolidated balance sheet, which is measured at fair value at the end of the period, with no decrease in fair value (notes 3 and 8).
- **Rest of fixed assets.** The recoverable value of the main fixed and non-current assets that could show signs of impairment has been reviewed, in particular, those associated with the concession businesses (Notes 6 and 7), with there being no significant impairment.

- Financial instruments: The recoverable value of the main financial instruments has been reviewed, with special attention paid to investments accounted for using the equity method (Note 11).
- Furthermore, with regard to trade sales ledgers, no significant non-payment problems were identified. There are no unimpaired doubtful material trade receivables. The collection periods are in line with previous years.
- Deferred tax assets: The assumptions (both in operational and tax terms) regarding the recoverability of these assets, contemplated in December 2021, have been updated, with the result that under the same criteria used on that date, the impact of Covid-19 does not involve a reversal of the assets for deferred tax or a significant modification of recovery periods.
- Provisions: The level of provisions (Note 18) is considered suitable to cover all risks considered probable.
- Real estate inventory assessment: The heading "Inventories" includes real estate assets with a net book value of €763,865 thousand at year-end 2022 (€804,423 thousand at the end of the previous year). In this regard, during the year the fair value estimates of some of the main real estate inventories were updated by independent third parties and there were no significant impairment losses (note 14).
- Recognition of income in construction contracts: The Group reassessed its forecast results in the Construction segment at conservative ranges in the light of current circumstances. In this sense, provisions make it possible to cover the risks associated with average scenarios, in the context of current uncertainty. In any case, it should be noted that the Group has not registered unapproved income derived from cost overruns, delays or claims on third parties as a result of the situation caused by Covid-19, which has caused, in many geographic regions, inefficiencies and delays, with the consequent impact in terms of profitability.

In view of the above, considering the limited impact, the measures undertaken to secure the assets as well as the existing liquidity buffers, the Group has prepared its financial statements on a going concern basis, as there are no doubts about the Group's continuity.

j) Risks generated by the Russian invasion of Ukraine

The Group does not undertake activities in Russia, Ukraine or Belarus, meaning that the Russian invasion of Ukraine and the subsequent sanctions have not had a direct effect on its activities. However, it has been exposed to indirect effects such as the increase in the cost of raw materials, in particular the cost of energy, disruption to supply chains and, to a certain extent, the increase in reference interest rates. The most significant impact has been seen in the Cement Area, the most energy-intensive activity, slashing its operating margins despite the fact that in recent months, the sale price of cement has partly included the aforementioned increase in the cost of energy. The remaining activities have been affected for the same reason although to a lesser extent as they are not as intensive when it comes to energy consumption.

In light of the foregoing, the Group has reviewed the assumptions used to assess signs of impairment of its main non-financial assets, considering factors including but not limited to the increase in reference interest rates, placing particular emphasis on goodwill. As a result, it has determined that it is appropriate only to deteriorate the goodwill corresponding to the Uniland CGU (Note 9.a), weighed down by the decrease in its margins as a result of factors including but not limited to the indirect effects mentioned in the previous paragraph (note 6).

Given that the Group does not operate in the aforementioned geographic markets, no significant increase in the credit risk of its financial assets has been seen; therefore, no additional impairments have been recognised beyond those considered inherent to the different activities it performs. Furthermore, no difficulties have been detected in the Group's ability to obtain financing, as reflected by the transactions undertaken over the course of the year (note 19).

The aforementioned invasion has had a limited impact on the Group, meaning that the consolidated financial statements have been prepared applying the going concern principle, considering that the effects described do not jeopardise the continuity of their activities.

k) Climate change risks

The Group's activities may be impacted by adverse weather conditions, such as floods or other natural disasters, and in some cases by decreases in temperature that may make it difficult, or even impossible in extreme cases, to carry out its activities, such as in the case of severe frost in the construction activity.

The Group takes all appropriate measures to adapt to the effects of climate change and to mitigate its possible effects on its business and fixed assets, as shown by the environmental provisions set aside for this purpose (note 18).

The Group is committed to the decarbonisation of the activities it carries out, for which it uses the most efficient technologies in the fight against climate change and, due to the very nature of some of the activities it carries out, it promotes the circular economy. In order to achieve these objectives, the Group implements specific policies in its activities.

The Construction area has an Integrated Policy to analyse environmental incidents, the involvement of the interested parties and the establishment of a plan to reduce the significant impacts of the activities of the works, emphasising the mitigation of the generation of waste, the consumption of resources, the generation of noise and vibrations, promoting the use of sustainable and reusable materials and the sustainable use of water. It has environmental certifications in several of the countries in which it operates, as well as environmental certification according to ISO 14001 at the centres located in Spain at some of its main investees.

The very nature of the Environmental Services Area aims to protect and conserve the environment and contribute to the circular economy by treating waste as a resource, through its reuse and energy recovery. Likewise, it uses technologies and equipment to optimise water consumption, promoting a rational use and the use of water from alternative sources, such as the use of rainwater. As for policies aimed at optimising energy consumption, Spain has an Energy Management System certified in accordance with the ISO 50001 standard and projects for the use of landfill gas to generate electricity and hot water.

In 2021, the Water Area was the first company in the sector to certify the Strategy for the Contribution of the Sustainable Development Goals, by AENOR. Furthermore, the Area has implemented energy management policies with a view to optimising energy consumption at its facilities; this policy is reflected in the calculation of the company's Carbon Footprint at its plants in Spain. The Area has also implemented policies to reduce greenhouse gas emissions, through the signing of a PPA (Power Purchase Agreement) contract for renewable energies (photovoltaic) and projects to install renewable energy (photovoltaic) at some of its facilities.

The Cement Area takes measures that are specified at each facility, taking into account the current context of each one, its technological, human and economic resources, the applicable legislation and the expectations of the interested parties. The objectives of such measures are to promote the circular economy and to reduce greenhouse gas emissions by increasing material and energy recovery with a greater use of decarbonised raw materials, recoverable waste and biomass fuels, increasing energy efficiency through the optimisation of the fuel mix and the use of expert systems in the manufacturing process and transition to LED lighting and increasing the mix of renewable energies through solar and/or wind energy facility projects and boosting the consumption of biomass in clinker manufacturing.

Pursuant to the reporting requirements set out in the Taxonomy Regulation (EU) 2020/852, the FCC Group has analysed the proportion of its economic activities that are eligible, and where appropriate, aligned and non-aligned, and ineligible under the Environmental Taxonomy, in terms of business volume, CapEx and OpEx relative to 2022. The Statement of Non-Financial Information that forms part of the Management Report provides greater details about the results and methodology followed in the application of the aforementioned Regulation, in particular specifying how the Group has analysed the climate risks affecting all its activities.

As a result of the above, the Group has prepared its financial statements on a going concern basis, as there are no doubts about the Group's continued existence.

30. INFORMATION ON TRANSACTIONS WITH RELATED PARTIES

a) Transactions with directors of the Parent Company and senior executives of the Group

The amounts accrued for fixed and variable remuneration received by the Directors of Fomento de Construcciones y Contratas, S.A. in 2022 and 2021, to be paid by the latter or any of the Group companies, jointly managed or associated, are as follows:

	2022	2021
Fixed remuneration	650	525
Other payments	1,914	1,933
	2,564	2,458

The senior executives listed below, who are not members of the Board of Directors, received total remuneration of 5,793 thousand euros (1,908 thousand euros in 2021).

The bulk of the increase in comparison with the previous year resulted from the settlement of an insurance policy payable to a senior executive.

2022

Marcos Bada Gutiérrez	General manager of Internal Audit
Felipe B. García Pérez	General Secretary
Miguel A. Martínez Parra	Managing Director of Administration and Finance
Félix Parra Mediavilla	Managing Director of FCC Aqualia

2021

Marcos Bada Gutiérrez	General manager of Internal Audit
Felipe B. García Pérez	General Secretary
Miguel A. Martínez Parra	Managing Director of Administration and Finance
Félix Parra Mediavilla	Managing Director of FCC Aqualia

Note 24 "Pension plans and similar obligations" describes the insurance taken out in favour of certain executive directors and directors.

Details of Board members who hold posts at companies in which Fomento de Construcciones y Contratas, S.A. has a direct or indirect ownership interest were as follows:

Name or corporate name of the director	Company name of the Group entity	Position
ALICIA ALCOECER KOPLOWITZ	CEMENTOS PORTLAND VALDERRIVAS, S.A.	CHAIRWOMAN
	REALIA BUSINESS, S.A.	DIRECTOR
GERARDO KURI KAUFMANN	CEMENTOS PORTLAND VALDERRIVAS, S.A.	CHIEF EXECUTIVE OFFICER
	REALIA BUSINESS, S.A.	CHIEF EXECUTIVE OFFICER
JUAN RODRÍGUEZ TORRES	CEMENTOS PORTLAND VALDERRIVAS, S.A.	DIRECTOR
	FCC AQUALIA, S.A.	DIRECTOR
	REALIA BUSINESS, S.A.	NON-EXECUTIVE CHAIRMAN
ALVARO VÁZQUEZ DE LAPUERTA	CEMENTOS PORTLAND VALDERRIVAS, S.A.	DIRECTOR
ALEJANDRO ABOUMRAD GONZÁLEZ	CEMENTOS PORTLAND VALDERRIVAS, S.A.	REPRESENTATIVE OF THE DIRECTOR INMOBILIARIA AEG, S.A. DE C.V.
	FCC AQUALIA, S.A.	DIRECTOR AND CHAIRMAN OF THE BOARD OF DIRECTORS
	FCC SERVICIOS MEDIO AMBIENTE HOLDING, S.A.U.	CHAIRMAN
	FCC CONSTRUCCIÓN, S.A.	CHAIRMAN
PABLO COLIO ABRIL	FCC ENVIRONMENT (UK) LIMITED	DIRECTOR
	FCC MEDIO AMBIENTE REINO UNIDO, S.L.U.	DEPUTY CHAIRMAN
	FCC MEDIO AMBIENTE, S.A.U.	CHAIRMAN
	FCC SERVICIOS MEDIO AMBIENTE HOLDING, S.A.U.	DEPUTY CHAIRMAN
	FCC AQUALIA, S.A.	DIRECTOR
	CEMENTOS PORTLAND VALDERRIVAS, S.A.	DIRECTOR
	FCC AUSTRIA ABFALL SERVICE AG	CHAIRMAN
ESTHER ALCOECER KOPLOWITZ	REALIA BUSINESS, S.A.	DIRECTOR
	CEMENTOS PORTLAND VALDERRIVAS, S.A.	DIRECTOR
CARMEN ALCOECER KOPLOWITZ	CEMENTOS PORTLAND VALDERRIVAS, S.A.	DIRECTOR

In 2022, no significant transactions were performed entailing a transfer of assets or liabilities between Group companies and their executives and directors.

b) Situations of conflicts of interest

No conflict of interests have been directly or indirectly declared in the interest of Fomento de Construcciones y Contratas, S.A., in accordance with applicable regulations (Article 229 of the Spanish Corporate Enterprises Act), without prejudice to the operations of Fomento de Construcciones y Contratas, S.A. with its related parties reflected in this report or, as the case may be, of the agreements related to remuneration or appointment of positions. In this regard, when specific conflicts of interest have taken place with certain directors, they have been resolved in accordance with the procedure stipulated in the Board of Directors' Rules, with the directors involved abstaining from the corresponding debates and votes.

c) Operations between Group companies or entities

There are numerous transactions between Group companies that are part of their routine business and that, in any case, are eliminated in the process of preparing the consolidated financial statements.

The turnover of the attached consolidated income statement includes 133,495 thousand euros (140,983 thousand euros in 2021) from Group companies billing associates and joint ventures.

Likewise, purchases made from associates and joint ventures amounting to 18,501 thousand euros (31,194 thousand euros in 2021) are also included in the Group's consolidated financial statements.

d) Transactions with other related parties

During the year, a number of transactions were approved involving companies in which shareholders of Fomento de Construcciones y Contratas, S.A. own equity interests, the most significant of which were as follows:

- Execution of construction and service provision contracts between Group companies and investees by other parties related to the controlling shareholder, as follows:

Consolidated Group

Buyer	Seller	2022	2021
Realia Patrimonio, S.L.U.	FCC Industrial e Infraestructuras Energéticas S.A.U.	926	1,193
	FCC Medio Ambiente, S.A.	174	162
	Servicios Especiales de Limpieza,S.A.	508	496
	Fedemes,S.L.	24	13
	Fomento de Construcciones y Contratas, S.A.	2	-
Realia Business, S.A.	FCC Industrial e Infraestructuras Energéticas S.A.U.	-	2
	FCC Construcción, S.A.	6,326	12,001
	Fomento de Construcciones y Contratas, S.A.	163	142
	Fedemes,S.L.	130	101
	Residencial Turo del Mar, C.B.	9	-
	Jezzine Uno, S.L.U.	1	-
FCyC, S.A.	Aridos de Melo, S.L.	-	296
	FCC Construcción, S.A.	30,170	21,383
	FCC Ambito, S.A.	4	-
	FCC Medio Ambiente, S.A.	-	9
	Fomento de Construcciones y Contratas, S.A.	50	54
	Fedemes,S.L.	130	112
	Realia Business, S.A.	3,560	2,371
Hermanos Revilla, S.A.	Servicios Especiales de Limpieza,S.A.	134	-
	Fedemes,S.L.	25	-
Jezzine Uno S.L.U.	Realia Business, S.A.	95	15
	Fedemes,S.L.	6	-
AS Cancelas Siglo XXI, S.L	FCyC, S.A.	1,990	453
FCC Construcción, S.A.	FCyC, S.A.	-	2
Cementos Portland Valderrivas, S.A.	Realia Patrimonio, S.L.U.	429	90
Fomento de Construcciones y Contratas, S.A.	Realia Patrimonio, S.L.U.	10	11
Fedemes,S.L.	Realia Patrimonio, S.L.U.	5	-
		44,871	38,906

In addition, the following balance sheet balances are maintained:

Receivables	Payable	2022	2021
Realia Patrimonio, S.L.U.	Cementos Portland Valderrivas, S.A.	132	140
	Fomento de Construcciones y Contratas, S.A.	27	24
	FCC Industrial e Infraestructuras Energéticas S.A.U.	377	349
	FCC Medio Ambiente, S.A.	75	50
	Servicios Especiales de Limpieza,S.A.	273	309
	Fedemes,S.L.	48	1
Realia Business, S.A.	Fedemes,S.L.	13	38
	Fomento de Construcciones y Contratas, S.A.	70,122	120,000
	FCC Construcción, S.A.	4,629	3,386
	FCC Industrial e Infraestructuras Energéticas S.A.U.	52	27
	FCyC, S.A.	211	-
FCyC, S.A.	Asesoría financiera y de gestión, S.A.	257	21
	Fomento de Construcciones y Contratas, S.A.	118,474	32,258
	FCC Construcción, S.A.	3,316	4,857
	FCC Industrial e Infraestructuras Energéticas S.A.U.	7	-
	Costa Verde Habitat, S.L.	2,340	169
	Jezzine Uno, S.L.U.	17,618	-
	Realia Business, S.A.	1,437	1,423
	Fedemes,S.L.	13	-
Fomento de Construcciones y Contratas, S.A.	Realia Patrimonio, S.L.U.	2,409	2,664
	Realia Business, S.A.	49	44
	FCyC, S.A.	32,649	23,017
Residencial Turo del Mar, C.B.	Realia Business, S.A.	2	3
Hermanos Revilla, S.A.	Servicios Especiales de Limpieza,S.A.	38	-
	Fedemes,S.L.	3	-
Jezzine Uno, S.L.U.	FCyC, S.A.	3,044	-
	Realia Business, S.A.	28	36
AS Cancelas Siglo XXI, S.L.	Realia Business, S.A.	8319	52
FCC Industrial e Infraestructuras Energéticas S.A.U.	Realia Patrimonio, S.L.U.	47	-
	Realia Business, S.A.	13	30
FCC Construcción, S.A.	FCyC, S.A.	105	-
	Realia Business, S.A.	459	-
Fedemes,S.L.	Realia Patrimonio, S.L.U.	186	-
Vela Borovica Konzern D.O.O.	FCyC, S.A.	126	126
Realia Business, S.A.	Residencial Turo del Mar, C.B.	291	80
		267,189	189,104

- Agreement for the provision of services between Fomento de Construcciones y Contratas, S.A. and Vilafulder Corporate Group, S.L.U. for a total annual amount of €338 thousand.
- Agreement for the provision of services between Cementos Portland Valderrivas, S.A. and Gerardo Kuri Kaufmann for €175 thousand.
- Agreement for the provision of services between Realía Business, S.A. and Gerardo Kuri Kaufmann for €175 thousand.
- In the framework of the debt refinancing associated with the Spanish activities of the Cementos Portland Valderrivas Group in 2016, a subordinated loan agreement was entered into with Banco Inbursa, S.A., Institución de Banca Múltiple, with carrying amount at 31 December 2022 of 70,405 thousand euros (70,085 thousand euros in 2021). On 20 October 2022, the extension of its maturity until 20 October 2025 was signed off. The financial expenses accrued during the year amounted to 1,630 thousand euros.
- Contract for the provision of IT services by Claro Enterprise Solutions, S.L. to Fomento de Construcciones y Contratas, S.A. in the amount of 15,662 thousand euros (13,446 thousand euros in 2021).
- Contracts entered into between Realía Business, S.A. and FCyC, S.A., the purpose of which is the management and marketing, respectively, of residential real estate developments, on plots 18 in Sant Joan Despí, Phase II and plots RU18 and RC-2B in Tres Cantos, Madrid.
- Contract for the reinforcement of air conditioning in the office building at Calle Acanto 22 in Madrid, between FCC Industrial and Infraestructuras Energéticas, S.A.U., and Realía Patrimonio, S.L.U., for the sum of €33 thousand.
- Contract for the services provided by FCyC, S.A. to Realía Business, S.A. (legal and administrative assistance, technical and legal assistance in the United Kingdom) for the sum of 349 thousand euros.
- Contract for the services provided by Realía Business, S.A. to FCyC, S.A. (Technical assistance in the acquisition, management and development of Realía land in Spain, management of Valaise real estate and territorial representation in Catalonia) for the sum of €334 thousand.

In addition, other transactions are carried out on an arm's length basis, mainly telephone and internet access services, with related parties related to the majority shareholder for an insignificant amount.

e) Mechanisms established to detect, determine and resolve possible conflicts of interest between the Parent Company and/or its Group and its directors, executives or significant shareholders.

The FCC Group has established precise mechanisms to detect, determine and resolve possible conflicts of interest between Group companies and their directors, executives and significant shareholders, as indicated in article 20 et seq. of the Board Regulations.

31. FEES PAID TO AUDITORS

The fees for audit services accrued in 2022 and 2021 for audit services and other assurance services, as well as other professional services, provided to the various Group and jointly managed companies comprising the FCC Group by the principal auditor and other auditors participating in the audit of the various Group companies, and also by entities related to them, both in Spain and abroad, are shown in the following table:

	2022			2021		
	Principal auditor	Other auditors	Total	Principal auditor	Other auditors	Total
Audit services	3,880	705	4,585	3,375	613	3,988
Other assurance services	333	241	574	336	1,037	1,373
Total Audit and Related Services	4,213	946	5,159	3,711	1,650	5,361
Tax advisory services	-	1,354	1,354	4	1,545	1,549
Other services	-	1,894	1,894	5	1,011	1,016
Total professional services	-	3,248	3,248	9	2,556	2,565
TOTAL	4,213	4,194	8,407	3,720	4,206	7,926

32. EVENTS AFTER THE CLOSING DATE

There have been no significant events between the end of the year and the date of preparation of these financial statements.

ANNEX I

SUBSIDIARIES
SUBSIDIARIES

Company	Address/Registered office	% Effective ownership	Auditor
ENVIRONMENTAL SERVICES			
Alfonso Benítez, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Armigesa, S.A.	Paseo de Extremadura s/n – Armilla (Granada)	51.00	Moore
Azincourt Investment, S.L.	Federico Salmón, 13 – Madrid	100.00	
Corporación Inmobiliaria Ibérica, S.A.	Av. Camino de Santiago, 40 – Madrid	100.00	
Ecoactiva de Medio Ambiente, S.A.	Ctra. Puebla Albortón a Zaragoza Km. 25– Zaragoza	60.00	Vaciero Auditores
Ecodeal-Gestao Integral de Residuos Industriais, S.A.	Portugal	53.63	Ernst & Young
Ecogenesis Societe Anonime Rendering of Cleansing and Waste Management Services	Greece	51.00	
Ecoparque Mancomunidad del Este, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Egypt Environmental Services, S.A.E.	Egypt	100.00	Ernst & Young
Empresa Comarcal de Serveis Mediambientals del Baix Penedés – ECOBP, S.L.	Plaça del Centre, 5 – El Vendrell (Tarragona)	66.60	Capital Auditors
Energyloop, S.A.		55.00	Ernst & Young
Enviropower Investments Limited	United Kingdom	100.00	Ernst & Young
FCC Àmbito, S.A. Unipersonal	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
FCC Environment Portugal, S.A.	Portugal	100.00	Ernst & Young
FCC Environment Services (UK) Limited	United Kingdom	100.00	Ernst & Young
FCC Environmental Services CA	USA	100.00	
FCC Environmental Services Florida Llc.	USA	100.00	
FCC Environmental Services Nebraska Llc.	USA	100.00	

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
FCC Environmental Services Texas Llc.	USA	100.00	
FCC Environmental Services (USA) Llc.	USA	100.00	
FCC Equal CEE, S.L.	Federico Salmón, 13 – Madrid	100.00	
FCC Equal CEE Andalucía, S.L.	Av. Molière, 36 – Málaga	100.00	Atenea
FCC Equal CEE Baleares, S.L.U.		100.00	
FCC Equal CEE Canarias, S.L.U.		100.00	
FCC Equal CEE C. Valenciana, S.L.	Riu Magre, 6 P.I. Patada del Cid – Quart de Poblet (Valencia)	100.00	
FCC Equal CEE Murcia, S.L.	Luis Pasteur, 8 – Cartagena (Murcia)	100.00	
FCC Medio Ambiente, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
FCC Medio Ambiente Reino Unido, S.L.Unipersonal	Av. Camino de Santiago, 40 – Madrid	100.00	Ernst & Young
FCC Medioambiente Internacional, S.L.U.	Av. Camino de Santiago, 40 – Madrid	100.00	
FCC Servicios Medio Ambiente Holding, S.A. Unipersonal	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Gamasur Campo de Gibraltar, S.L.	Antigua Ctra. de Jimena de la Frontera, s/n – Los Barrios (Cádiz)	100.00	
Gandia Serveis Urbans, S.A.	Llanterners, 6 – Gandia (Valencia)	95.00	Vaciero Auditores
Geneus Canarias, S.L.	Electricista, 2. U.I. de Salinetas – Telde (Las Palmas)	100.00	
Gestió i Recuperació de Terrenys, S.A. Unipersonal	Balmes, 36 Entresuelo – Barcelona	80.00	Vaciero Auditores
Gipuzkoa Ingurumena BI, S.A.	Polígono Industrial Zubiondo Par A.5. – Hernani (Gipuzkoa)	92.00	Ernst & Young
Golrib, Soluções de Valorização de Resíduos Lda.	Portugal	55.00	Ernst & Young
Houston Waste Services, LLC	USA	100.00	
Houston Waste Solutions, LLC	USA	100.00	
Industria Reciclaje de RAEES, S.L.	Crta. Santander, KM 61.50 - Osorno la Mayor (Palencia)	98.54	
Integraciones Ambientales de Cantabria, S.A.	Monte de Carceña Cr CA-924 Pk 3,280 – Castañeda (Cantabria)	90.00	Ernst & Young

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
International Services Inc., S.A. Unipersonal	Av. Camino de Santiago, 40 – Madrid	100.00	
Jaime Franquesa, S.A.	P.I. Zona Franca Sector B calle D 49 – Barcelona	100.00	
Jaume Oro, S.L.	Av. del Bosc, s/n P.I. Hostal Nou – Bellpuig (Lleida)	100.00	
Limpieza e Higiene de Cartagena, S.A.	Luis Pasteur, 8 – Cartagena (Murcia)	90.00	Ernst & Young
Limpiezas Urbanas de Mallorca, S.A.	Ctra. Santa Margalida-Can Picafort – Santa Margalida (Balearic Islands)	100.00	Ernst & Young
Premier Waste Services, LLC.	USA	100.00	
Reciclado de Componentes Electrónicos, S.A.	Calle El Matorral (Parque Actividades Medioambientales) – Aznalcóllar (Sevilla)	100.00	KPMG
Recuperació de Pedreres, S.L.	Balmes, 36 Entresuelo – Barcelona	80.00	
Serveis Municipals de Neteja de Girona, S.A.	Pl. del Vi, 1 - Girona	75.00	
Servicio de Recogida y Gestión de Residuos Sólidos Urbanos del Consorcio Vega Sierra Elvira, S.A.	Antonio Huertas Remigio, 9 – Maracena (Granada)	60.00	Capital Auditors
Servicios Especiales de Limpieza, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Sistemas y Vehículos de Alta Tecnología, S.A.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Societat Municipal Mediambiental d'Igualada, S.L.	Pl. de l'Ajuntament, 1 – Igualada (Barcelona)	65.91	Vaciero Auditores
Telford & Wrekin Services Limited	United Kingdom	100.00	Ernst & Young
Tratamientos y Recuperaciones Industriales, S.A.	Balmes, 36 Entresuelo – Barcelona	75.00	Capital Auditors
Valoración y Tratamiento de Residuos Urbanos, S.A.	Riu Magre, 6 – P.I. Patada del Cid – Quart de Poblet (Valencia)	80.00	Capital Auditors
Valorización y Tratamiento de Residuos, S.A.	Alameda de Mazarredo, 15-4º A – Bilbao (Biscay)	100.00	Vaciero Auditores
FCC Group - CEE			
Agadax s.r.o.	Czech Republic	100.00	
ASMJ s.r.o.	Czech Republic	51.00	
FCC .A.S.A. Hódmezővásárhely Köztisztasági Kft	Hungary	61.83	Ernst & Young

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
FCC Abfall Service Betriebs GmbH	Austria	100.00	
FCC Austria Abfall Service AG	Austria	100.00	Ernst & Young
FCC BEC s.r.o.	Czech Republic	100.00	Ernst & Young
FCC Bratislava s.r.o.	Slovakia	100.00	
FCC Centrum Nonprofit Kft.	Hungary	100.00	Ernst & Young
FCC Česká Republika s.r.o.	Czech Republic	100.00	Ernst & Young
FCC České Budějovice s.r.o.	Czech Republic	75.00	Ernst & Young
FCC Dačice s.r.o.	Czech Republic	60.00	Ernst & Young
FCC Eko d.o.o.	Serbia	100.00	Ernst & Young
FCC EKO Polska sp. z.o.o.	Poland	100.00	Ernst & Young
FCC Eko-Radomsko sp. z.o.o.	Poland	100.00	
FCC Entsorga Entsorgungs GmbH & Co. Nfg KG	Austria	100.00	
FCC Environment CEE GmbH	Austria	100.00	Ernst & Young
FCC Environment Romania S.R.L.	Rumania	100.00	Ernst & Young
FCC Freistadt Abfall Service GmbH	Austria	100.00	
FCC Halbenrain Abfall Service GmbH & Co. Nfg KG	Austria	100.00	
FCC HP s.r.o.	Czech Republic	100.00	Ernst & Young
FCC Industrieviertel Abfall Service GmbH & Co. Nfg KG	Austria	100.00	
FCC Inerta Engineering & Consulting GmbH	Austria	100.00	
FCC Kikinda d.o.o.	Serbia	80.00	Ernst & Young
FCC Liberec s.r.o.	Czech Republic	55.00	Ernst & Young
FCC Litovel s.r.o.	Czech Republic	49.00	

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
FCC Lublienec sp. z.o.o.	Poland	61.97	
FCC Magyarország Kft	Hungary	100.00	Ernst & Young
FCC Mostviertel Abfall Service GmbH	Austria	100.00	
FCC Neratovice s.r.o.	Czech Republic	100.00	
FCC Neunkirchen Abfall Service GmbH	Austria	100.00	
FCC Podhale sp. z.o.o.	Poland	100.00	Ernst & Young
FCC Prostějov s.r.o.	Czech Republic	75.00	Ernst & Young
FCC Regios a.s.	Czech Republic	99.99	Ernst & Young
FCC Slovensko s.r.o.	Slovakia	100.00	Ernst & Young
FCC Tarnobrzeg.sp. z.o.o.	Poland	59.72	Ernst & Young
FCC Textil2Use GmbH	Austria	100.00	
FCC Trnava s.r.o.	Slovakia	50.00	Ernst & Young
FCC Únanov s.r.o.	Czech Republic	66.00	
FCC Vrbak d.o.o.	Serbia	51.00	
FCC Wiener Neustadt Abfall Service GmbH	Austria	100.00	
FCC Žabčice s.r.o.	Czech Republic	80.00	Ernst & Young
FCC Zabovresky s.r.o.	Czech Republic	89.00	
FCC Zisterdorf Abfall Service GmbH	Austria	100.00	Ernst & Young
FCC Znojmo s.r.o.	Czech Republic	49.66	Ernst & Young
FCC Zohor.s.r.o.	Slovakia	85.00	Ernst & Young
FCC Śląsk Sp. z o.o.	Poland	80.00	Ernst & Young
Obsed a.s.	Czech Republic	100.00	

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
Quail spol. s.r.o.	Czech Republic	100.00	Ernst & Young
Siewierskie Przedsiębiorstwo Gospodarki Komunalnej sp. z.o.o.	Poland	60.00	
FCC Environment Group (UK)			
3C Holding Limited	United Kingdom	100.00	Ernst & Young
3C Waste Limited	United Kingdom	100.00	Ernst & Young
Allington O & M Services Limited	United Kingdom	100.00	Ernst & Young
Allington Waste Company Limited	United Kingdom	100.00	Ernst & Young
Anti-Waste (Restoration) Limited	United Kingdom	100.00	Ernst & Young
Anti-Waste Limited	United Kingdom	100.00	Ernst & Young
Arnold Waste Disposal Limited	United Kingdom	100.00	Ernst & Young
BDR Property Limited	United Kingdom	80.00	Ernst & Young
BDR Waste Disposal Limited	United Kingdom	100.00	Ernst & Young
Darrington Quarries Limited	United Kingdom	100.00	Ernst & Young
Derbyshire Waste Limited	United Kingdom	100.00	Ernst & Young
East Waste Limited	United Kingdom	100.00	Ernst & Young
FCC Environment (Berkshire) Ltd.	United Kingdom	100.00	Ernst & Young
FCC Environment (UK) Limited	United Kingdom	100.00	Ernst & Young
FCC Environment Limited	United Kingdom	100.00	Ernst & Young
FCC Environment Lostock Limited	United Kingdom	100.00	
FCC Environmental Services Limited	United Kingdom	100.00	
FCC Recycling (UK) Limited	United Kingdom	100.00	Ernst & Young
FCC Waste Services (UK) Limited	United Kingdom	100.00	Ernst & Young

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
FCC Wrexham PFI Holdings Limited	United Kingdom	100.00	Ernst & Young
FCC Wrexham PFI Limited	United Kingdom	100.00	Ernst & Young
FCC Wrexham PFI (Phase II Holding) Ltd.	United Kingdom	100.00	Ernst & Young
FCC Wrexham PFI (Phase II) Ltd.	United Kingdom	100.00	Ernst & Young
Finstop Limited	United Kingdom	100.00	
Focsa Services (UK) Limited	United Kingdom	100.00	
Hykeham O&M Services Limited	United Kingdom	100.00	Ernst & Young
Integrated Waste Management Limited	United Kingdom	100.00	Ernst & Young
Landfill Management Limited	United Kingdom	100.00	Ernst & Young
Lincwaste Limited	United Kingdom	100.00	Ernst & Young
Norfolk Waste Limited	United Kingdom	100.00	Ernst & Young
Pennine Waste Management Limited	United Kingdom	100.00	Ernst & Young
RE3 Holding Limited	United Kingdom	100.00	Ernst & Young
RE3 Limited	United Kingdom	100.00	Ernst & Young
T Shooter Limited	United Kingdom	100.00	
Waste Recovery Limited	United Kingdom	100.00	
Waste Recycling Group (Central) Limited	United Kingdom	100.00	Ernst & Young
Waste Recycling Group (Scotland) Limited	United Kingdom	100.00	Ernst & Young
Waste Recycling Group (UK) Limited	United Kingdom	100.00	Ernst & Young
Waste Recycling Group (Yorkshire) Limited	United Kingdom	100.00	Ernst & Young
Wastenotts O & M Services Limited	United Kingdom	100.00	Ernst & Young
Welbeck Waste Management Limited	United Kingdom	100.00	Ernst & Young

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
WRG (Midlands) Limited	United Kingdom	100.00	Ernst & Young
WRG (Northern) Limited	United Kingdom	100.00	Ernst & Young
WRG Acquisitions 2 Limited	United Kingdom	100.00	Ernst & Young
WRG Environmental Limited	United Kingdom	100.00	Ernst & Young
WRG Waste Services Limited	United Kingdom	100.00	
FCC Group - PFI Holdings			
FCC Lostock Holdings Limited	United Kingdom	100.00	Ernst & Young
FCC PFI Holdings Limited	United Kingdom	100.00	Ernst & Young
Green Recovery Group			
FCC (E&M) Holdings Ltd.	United Kingdom	51.00	Ernst & Young
FCC (E&M) Ltd.	United Kingdom	51.00	Ernst & Young
FCC Buckinghamshire Holdings Limited	United Kingdom	51.00	Ernst & Young
FCC Buckinghamshire Limited	United Kingdom	51.00	Ernst & Young
FCC Buckinghamshire (Support Services) Limited	United Kingdom	51.00	Ernst & Young
FCC Energy Holdings Ltd	United Kingdom	51.00	Ernst & Young
FCC Energy Limited	United Kingdom	51.00	Ernst & Young
FCC Environment (Lincolnshire) Ltd.	United Kingdom	51.00	Ernst & Young
FCC Environment Developments Ltd.	United Kingdom	51.00	Ernst & Young
Green Energy Finance Solutions Ltd	United Kingdom	51.00	Ernst & Young
Green Recovery Projects Ltd	United Kingdom	51.00	Ernst & Young
Kent Energy Limited	United Kingdom	51.00	Ernst & Young
Kent Enviropower Limited	United Kingdom	51.00	Ernst & Young

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
Wastenotts (Reclamation) Limited	United Kingdom	51.00	Ernst & Young
AQUALIA			
Abrantaqua – Serviço de Aguas Residuais Urbanas do Municipio De Abrantes, S.A.	Portugal	30.60	Oliveira, Reis & Associados
Acque di Caltanissetta, S.p.a.	Italy	50.78	Ernst & Young
Aguas de Albania, S.A. E.S.P.	Colombia	45.90	Deloitte
Aguas de Aracataca, S.A.S.	Colombia	48.45	Deloitte
Aguas del Sur del Atlántico, S.A. E.S.P.	Colombia	25.50	Deloitte
Aguas de la Península, S.A. E.S.P.	Colombia	51.00	Deloitte
Aguas de la Sabana, S.A. E.S.P.	Colombia	40.70	
Aguas de las Galeras, S.L.	Av. Camino de Santiago, 40 – Madrid	51.00	
Aigües de Vallirana, S.A. Unipersonal	Conca de Tremp, 14 – Vallirana (Barcelona)	51.00	
Aqua Campiña, S.A.	Blas Infante, 6 – Écija (Seville)	45.90	Capital Auditors
Aquaervas – Aguas de Elvas, S.A.	Portugal	51.00	Ernst & Young
Aquafundalia – Agua do Fundão, S.A.	Portugal	51.00	Ernst & Young
Aquajerez, S.L.	Cristalería, 24 – Cádiz	51.00	Ernst & Young
Aquamag, S.A.S. E.S.P.	Colombia	51.00	Deloitte
Aqualia Czech, S.L.	Av. Camino de Santiago, 40 – Madrid	51.00	Ernst & Young
Aqualia Desalación Guaymas, S.A. de C.V.	Mexico	51.00	Ernst & Young
Aqualia Flandes S.A.S. E.S.P.	Colombia	51.00	Baker & Tilly
Aqualia France	France	51.00	SNR Audit
Aqualia Gestión Los Cabos SACV	Mexico	51.00	
Aqualia Infraestructuras d.o.o. Beograd-Vracar	Serbia	51.00	

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
Aqualia Infraestructuras d.o.o. Mostar	Bosnia-Herzegovina	51.00	
Aqualia Infraestructuras Inzenyring, s.r.o.	Czech Republic	51.00	CMC Audit s.r.o.
Aqualia Infraestructuras Montenegro (AIM) d.o.o. Niksic	Montenegro	51.00	
Aqualia Infraestructuras Pristina LLC	Kosovo	51.00	
Aqualia Intech, S.A.	Av. Camino de Santiago, 40 – Madrid	51.00	Ernst & Young
Aqualia Latinoamérica, S.A.	Colombia	51.00	Ernst & Young
Aqualia Mace Contracting, Operation & General Maintenance LLC.	United Arab Emirates	26.01	Deloitte
Aqualia Mace Qatar	Qatar	26.01	Mazars
Aqualia México, S.A. de C.V.	Mexico	51.00	Ernst & Young
Aqualia Portugal, S.A.	Portugal	51.00	Ernst & Young
Aqualia Villa del Rosario, S.A.	Colombia	51.00	Ernst & Young
Aquamaior – Aguas de Campo Maior, S.A.	Portugal	51.00	Ernst & Young
Aquos El Realito, S.A. de C.V.	Mexico	26.01	Ernst & Young
C.E.G. S.P.A. Simplifié	France	51.00	SNR Audit
Cartagua, Aguas do Cartaxo, S.A.	Portugal	30.60	Oliveira, Reis & Asociados
Compagnie Armoricaine Des Eaux	France	51.00	
Compañía Onubense de Aguas, S.A.	Av. Martín Alonso Pinzón, 8 – Huelva	30.60	
Conservación y Sistemas, S.A.	Federico Salmón, 13 – Madrid	51.00	Ernst & Young
Depurplan 11, S.A.	Madre Rafols, 2 – Zaragoza	51.00	Capital Auditors
Ecosistema de Morelos S.A. de C.V.	Mexico	51.00	CTS Consultores
Empresa Gestora de Aguas Linenses, S.L.	Federico Salmón, 13 – Madrid	51.00	
Empresa Mixta de Conservación de la Estación Depuradora de Aguas Residuales de Butarque, S.A.	Princesa, 3 – Madrid	35.70	

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
Entemanser, S.A.	Castillo, 13 – Adeje (Santa Cruz de Tenerife)	49.47	Ernst & Young
FCC Aqualia, S.A.	Av. Camino de Santiago, 40 – Madrid	51.00	Ernst & Young
FCC Aqualia América, S.A. Unipersonal	Uruguay, 11 – Vigo (Pontevedra)	51.00	
FCC Aqualia U.S.A. Corp	USA	51.00	Berkowitz Pollack Brant
Flores, Rebollo y Morales, S.L.	Urbanización Las Buganvillas, 4 – Vera (Almería)	30.60	
Genesis Lodos, S.L.	Avda. Kansas City, 9 - Seville	40.80	
H.A.A. & CO. Integrated Services	Saudi Arabia	26.01	Ernst & Young
Hidrotec Tecnología del Agua, S.L. Unipersonal	Pincel, 25 – Seville	51.00	Ernst & Young
Infraestructuras y Distribución General de Aguas, S.L.U.	La Presa, 14 – Adeje (Santa Cruz de Tenerife)	51.00	Ernst & Young
Naunet, S.A.S.	Colombia	51.00	Deloitte
Qatarat Saquia Desalination	Saudi Arabia	26.01	Ernst & Young
Saur Colombia, S.A.S.	Colombia	51.00	
Servicios Hídricos Agricultura y Ciudad, S.L.U.	Alfonso XIII – Sabadell (Barcelona)	51.00	
Severomoravske Vodovody a Kanalizace Ostrava, a.s.	Czech Republic	51.00	Ernst & Young
Shariket Tahlya Miyah Mostaganem, S.P.A.	Algeria	13.01	Samir Hadj Ali
Sociedad Española de Aguas Filtradas, S.A.	Jacometrezo, 4 – Madrid	51.00	Ernst & Young
Sociedad Ibérica del Agua, S.A. Unipersonal	Federico Salmón, 13 – Madrid	51.00	
Società des Eaux de Fin d'Oise, S.A.S.	France	51.00	SNR Audit
South Cluster SPV Llc	Saudi Arabia	22.95	
Tratamiento Industrial de Aguas, S.A.	Federico Salmón, 13 – Madrid	51.00	Ernst & Young
Vodotech, spol. s.r.o.	Czech Republic	51.00	CMC Audit s.r.o.
Water Sur, S.L.	Urbanización Las Buganvillas, 4 – Vera (Almería)	30.60	

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
GGU Group			
Aqualia Georgia Ll.	Georgia	51.00	
Gardabani Sewage Treatment Plant Ll.	Georgia	40.80	
Georgia Global Utilities JSC	Georgia	40.80	Ernst & Young
Georgian Energy Trading Company Ll.	Georgia	40.80	
Georgian Engineering and Management	Georgia	40.80	
Georgian Water and Power Ll.	Georgia	40.80	Ernst & Young
Rustavi Water Ll.	Georgia	40.80	Ernst & Young
Saguramo Energy Ll.	Georgia	40.80	
CONSTRUCTION			
ACE Scutmadeira Sistemas de Gestao e Controlo de Tráfego	Portugal	100.00	
Áridos de Melo, S.L.	Finca la Barca y el Ballestar, s/n – Barajas de Melo (Cuenca)	100.00	Capital Auditors
Colombiana de Infraestructuras, S.A.S.	Colombia	100.00	ASTAF Auditores y Consultores
Concesiones Viales S. de R.L. de C.V.	Mexico	100.00	
Concretos Estructurales, S.A.	Nicaragua	100.00	
Conservial Infraestructuras, S.L.	Federico Salmón, 13 – Madrid	100.00	
Consortio FCC Iquique Ltda.	Chile	100.00	
Construcción Infraestructuras y Filiales de México, S.A. de C.V.	Mexico	52.00	
Construcciones Hospitalarias, S.A.	Panama	100.00	Ernst & Young
Constructora Meco-Caabsa, S.A. de C.V.	El Salvador	60.00	
Constructora Túnel de Coatzacoalcos, S.A. de C.V.	Mexico	85.60	Ernst & Young
Contratas y Ventas, S.A.	Av. de Santander, 3 1º – Oviedo (Asturias)	100.00	Ernst & Young

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
Desarrollo y Construcción DEYCO CRCA, S.A.	Costa Rica	100.00	
Edificadora MSG, S.A. (Panama)	Panama	100.00	
Edificadora MSG, S.A. de C.V. (El Salvador)	El Salvador	100.00	
Edificadora MSG, S.A. de C.V. (Nicaragua)	Nicaragua	100.00	
FCC Américas, S.A. de C.V.	Mexico	50.00	
FCC Américas Panamá, S.A.	Panama	50.00	Ernst & Young
FCC Colombia, S.A.S.	Colombia	100.00	ASTAF Auditores y Consultores
FCC Construcción, S.A.	Balmes, 36 – Barcelona	100.00	Ernst & Young
FCC Construcción América, S.A.	Costa Rica	100.00	Ernst & Young
FCC Construcción Chile, SPA	Chile	100.00	
FCC Construcción Costa Rica, S.A.	Costa Rica	100.00	Ernst & Young
FCC Construcción de México, S.A. de C.V.	Mexico	100.00	Ernst & Young
FCC Construcción Perú, S.A.C.	Perú	100.00	
FCC Constructii Romania, S.A.	Rumania	100.00	
FCC Construction Australia Pty Ltd	Australia	100.00	
FCC Construction Inc.	USA	100.00	
FCC Construction International B.V.	Netherlands	100.00	
FCC Construction Ireland DAC	Ireland	100.00	Mazars
FCC Construction Northern Ireland Limited	United Kingdom	100.00	Mazars
FCC Construções do Brasil Ltda.	Brazil	100.00	
FCC Edificadora CR, S.A.	Costa Rica	100.00	
FCC Electromechanical LLC.	Saudi Arabia	100.00	Ernst & Young

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
FCC Elliott Construction DAC	Ireland	100.00	Mazars
FCC Industrial de Panamá, S.A.	Panama	100.00	
FCC Industrial e Infraestructuras Energéticas, S.A. Unipersonal	Av. Camino de Santiago, 40 – Madrid	100.00	Ernst & Young
FCC Industrial Perú, S.A.	Perú	100.00	
FCC Industrial UK Limited	United Kingdom	100.00	Mazars
FCC Immobilien Holding GmbH	Germany	100.00	
FCC Servicios Industriales y Energéticos México, S.A. de C.V.	Mexico	100.00	Ernst & Young
FCC Soluciones de Seguridad y Control, S.L.	Federico Salmón, 13 – Madrid	100.00	
Fomento de Construcciones y Contratas Canadá Ltd.	Canada	100.00	
Impulsora de Proyectos Proserme, S.A. de C.V.	Mexico	100.00	
Mantenimiento de Infraestructuras, S.A.	Federico Salmón, 13 2a planta – Madrid	100.00	Ernst & Young
Meco Santa Fe Limited	Belize	100.00	
Megaplás, S.A. Unipersonal	Hilanderas, 4-14 – La Poveda – Arganda del Rey (Madrid)	100.00	Ernst & Young
Megaplás Italia, S.p.A.	Italy	100.00	Collegio Sindicale
Participaciones Teide, S.A.	Av. Camino de Santiago, 40 – Madrid	100.00	
Prefabricados Delta, S.A. Unipersonal	Federico Salmón, 13 – Madrid	100.00	Ernst & Young
Servicios Dos Reis, S.A. de C.V.	Mexico	100.00	
CEMENT			
Áridos de Navarra, S.A.	Estella, 6, Pamplona (Navarre)	65.67	
Canteras de Alaiz, S.A.	Dormilateria, 72 – Pamplona (Navarre)	69.67	Ernst & Young
Cementos Alfa, S.A.	María Tubau, 9 – 4 planta – Madrid	87.62	Ernst & Young
Cementos Portland Valderrivas, S.A.	Dormilateria, 72 – Pamplona (Navarre)	99.51	Ernst & Young

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
Dragon Alfa Cement Limited	United Kingdom	87.62	Ernst & Young
Dragon Portland Limited	United Kingdom	99.51	Ernst & Young
Intermonte Investments, S.A.	Plaza de Castilla, 216. Torre Realía	99.51	
Prebesec Mallorca, S.A.	Conradors (P.I. Marratxi) - Marratxi (Balearic Islands)	67.98	
Société des Ciments d'Enfidha	Tunisia	87.43	Ernst & Young
Surgyps, S.A.	Plaza de Castilla, 216. Torre Realía	99.51	
Tratamiento Escombros Almoguera S.L.	Plaza de Castilla, 216. Torre Realía	50.78	
Uniland Acquisition Corporation	USA	99.51	
Uniland International B.V.	Netherlands	99.51	
Uniland Trading B.V.	Netherlands	99.51	
CONCESSIONS			
Autovía Conquense, S.A.	Av. Camino de Santiago, 40 – Madrid	100.00	Ernst & Young
Concesionaria Túnel de Coatzacoalcos, S.A. de C.V.	Mexico	85.60	Ernst & Young
FCC Concesiones Al Ansar, S.A. Unipersonal	Federico Salmón, 13 – Madrid	100.00	
FCC Concesiones de Infraestructuras, S.L.	Av. Camino de Santiago, 40 – Madrid	100.00	
PPP Infraestructure Investments B.V.	Netherlands	100.00	
Sociedad Concesionaria Tranvía de Murcia, S.A.	Paseo de la Ladera, 79– Murcia	100.00	Deloitte
Vialia Sociedad Gestora de Concesiones de Infraestructuras, S.L.	Av. Camino de Santiago, 40 – Madrid	100.00	
REAL ESTATE			
Costa Verde Habitat, S.L.	Av. Camino de Santiago, 40 – Madrid	80.03	
FCyC, S.A.	Federico Salmón, 13 – Madrid	80.03	Ernst & Young
FCC Real Estate (UK) Limited	United Kingdom	80.03	

Consolidated Group

Company	Address/Registered office	% Effective ownership	Auditor
Jezzine Uno, S.L. Unipersonal	Av. Camino de Santiago, 40 – Madrid	80.03	Crowe
Realia Group			
Boane 2003, S.A. Unipersonal	Av. Camino de Santiago, 40 – Madrid	15.80	
Guillena Golf, S.L. Unipersonal	Paseo de la Castellana, 216 – Madrid	42.81	
Hermanos Revilla, S.A.	Av. Camino de Santiago, 40 – Madrid	14.03	Ernst & Young
Inversiones Inmobiliarias Rústicas y Urbanas 2000, S.L.	Av. Camino de Santiago, 40 – Madrid	28.55	
Planigesas, S.A.	Av. Camino de Santiago, 40 – Madrid	32.53	
Realia Business, S.A.	Av. Camino de Santiago, 40 – Madrid	42.81	Ernst & Young
Realia Contesti, S.R.L.	Rumania	42.81	
Realia Patrimonio, S.L.U.	Av. Camino de Santiago, 40 – Madrid	42.81	Ernst & Young
Servicios Índice, S.A.	Av. Camino de Santiago, 40 – Madrid	38.70	
Valaise, S.L. Unipersonal	Av. Camino de Santiago, 40 – Madrid	42.81	
Vela Borovica Konzern d.o.o.	Croatia	80.03	
OTHER ACTIVITIES			
Asesoría Financiera y de Gestión, S.A.	Federico Salmón, 13 – Madrid	100.00	
Cemark - Mobiliario Urbano e Publicidade, S.A.	Portugal	100.00	Ernst & Young
FCC Midco, S.A.	Luxembourg	100.00	
FCC Topco, S.A.R.L.	Luxembourg	100.00	
FCC Versia, S.A.	Av. Camino de Santiago, 40 – Madrid	100.00	Baker & Tilly
Fedemes, S.L.	Federico Salmón, 13 – Madrid	100.00	Ernst & Young

ANNEX II

COMPANIES JOINTLY CONTROLLED WITH THIRD PARTIES OUTSIDE THE GROUP

(CONSOLIDATED USING THE EQUITY METHOD)

Company	Address/Registered office	Net book value of the portfolio		% Effective ownership	Auditor
		2022	2021		
ENVIRONMENTAL SERVICES					
Atlas Gestión Medioambiental, S.A.	Viriato, 47 – Barcelona	7,547	8,627	50.00	Ernst & Young
Ecoparc del Besós, S.A.	Av. Torre d'en Mateu. P.I. Can Salvatella s/n – Barcelona	8,398	7,389	49.00	Castellà Auditors Consultors S.L.P.
Ecoserveis Urbans de Figueres, S.L.	Av. de les Alegries, s/n – Lloret de Mar (Girona)	113	121	50.00	
Electrorecycling, S.A.	Ctra. BV – 1224 Km. 6,750 – El Pont de Vilomara i Rocafort (Barcelona)	1,742	1,319	33.34	Audinform
Empresa Mixta de Limpieza de la Villa de Torrox, S.A.	Plaza de la Constitución, 1 – Torrox (Málaga)	308	326	50.00	Audinform
Empresa Mixta de Medio Ambiente de Rincón de la Victoria, S.A.	Barrio Las Zorreras, 8 – Rincón de la Victoria (Málaga)	299	305	50.00	Audinform
Fisera Ecoserveis, S.A.	Alemanya, 5 – Figueres (Girona)	217	179	36.36	Auditoria i Control Auditors S.L.P.
Gestión y Valorización Integral del Centro, S.L.	De la Tecnología, 2. P.I. Los Olivos – Getafe (Madrid)	430	372	50.00	Capital Auditors
Ingeniería Urbana, S.A.	Calle l esquina calle 3, P.I. Pla de la Vallonga – Alicante	4,251	4,209	35.00	Baker & Tilly
Mediaciones Comerciales Ambientales, S.L.	Av. Barcelona, 109. P.5 – Sant Joan Despí (Barcelona)	916	619	50.00	
Palacio de Exposiciones y Congresos de Granada, S.A.	Paseo del Violón, s/n – Granada	(3,312)	(2,660)	50.00	Hispanobelga Economistas Auditores, S.L.P.
Pilagest, S.L.	Ctra. BV – 1224 Km. 6,750 – El Pont de Vilomara i Rocafort (Barcelona)	209	614	50.00	
Reciclado de Componentes Electrónicos, S.A.	Calle El Matorral (Parque Actividades Medioambientales) – Aznalcóllar (Sevilla)	–	3,129	50.00	KPMG

Consolidated Group

Company	Address/Registered office	Net book value of the portfolio		% Effective ownership	Auditor
		2022	2021		
Servicios Urbanos de Málaga, S.A.	Av. Camino de Santiago, 40 – Madrid	1,915	3,191	51.00	
Tratamiento Industrial de Residuos Sólidos, S.A.	Rambla Cataluña, 91 – Barcelona	982	1,037	33.33	Castellà Auditors Consultors S.L.P.
Zabalgardi, S.A.	Camino Artigabidea, 10 – Bilbao (Biscay)	15,988	13,834	30.00	KPMG
FCC Environment Group (UK)	United Kingdom	19,131	10,261	100.00	
Beacon Waste Limited	United Kingdom	–	–	50.00	Ernst & Young
Mercia Waste Management Ltd.	United Kingdom	–	–	50.00	Ernst & Young
Severn Waste Services Limited	United Kingdom	–	–	50.00	Ernst & Young
AQUALIA					
Aguas de Langreo, S.L.	Alonso del Riesgo, 3 – Langreo (Asturias)	829	853	24.99	Capital Auditors
Aguas de Narixa, S.A.	Málaga, 11 – Nerja (Málaga)	531	308	25.50	Capital Auditors
Aigües de Girona, Salt i Sarrià del Ter, S.A.	Ciudadans, 11 – Gerona	162	162	13.71	
Compañía de Servicios Medioambientales do Atlántico, S.A.	Estrada de Cedeira Km. 1 – Narón (La Coruña)	296	299	24.99	Kreston Iberaudit
Constructora de Infraestructura de Agua de Querétaro, S.A. de C.V.	Mexico	(2,996)	(2,995)	12.50	Deloitte
Empresa Municipal de Aguas de Benalmádena EMABESA, S.A.	Explanada de Tivoli, s/n – Arroyo de la Miel (Málaga)	1,393	1,596	25.50	Audinfor
Girona, S.A.	Travesía del Carril, 2 – Gerona	1,614	1,650	17.14	Cataudit Auditors Associats, S.L.
HA Proyectos Especiales Hidráulicos S. de R.L. de C.V.	Mexico	1,160	1,045	25.25	Grant Thornton SC
Orasqualia Construction, S.A.E.	Egypt	(67)	(100)	25.50	KPMG
Orasqualia for the Development of the Waste Water Treatment Plant S.A.E.	Egypt	10,856	14,552	22.95	Deloitte
Orasqualia for Operation and Maintenance S.A.E.	Egypt	1,306	1,153	25.50	Deloitte

CONSTRUCTION

Consolidated Group

Company	Address/Registered office	Net book value of the portfolio		% Effective ownership	Auditor
		2022	2021		
ACS FCC Canada Inc.	Canada	(393)	-	50.00	
Administración y Servicios Grupo Zapotillo, S.A. de C.V.	Mexico	126	115	50.00	
Altos del Javier, S.A.	Panama	-	-	50.00	
Consorcio Tramo Dos S.A. DE C.V.	Mexico	-	-	50.00	Deloitte
Construcciones Olabarri, S.L.	Ripa, 1 – Bilbao (Vizcaya)	5,969	5,820	49.00	Charman Auditores
Constructora de Infraestructura de Agua de Querétaro, S.A. de C.V.	Mexico	-	-	24.50	Deloitte
Constructora Durango Mazatlán, S.A. de C.V.	Mexico	1,641	1,479	51.00	
Constructora Nuevo Necaxa Tihuatlán, S.A. de C.V.	Mexico	(9,474)	(9,006)	40.00	Deloitte
Constructores del Zapotillo, S.A. de C.V.	Mexico	1,722	1,446	50.00	Grant Thornton SC
Ctra. Cabo San Lucas San José, S.A. de C.V.	Mexico	-	-	50.00	
Elaboración de Cajones Pretensados, S.L.	Av. Camino de Santiago, 40 – Madrid	-	2	50.00	
OHL Co Canada & FCC Canada Ltd. Individual	Canada	(70,929)	(71,126)	50.00	
Onexpress Transportation Partners INC.	Canada	220	-	25.00	
Operaciones y Servicios para la Industria de la Construcción, S.A. de C.V.	Mexico	-	-	50.00	
Servicios Empresariales Durango-Mazatlán, S.A. de C.V.	Mexico	119	124	51.00	
CEMENT					
Pedrera de l'Ordal, S.L.	Ctra. N 340 km. 1229.5 - Subirats (Barcelona)	2,292	1,750	49.64	Ernst & Young
CONCESSIONS					
Ibisan Sociedad Concesionaria, S.A	Av. Isidor Macabich, s / n. Sant Rafel de Sa Creu (Balearic Islands)	10,925	8,401	50.00	Deloitte
Sociedad Concesionaria Tranvía de Murcia, S.A.	Paseo de la Ladera, 79– Murcia	-	24,427	50.00	Deloitte
REAL ESTATE					

Consolidated Group

Company	Address/Registered office	Net book value of the portfolio		% Effective ownership	Auditor
		2022	2021		
Realia Group					
As Cancelas Siglo XXI, S.L.	Av. Camino de Santiago, 40 – Madrid	38,622	37,254	21.40	Ernst & Young
MDM-Teide, S.A.	Panama	365	172	40.02	
Teide-MDM Quadrat, S.A.	Panama	64	30	40.02	
TOTAL VALUE OF CONSOLIDATED COMPANIES USING THE EQUITY METHOD (JOINT VENTURES)		55,487	72,283		

ANNEX III

ASSOCIATES

(CONSOLIDATED USING THE EQUITY METHOD)

Company	Address/Registered office	Net book value of the portfolio		% Effective ownership	Auditor
		2022	2021		
ENVIRONMENTAL SERVICES					
Aprochim Getesarp Rymoil, S.A.	P.I. Logrezana s/n- Carreño (Asturias)	1,347	1,203	32.17	Menéndez Auditores CGM Auditores, S.L.y Villalba, Envid y Cia. Auditores, S.L.P.
Aragonesa de Gestión de Residuos, S.A.	Paseo María Agustín, 36 – Zaragoza	22	13	12.00	
Aragonesa de Tratamientos Medioambientales XXI, S.A.	Ctra. Castellón Km. 58 – Zaragoza	606	608	33.00	
Betearte, S.A.	Cr. BI – 3342 pk 38 Alto de Areitio – Mallabia (Biscay)	413	144	33.33	
Gestión Integral de Residuos Sólidos, S.A.	Serrans, 12 – 14 Ent. 1 – Valencia	5,342	5,331	49.00	Grupo de Auditores Públicos
Giref Generación Renovable, S.L.	Pedro Lafayo, 6 - Ibiza	1	1	20.00	
FCC Group - CEE		7,004	7,148		
ASTV s.r.o.	Czech Republic	-	-	49.00	
FCC + NHSZ Környezetvédelmi HKft	Hungary	-	-	50.00	Interauditor
FCC Hlohovec s.r.o.	Slovakia	-	-	50.00	
Huber Abfallservice Verwaltungs GmbH	Austria	-	-	49.00	
Huber Entsorgungs GmbH Nfg KG	Austria	-	-	49.00	
Killer GmbH	Austria	-	-	50.00	
Killer GmbH & Co KG	Austria	-	-	50.00	Rittmann
Recopap s.r.o.	Slovakia	-	-	50.00	
Tev-Akva Kft.	Hungary	-	-	8.67	Lazar Eniko

Consolidated Group

Company	Address/Registered office	Net book value of the portfolio		% Effective ownership	Auditor
		2022	2021		
FCC Group – PFI Holdings	United Kingdom	32,687	32,333		
CI III Lostock Efw Limited	United Kingdom	-	-	40.00	Deloitte
Lostock Power Limited	United Kingdom	-	-	40.00	Deloitte
Lostock Sustainable Energy Plant Limited	United Kingdom	-	-	40.00	Deloitte
Tirme Group		9,714	8,156	20.00	
Circulare, S.L.U.	Cr. de Sóller Km. 8.2 – Palma de Mallorca (Balearic Islands)	-	-	20.00	
Mac Insular, S.L.	P.I. Ses Veles, (Cl. Romaní), 2 – Bunyola (Balearic Islands)	-	-	14.00	Deloitte
Mac Insular Segunda, S.L.	Cr. de Sóller Km. 8.2 – Palma de Mallorca (Balearic Islands)	-	-	15.00	
Tirme, S.A.	Ctra. Soller Km. 8.2 Camino de Son Reus – Palma de Mallorca (Balearic Islands)	-	-	20.00	Deloitte
Sogecar, S.A.	Polígono Torrelarragoiti – Zamudio (Biscay)	-	475	30.00	
AQUALIA					
Aguas de Archidona, S.L.	Pz. Ochavada, 1 – Archidona (Málaga)	65	24	24.48	Vaciero Auditores
Aguas de Denia, S.A.	Pedro Esteve, 17– Denia (Alicante)	341	427	16.83	Kreston Iberaudit
Aguas de Guadix, S.A.	Plaza Constitución, 1– Guadix (Granada)	245	419	20.40	Deloitte
Aguas de Priego, S.L.	Plaza Constitución, 3 – Priego de Córdoba (Córdoba)	-	(66)	24.99	
Aguas del Puerto Empresa Municipal, S.A.	Aurora, 1 – El Puerto de Santa María (Cádiz)	3,965	3,924	24.98	Capital Auditors
Aigües de Blanes, S.A.	Canigó, 5 – Blanes (Gerona)	24	51	8.40	Acordia ACR, S.L
Aigües del Segarra Garrigues, S.A.	C/ Mas d'en Colom, 14 – Tárrega (Lleida)	-	-	0.52	Deloitte
Aigües del Vendrell, S.A.	Vella, 1 – El Vendrell (Tarragona)	287	471	24.99	Gm Auditors SL
Codeur, S.A.	Mayor, 22 – Vera (Almería)	6,024	6,503	14.32	Deloitte
Concesionaria de Desalación de Ibiza, S.A.	Rotonda de Santa Eulalia, s/n – Ibiza (Balearic Islands)	832	1,203	25.50	BDO Auditores

Consolidated Group

Company	Address/Registered office	Net book value of the portfolio		% Effective ownership	Auditor
		2022	2021		
Constructora de Infraestructuras de Aguas de Potosí, S.A. de C.V.	Mexico	(5,396)	(5,396)	12.50	
EMANAGUA Empresa Mixta Municipal de Aguas de Nijar, S.A.	Plaza de la Glorieta, 1 – Nijar (Almería)	322	255	24.99	Capital Auditors
Empresa Mixta de Aguas de Ubrique, S.A.	Juzgado, s/n – Ubrique (Cádiz)	83	81	24.99	Vaciero Auditores
Empresa Mixta de Aguas de Jodar, S.A.	Pz. España, 1 – Jodar (Jaén)	18	35	24.99	Vaciero Auditores
Empresa Municipal de Aguas de Algeciras, S.A.	Av. Virgen del Carmen – Algeciras (Cádiz)	165	163	24.99	Kreston Iberaudit
Empresa Municipal de Aguas de Linares, S.A.	Cid Campeador, 7 – Linares (Jaén)	136	290	24.99	Vaciero Auditores
Empresa Municipal de Aguas de Toxiria, S.A.	Plaza de la Constitución – Torredonjimeno (Jaen)	94	108	24.99	Vaciero Auditores
Nueva Sociedad de Aguas de Ibiza, S.A.	Av. Bartolomé Roselló, 18 - Ibiza (Balearic Islands)	95	101	20.40	
Omán Sustainable Water Services SAOC	Oman	1,588	1,220	24.99	Deloitte
Operadora El Realito, S.A. de C.V.	Mexico	343	279	7.65	Ernst & Young
Prestadora de Servicios Acueducto El Realito, S.A. de C.V.	Mexico	1	1	12.50	
Proveïments d'Aigua, S.A.	Astúries, 13 - Gerona	644	637	7.71	GPM Auditors Associats
Sera Q A Duitama E.S.P., S.A.	Colombia	4	6	15.61	
Suministro de Aguas de Querétaro, S.A. de C.V.	Mexico	11,728	9,325	25.51	Deloitte
CONSTRUCTION					
Agrenic Complejo Industrial Nindiri, S.A.	Nicaragua	2,302	2,239	50.00	Deloitte
Agriwater, S.L.U.	C/ Mas d'en Colom, 14 – Tárrega (Lleida)	136	-	25.20	
Aigües del Segarra Garrigues, S.A.	C/ Mas d'en Colom, 14 – Tárrega (Lleida)	7,036	7,473	24.68	Deloitte
Cafig Constructores, S.A. de C.V.	Mexico	3,560	4,497	45.00	Deloitte
Construcciones y Pavimentos, S.A.	Panama	5	4	50.00	
Constructora de Infraestructuras de Aguas de Potosí, S.A. de C.V.	Mexico	-	(5)	24.50	Deloitte
Constructora San José - Caldera CSJC, S.A.	Costa Rica	-	(1,681)	50.00	Ernst & Young

Consolidated Group

Company	Address/Registered office	Net book value of the portfolio		% Effective ownership	Auditor
		2022	2021		
Constructora San José - San Ramón SJSR, S.A.	Costa Rica	-	(68)	50.00	
Constructora Terminal Valle de México, S.A. de C.V.	Mexico	1,379	1,096	14.28	Deloitte
Desarrollo Cuajimalpa, S.A. de C.V.	Mexico	7	6	25.00	
Efi Túneles Necaxa, S.A. de C.V.	Mexico	255	406	45.00	
Euroconcretos de Nicaragua, S.A.	Nicaragua	-	-	40.00	
FCC Tarrío TX-1 Construção Ltda	Brazil	-	-	70.00	
M50 (D&C) Limited	Ireland	(3,273)	(3,273)	42.50	Deloitte
N6 (Construction) Limited	Ireland	(38,413)	(38,413)	42.50	Deloitte
OHL-FCC GP Canada Inc.	Canada	-	-	50.00	
Prestadora de Servicios Acueducto El Realito, S.A. de C.V.	Mexico	1	1	24.50	
Promvias XXI, S.A.	Anglesola, 6 - Barcelona	1	1	25.00	
Roadbridge FCC JV Limited	Ireland	-	212	50.00	Mazars
Servicios CTVM, S.A. de C.V.	Mexico	2	3	14.28	Deloitte
Serv. Terminal Valle de México, S.A. de C.V.	Mexico	26	34	14.28	Deloitte
CEMENT					
Aplicaciones Minerales, S.A.	Camino Fuente Herrero - Cueva Cardiel (Burgos)	540	479	34.40	
Canteras y Hormigones VRE, S.A.	Berroa (P.I. La Estrella) - Tanojar (Navarra)	(281)	(312)	49.75	
Giant Group		13,451	18,327		
Coastal Cement Corporation	USA	-	-	44.78	
Dragon Energy LLC.	USA	-	-	44.78	
Dragon Products Company Inc.	USA	-	-	44.78	
Giant Cement Company	USA	-	-	44.78	

Consolidated Group

Company	Address/Registered office	Net book value of the portfolio		% Effective ownership	Auditor
		2022	2021		
Giant Cement Holding Inc.	USA	-	-	44.78	Deloitte
Giant Cement NC Inc.	USA	-	-	44.78	
Giant Cement Virginia Inc.	USA	-	-	44.78	
Giant Resource Recovery Inc.	USA	-	-	44.78	
Giant Resource Recovery - Arvonía Inc.	USA	-	-	44.78	
Giant Resource Recovery - Attalla Inc.	USA	-	-	44.78	
Giant Resource Recovery - Harleyville, Inc.	USA	-	-	44.78	
Giant Resource Recovery - Sumter Inc.	USA	-	-	44.78	
Keystone Cement Company	USA	-	-	44.78	
Sechem Inc.	USA	-	-	44.78	
Hormigones Castro, S.A.	Ctra. Nacional 634 - Ambrosero - Barcena de Cicero (Cantabria)	446	283	49.75	
Hormigones de la Jacetania, S.A.	Llano de la Victoria – Jaca (Huesca)	782	820	62.19	KPMG
Hormigones del Baztán, S.L.	Berroa (P.I. La Estrella) - Tanojar (Navarra)	396	432	49.75	
Hormigones Delfín, S.A.	Venta Blanca - Peralta (Navarra)	911	870	49.75	
Hormigones en Masa de Valtierra, S.A.	Ctra. Cadreita Km. 1 - Valtierra (Navarra)	2,419	2,390	39.80	# #
Hormigones Galizano, S.A.	Ctra. Nacional, 634 - Ambrosero - Barcena de Cicero (Cantabria)	-	158	43.80	# #
Hormigones Reinares, S.A.	Pintor Murillo, s/n - Calahorra (La Rioja)	985	899	49.75	# #
Hormigones y Áridos del Pirineo Aragonés, S.A.	Ctra. Nacional, 260 Km. 516.5- Sabiñánigo (Huesca)	6,112	6,090	49.75	# #
Lázaro Echevarría, S.A.	P.I. Isasia- Alsasua (Navarra)	8,011	7,959	27.87	# KPMG
Navarra de Transportes, S.A.	C/Circunvalación Inguraketa s/n - Olazagutia (Navarra)	679	607	33.17	# KPMG
Novhorvi, S.A.	Portal de Gamarra, 25 - Vitoria -Gasteiz (Alava)	94	108	33.17	# #

Consolidated Group

Company	Address/Registered office	Net book value of the portfolio		% Effective ownership	Auditor
		2022	2021		
Portcemen, S.A.	Muelle Contradique Sur- Puerto Barcelona - Barcelona	1,040	1,092	33.10	# #
Terminal Cimentier de Gabes-Gie	Tunisia	34	34	29.14	# #
Vescem-LID, S.L.	Valencia, 245 - Barcelona	29	27	24.83	# #
CONCESSIONS					
Future Valleys Project Co Limited	United Kingdom	29,688	1,944	42.50	Grant Thornton SC
Future Valley Hold Co Limited	United Kingdom	-	-	42.50	Grant Thornton SC
Metro de Lima Línea 2, S.A.	Perú	37,310	31,684	18.25	Ernst & Young
World Trade Center Barcelona, S.A. de S.M.E.	Moll Barcelona (Ed. Este), s/n – Barcelona	10,399	9,904	24.01	Ernst & Young
REAL ESTATE					
Las Palmeras de Garrucha, S.L.	Mayor, 19 – Garrucha (Almería)	955	970	16.01	
OTHER ACTIVITIES					
Sigenera, S.L.	Av. Linares Rivas, 1 – La Coruña	-	260	50.00	
TOTAL VALUE OF CONSOLIDATED COMPANIES USING THE EQUITY METHOD (ASSOCIATED COMPANIES)		165,768	133,030		

ANNEX IV

CHANGES IN THE SCOPE OF CONSOLIDATION

ADDITIONS

Company	Address/Registered office
GLOBAL CONSOLIDATION	
Agadax s.r.o.	Czech Republic
Aguas de Albania, S.A. E.S.P.	Colombia
Aguas de Aracataca, S.A.S.	Colombia
Aguas del Sur del Atlántico, S.A. E.S.P.	Colombia
Aguas de la Península, S.A. E.S.P.	Colombia
Aguas de la Sabana, S.A. E.S.P.	Colombia
Aquamag, S.A.S. E.S.P.	Colombia
Aqualia Colombia, S.A.S.	Colombia
Aqualia Flandes S.A.S. E.S.P.	Colombia
Aqualia Georgia Llc.	Georgia
Compagnie Armoricaine Des Eaux	France
Energyloop, S.A.	Spain
FCC Environmental Services CA	USA
FCC Equal CEE Canarias, S.L.U.	Spain
FCC Medioambiente Internacional, S.L.U.	Av. Camino de Santiago, 40 – Madrid
FCC Real Estate (UK) Limited	United Kingdom
Gardabani Sewage Treatment Plant Llc.	Georgia

Consolidated Group

Company	Address/Registered office
Genesis Lodos, S.L.	Avda. Kansas City, 9 - Seville
Georgia Global Utilities JSC	Georgia
Georgian Energy Trading Company Llc.	Georgia
Georgian Engineering and Management	Georgia
Georgian Water and Power Llc.	Georgia
Houston Waste Services, LLC	USA
Houston Waste Solutions, LLC	USA
Industria Reciclaje de RAEES, S.L.	Crt. Santander, KM 61.50 - Osorno la Mayor (Palencia)
Intermonte Investments, S.A.	Plaza de Castilla, 216. Torre Realía
Naunet, S.A.S.	Colombia
Rustavi Water Llc.	Georgia
Saguramo Energy Llc.	Georgia
Saur Colombia, S.A.S.	Colombia
South Cluster SPV Llc	Saudi Arabia
Surgyps, S.A.	Plaza de Castilla, 216. Torre Realía
PROPORTIONAL	
A.I.E. Dipòsit de Runes Olèrdola	C/ Nàpols, 222 Planta Baja (Barcelona)
JOINT VENTURES	
Onexpress Transportation Partners INC.	Canada
ASSOCIATES	
Agriwater, S.L.U.	C/ Mas d'en Colom, 14 – Tárrega (Lleida)

CHANGES IN THE SCOPE OF CONSOLIDATION

DERECOGNITIONS

Company	Address/Registered office
GLOBAL CONSOLIDATION	
Aguas de Alcázar Empresa Mixta, S.A. (5)	Rondilla Cruz Verde, 1 – Alcázar de San Juan (Ciudad Real)
Aparcamientos Concertados, S.A. (2)	Av. Aiguera, 1 – Benidorm (Alicante)
Aqualia New Europe B.V. (3)	Netherlands
Castellana de Servicios, S.A. (2)	Federico Salmón, 13 – Madrid
Concesionaria Atención Primaria, S.A. (1)	Gremi de Sabaters, 21 (Loc. A. 15.2) - Palma de Mallorca (Balearic Islands)
Europea de Tratamiento de Residuos Industriales, S.A. (4)	Federico Salmón, 13 – Madrid
FCC Américas Colombia, S.A.S. (1)	Colombia
FCC Uhy s.r.o. (3)	Czech Republic
Fomento de Construcciones Colombianas, S.A.S. (1)	Colombia
Guzmán Energy O&M, S.L. (5)	Av. Camino de Santiago, 40 – Madrid
Manipulación y Recuperación MAREPA, S.A. (4)	Av. San Martín de Valdeiglesias, 22 – Alcorcón (Madrid)
Ramalho Rosa Cobetar Sociedade de Construções, S.A. (3)	Portugal
Select Beton, S.A. (3)	Tunisia
Servicios de Levante, S.A. (3)	Camino Pla de Museros, s/n – Almazora (Castellón)
PROPORTIONAL	
A.I.E. Costa Brava Abastament Aqualia-Sorea (1)	Sector Carlit S/N. Empuria Brava (Girona)
Abastament en Alta Costa Brava Empresa Mixta, S.A. (1)	Pz. Josep Pla Casadevall, 4 3º 1ª. Girona
Empresa Mixta d'Aigües de la Costa Brava, S.A. (1)	Pz. Josep Pla Casadevall, 4. Girona

Company	Address/Registered office
ASSOCIATES	
Aguas de Priego, S.L. (5)	Plaza Constitución, 3 – Priego de Córdoba (Córdoba)
Hormigones Galizano, S.A. (6)	Ctra. Nacional, 634 - Ambrosero - Barcena de Cicero (Cantabria)
Sigenera, S.L. (1)	Av. Linares Rivas, 1 – La Coruña
Sogecar, S.A. (5)	Polígono Torrelarragoiti – Zamudio (Biscay)
Terminal Polivalente de Huelva, S.A. (1)	La Marina, 29. Huelva

(1) Derecognition by liquidation

(2) Derecognition by merger with FCC Environment

(3) Derecognition by merger

(4) Derecognition by merger with Environment

(5) Derecognition by disposal

(6) Derecognition by absorption with Hormigones Castro

CHANGES IN THE SCOPE OF CONSOLIDATION

CHANGES IN THE SCOPE OF CONSOLIDATION

Company	Change in the consolidation method (current method)	Change in the consolidation method (previous method)
Reciclado de Componentes Electrónicos, S.A.	Global	Equity method
Sociedad Concesionaria Tranvía de Murcia, S.A.	Global	Equity method

ANNEX V

TEMPORARY JOINT VENTURES, ECONOMIC INTEREST GROUPS AND OTHER ENTERPRISES
MANAGED JOINTLY WITH NON-GROUP THIRD PARTIES

	Proportional integration at 31 December 2022
ENVIRONMENTAL SERVICES	
A Coruña Limpieza JV	70.00
Airport VI Joint Venture	50.00
Agarbi JV	60.00
Agarbi Bi JV	60.00
Agarbi Interiores JV	60.00
Aizmendi JV	60.00
Alcantarillado Melilla JV	50.00
Alumbrado Tias JV	67.00
Arazuri 2016 JV	50.00
Arazuri 2020 JV	50.00
Arcos JV	51.00
Artigas JV	60.00
ARUCAS II JV	70.00
Baix Ebre-Montsià JV	60.00
Berango JV	60.00
Bilboko Saneamendu JV	50.00

Consolidated Group

	Proportional integration at 31 December 2022
Bilboko Saneamendu Bi JV	50.00
Bilketa 2017 JV	60.00
Biocompost de Álava JV	50.00
Bizkaiko Hondartzak JV	50.00
Bizkaiko Hondartzak 2021 JV	50.00
Boadilla JV	50.00
Cabrera de Mar JV	50.00
Cana Putxa JV	20.00
Carma JV	50.00
Castellana – Po JV	50.00
Chipiona JV	50.00
CMG2 Lanak JV	92.00
CMG2 Kudeaketa JV	92.00
Complejo Ambiental Copero JV	67.00
Compostaje MCP JV	50.00
Contenedores las Palmas JV	30.00
Contenedores Madrid JV	38.25
Contenedores Madrid 2 JV	36.50
CTR Montoliu JV	50.00
CTR – Vallès JV	20.00
Ctr. de l'alt Empordà JV	45.00

Consolidated Group

	Proportional integration at 31 December 2022
CTR Valladolid JV	80.00
Cua JV	50.00
Donostiako Garbiketa JV	70.00
Dos Aguas JV	35.00
Ecogondomar JV	70.00
Ecoparque Cáceres JV	50.00
Ecourense JV	50.00
Eco-Tri JV	50.00
Energ. Energ. JV JV Puerto del Rosario JV	60.00
Elche JV	50.00
Electrificación SAC JV	50.00
Energía Solar Onda JV	25.00
Enllumenat Sabadell JV	50.00
Envases Ligeros Málaga JV	50.00
Epeleko Konposta JV	60.00
Epremasa Provincial JV	55.00
Eretza JV	70.00
Es Vedra JV	25.00
Etxebarri JV	60.00
FCC - Ers Los Palacios JV	50.00
FCC Perica I JV	60.00

Consolidated Group

	Proportional integration at 31 December 2022
FCC - SuFI Majadahonda JV	50.00
FCC-Mcc Santiago del Teide JV	80.00
F.S.S. JV	99.00
Fuentes las Palmas JV	25.00
Gestió Integral de Runes del Papiol JV	40.00
Gestión Instalación III JV	34.99
Giref JV	20.00
Goierri Bilketa JV	60.00
Goierri Garbia JV	60.00
Guipuzkoako Hondartzak 2020 JV	60.00
Guipuzkoako Hondartzak 2022 JV	60.00
Guipuzkoako Portuak 2019 JV	40.00
Icat Lote 7 JV	50.00
Icat Lote 11 JV	50.00
Icat Lote 15 JV	50.00
Bilbao Interiors JV	80.00
Bilbao Interiors II JV	70.00
Jardineras 2019 JV	60.00
Jardines Boadilla JV	70.00
Jardines Pto del Rosario JV	78.00
Jardines UJI JV	50.00

Consolidated Group

	Proportional integration at 31 December 2022
Jard. Universitat Jaume I JV	50.00
Jerez JV	80.00
Jundiz II JV	51.00
Kimaketak Hiru JV	50.00
Kimeketak Bi JV	50.00
la Loma del Birlet JV	80.00
Lagunas II JV	33.34
Lagunas de Arganda JV	50.00
Las Caldas Golf JV	50.00
Legio VII JV	50.00
Lekeitioko Mantenimendua JV	60.00
Lezo Garbiketa 2018 JV	55.00
Limpieza Santa Coloma JV	50.00
Limpieza y RSU Lezo JV	55.00
Logroño Limpio JV	50.00
Los Rosales - Zafra JV	45.00
Luze Vigo JV	40.00
LV Coslada JV	50.00
LV Lote IV JV	65.00
LV Ribera JV	90.00
LV RSU Muszik JV	60.00

Consolidated Group

	Proportional integration at 31 December 2022
LV RSU Vitoria-Gasteiz JV	60.00
LV Zumaia JV	60.00
LV Zumarraga JV	60.00
Mant. Edificios Valencia JV	55.00
Manteniment Lot 12 JV	75.00
Mantenimiento Reg Cornellà JV	60.00
Mantenimiento Breña Alta JV	50.00
Melilla JV	50.00
Mnto. Mediterranea FCC JV	50.00
Mnto. Edifici Mossos Esquadra	70.00
Muérdago JV	60.00
Muskiz JV	60.00
Neteja Illes Balears JV	50.00
Neumática Casco Antiguo JV	65.00
Nivaria JV	29.00
Onda Exploitation JV	33.33
Pájara JV	70.00
Pamplona JV	80.00
PaP La Cellera JV	50.00
Parla JV	50.00
Parques Infantiles LP JV	50.00

Consolidated Group

	Proportional integration at 31 December 2022
Plan Residuos JV	47.50
Planta Estabilizac. Tudela JV	55.00
Planta Materia Orgánica JV	40.00
Planta Rsi Tudela JV	60.00
Planta Transferencia FTV 2 JV	70.00
Planta Tr. Fuerteventura JV	70.00
Planta Tratamiento Valladolid JV	90.00
Playas Gipuzkoa III JV	55.00
Poniente Almeriense JV	50.00
Portmany JV	50.00
JV PTMR	50.00
Puerto II JV	70.00
Puerto de Pto del Rosario JV	70.00
RBU Els Ports JV	50.00
RBU Villa-Real JV	47.00
Recollida Segrià JV	60.00
Reg Cornellà JV	60.00
Residuos 3 Zonas Navarra JV	60.00
Reutiliza JV	70.00
RSU Bilbao II JV	60.00
RSU Chipiona JV	50.00

Consolidated Group

	Proportional integration at 31 December 2022
RSU Inca JV	80.00
RSU LV S. Bme. Tirajana JV	50.00
RSU y LV Torrejón de Ardoz JV	60.00
RSU Málaga JV	50.00
RSU Sestao JV	60.00
RSU Tolosaldea JV	60.00
S.U. Alicante.	33.33
S.U. Benicassim	35.00
S.U. Bilbao	60.00
S.U. Oropesa del Mar	35.00
Saneamiento Urbano Castellón JV	65.00
Saneamiento Vitoria-Gasteiz JV	60.00
Sanejament Cellera de Ter JV	50.00
Sanejament Girona JV	70.00
Sanejament Granollers JV	80.00
San Miguel-Anaka JV	50.00
SAV – FCC Tratamientos JV	35.00
Seguretat Urbicsa JV	60.00
Selectiva Urola Kosta II 2017 JV	60.00
Selectiva las Palmas JV	55.00
Selectiva Sanlucar JV	50.00

Consolidated Group

	Proportional integration at 31 December 2022
Selectiva San Marcos II JV	63.00
Selectiva Urola Kosta JV	60.00
Son Espases JV	50.00
Tolosako Garbiketa JV	40.00
Tolosako Garbiketa 2020 JV	40.00
Tolosaldea RSU 2018 JV	60.00
Transp. y Elim. MSW JV	33.33
Transporte RSU JV	33.33
Txingudiko Garbiketa JV	73.00
Uribe Kosta JV	60.00
Urola Erdia JV	60.00
Urretxu Garbiketa JV	60.00
Urretxu y Zumarraga JV	65.00
Vertedero Gardelegui III JV	70.00
Vertresa JV	10.00
Vidrio Melilla JV	50.00
Vigo Recicla JV	70.00
Vilomara II JV	33.33
Zamora Limpia JV	30.00
Zaragoza Delicias JV	51.00
Zarautz Garbia JV	60.00

Consolidated Group

	Proportional integration at 31 December 2022
Zarauzko Garbiketa JV	60.00
Zumaia JV	60.00
Zumarraga Garbia JV	60.00
ZZVV Santa Cruz Tenerife JV	50.00
AQUALIA	
A.I.E. Sorea Aqualia	37.50
Aguas y Servicios de la Costa Tropical de Granada, A.I.E.	51.00
Empresa Mixta de Aguas y Servicios, S.A.	41.25
Gestión de Servicios Hidráulicos de Ciudad Real, A.I.E.	75.00
Consortium O&M Alamein	65.00
Abastecimiento Picadas Almoguera JV	95.00
Abu Rawash Construccion JV	50.00
UTE Agua Santo Domingo	70.00
Aguas Alcalá JV	50.00
UTE Aguas del Doramás	50.00
JV Alkhorayef-FCC Aqualia	51.00
Expansion SWDP Melilla JV	50.00
UTE Badajoz Zona Este	50.00
UTE Badajoz Zona Oeste	50.00
UTE Calle Cruz	80.00
UTE Cap Djinet	50.00

Consolidated Group

	Proportional integration at 31 December 2022
UTE Cons. Gestor Ptar Salitre	30.00
UTE Costa Tropical	51.00
UTE Costa Tropical II	51.00
UTE Costa Tropical III	51.00
Depuración Poniente Almeriense JV	75.00
Depuradoras Lote 1 JV	95.00
Edar A Guarda 2013 JV	50.00
Edar A Guarda 2022 JV	50.00
Edar Baeza JV	50.00
Edar Galindo JV	50.00
Edar Gijón JV	60.00
UTE Edar Tablada	50.00
Garrucha JV	85.00
JV Gestión Cangas	70.00
UTE Groupement Solidaire Jerba	50.00
Guadiana Pueblonuevo JV	51.00
Hidc - Hidr. – Inv Do Centr. Ace JV	50.00
UTE Ibiza	50.00
Idam San Antoni JV	50.00
Idam Sant Antoni II JV	50.00
SWDP Santa Eulalia JV	50.00

Consolidated Group

	Proportional integration at 31 December 2022
Idam Santa Eulalia II JV	50.00
Idam Santa Eulalia III JV	50.00
UTE Idga Saneca	70.00
Infilco JV	50.00
UTE Louro	65.00
UTE Mostaganem	50.00
Obra Edar Argamasilla de Calatrava JV	70.00
OYM CAP Djinet JV	50.00
JV OYM Mostaganem	50.00
Ptar Ambato JV	60.00
Qatar JV	51.00
UTE SCC Sice	50.00
SEAFSA Lanzarote JV	60.00
Sollano-Zalla JV	50.00
JV TSE Riad	51.00
UTE Zafra	65.00
CONSTRUCTION	
ACE Caet XXI Construções	50.00
Consorcio Cobra – FCC Industrial	43.00
Consorcio FCC Construcción-Ferrovial Agroman Ltda.	50.00
Consorcio FCC Meco y Santa Fe de Costa Rica y Nicaragua, S.A.	100.00

Consolidated Group

	Proportional integration at 31 December 2022
Fast Consortium Limited LLC	35.92
Lúcios & RRC, ACE	50.00
ACP du Port de la Condamine	45.00
Asoc. Astaldi-FCC-Salcef-Thales, Lot 2 A	49.50
Asoc. Astaldi-FCC-Salcef-Thales, Lot 2 B	49.50
Asoc. FCC Azvi Straco S. Atel-Micasasa	55.00
Asocierea FCC-Astaldi-Convensa, Tronson 3	50.50
Associate FCC Azvi S. Sighisoara - Atel	55.00
Atraque Ribera Fondo CS Ute	50.00
Bridging Pennsylvania Constructors JV	50.00
CJV-UJV	35.92
Consortio Antioquía al Mar	40.00
Consortio Centenario de Panamá Sociedad Accidental	50.00
Consortio Chicago II	60.00
Consortio CJV Constructor Metro Lima	25.50
Consortio Epc Metro Lima	18.25
Consortio FCC-FI	50.00
Consortio FCC – Corredor de las Playas	51.00
Consortio FCC – Corredor de las Playas II	51.00
Consortio FCC-JJC (Puerto Callao)	50.00
Consortio Ica – FCC – Meco Pac-4	43.00

Consolidated Group

	Proportional integration at 31 December 2022
Consorcio Línea 2	40.00
Consorcio Línea 2 Ramal	40.00
Consorcio Línea Uno	45.00
Consorcio M&S Santa Fe Mca	50.00
Consorcio Nueva Esperanza	63.00
Fast 5 – U.J.V.	28.43
FCC - GMK - CCN CE3	45.00
FCC - Yuksel – Archidoron – Petroserv J.V.	50.00
FCS Tunnels JV	40.00
Groupement FCC - Ingenium	93.00
J.V. Asocierea Arad-Timisoara FCC-Webuild	50.00
J.V. Astaldi-FCC-UTI-Activ. Magistrala	37.00
J.V. Bypass Constata	50.00
J.V. Centure Otopeni Overpass	40.00
J.V Estension of Line 2 to Antohoupoli	50.01
J.V. SFI Leasing Company	30.00
Merseylink Civil Contractors J.V.	33.33
Metro Bucarest J.V.	47.50
Onexpress Civils Contractors GP	50.00
RokFCC JV	80.00
Scarborough Transit Connect GP	50.00

Consolidated Group

	Proportional integration at 31 December 2022
Shimmick Co. Inc. FCC Co. Impregilo Spa JV	30.00
Sisk FCC Gg Ppp	50.00
Sotra Link Construction JV ANS	35.00
Thv Cafasso Construction	50.00
TJV-UJV	16.16
Webuild – FCC JV (Basarab)	50.00
2nd Phase Sphinx Dam JV	35.00
Accesos a La Estación de La Sagrera JV	37.50
Acceso Norte A Vigo Nueva Estación JV	50.00
Acceso Puerto Seco Monforte JV	50.00
Adecuación Palacio Justicia TSJCV JV	63.00
Adif Bancada 2018 JV	50.00
Adolfo Suarez Airport JV	50.00
Aeropuerto de Castellón JV	50.00
Aguas Madrid 2021 JV	70.00
Alameda de Cervantes en Lorca JV	60.00
Alta Capacidad 2020 JV	50.00
Alumbrado Lugo JV	50.00
Alumbrado Madrid Lote-1 JV	50.00
Ampliación Hospital Marina Baixa JV	60.00
Andenes L1-L9 Tram Benidorm JV	65.00

Consolidated Group

	Proportional integration at 31 December 2022
Arquitectura Sagrera JV	37.50
Arroyo del Fresno JV	50.00
Aucosta Conservación JV	50.00
Auditorio de Lugo JV	50.00
Autovía el Batán – Coria JV	50.00
Ave Alcántara-Garrovillas JV	85.00
Ave Eje Sur JV	25.00
Ave Girona JV	40.00
Ave Maside JV	67.00
Ave Plasencia - Badajoz JV	25.00
Avenoreste1 JV	25.00
Avenoreste2 JV	25.00
Badajoz Sur JV	50.00
Balastro R-3 JV	50.00
Barbados JV	50.00
Barcience JV	50.00
Belltall JV	40.00
Bergara Antzuola JV	71.50
Boetticher Clima JV	50.00
Boetticher Electricidad JV	50.00
Bombeo Fuente Alamo JV	60.00

Consolidated Group

	Proportional integration at 31 December 2022
Bosque de la Herrería JV	40.00
Brazatortas JV	33.34
By Pass Mérida Lote 1 JV	50.00
By Pass Mérida Lote 2 JV	50.00
C&F Jamaica JV	50.00
Cáceres Norte JV	50.00
Cáceres Plasencia JV	50.00
Calders-Vilaseca JV	20.00
Campo Gibraltar JV	80.00
Canal de Castilla 2022 JV	70.00
Cárcel Marcos Paz JV	35.00
Carretera Ibiza - San Antonio JV	50.00
Castellón - Vinaroz JV	50.00
Castuera JV	33.34
Catlántico JV	25.00
Cecoex JV	20.00
Cedillo I and II JV	99.00
Centro Salud Tui JV	50.00
Chuac JV	50.00
Cierre Anillo Insular Tfe JV	85.00
Circuito JV	70.00

Consolidated Group

	Proportional integration at 31 December 2022
Circunvalación Lucentum JV	50.00
Ciudad Rodrigo JV	99.00
Ciutat de la Justícia JV	30.00
CMS La Llagosta JV	20.00
CMS Ramal Aeropuerto BCN JV	25.00
Conexión Corredor Mediterráneo JV	40.00
Conexión Molinar JV	70.00
Conservacion Ex-A1 JV	50.00
Conservacion Plasencia JV	50.00
Conservación Telde JV	50.00
Construcción Tranvía Zaragoza JV	50.00
Control JV	80.00
Control Mogán JV	33.33
Club de Mar Mallorca JV	70.00
Creaa JV	50.00
Deacentro JV	60.00
Deansur JV	60.00
Desarrollo Puerto de Avilés Fase I JV	80.00
Dique Este JV	35.00
Dique Torres JV	27.00
Districte Administratiu Lot 2 JV	99.99

Consolidated Group

	Proportional integration at 31 December 2022
Donostialdea 2018 JV	60.00
Duplicacion Calzada N-338 JV	60.00
Duplicación R-3 JV	50.00
Electrification La Sagrera JV	50.00
ErtMS Rodalies Bcn JV	22.00
Estación Girona JV	40.00
Estacions Line 9 JV	33.00
Ezkio Itsaso JV	40.00
Facultad de Filosofía JV	60.00
Fase II Pabellón Reyno de Navarra JV	50.00
FCC Industrial - Aton JV	90.00
FCCi-Orbe JV	70.00
F.I.F. GNL FB 301/2 JV	35.96
Fuente de Cantos JV	50.00
FV Tallers Zona Franca JV	50.00
Galibos Monforte JV	50.00
UTE Galindo-Beurko	60.00
Gc – 1 Puerto de Rico – Mogán JV	40.00
Girona Norte 2014 JV	70.00
Guadalmez - Córdoba JV	25.00
Guadarrama 3 JV	33.33

Consolidated Group

	Proportional integration at 31 December 2022
Guadarrama 4 JV	33.33
Hospital Alcázar JV	60.00
Hospital Cabueñes Fase I JV	70.00
Hospital Campus de la Salud JV	80.00
Hospital del Sur, Segunda Fase JV	40.00
Hospital FCC - Vvo JV	80.00
Hospital Son Dureta JV	33.00
Hospital Universitario de Murcia JV	50.00
Lecisa-FCC/Interfonia En Estaciones JV	50.00
Impermeabilización Túnel Pajares Norte JV	50.00
Instalaciones Madrid Este JV	46.25
Instalaciones Metro Málaga JV	54.00
Instalaciones Urbanas Este JV	50.00
Juan Grande JV	50.00
Línea 2 JV	50.00
Línea 9 JV	33.00
Lote 1 Centro JV	50.00
Lot 2 Pmi Bcn JV	80.00
Lot 3 Pmi Bcn JV	80.00
Lot 5 Glories JV	37.50
Lote 4 Hospital de Alcañiz JV	55.00

Consolidated Group

	Proportional integration at 31 December 2022
Lote 6 Sur JV	50.00
M-407 JV	50.00
Madrid Sevilla Ave JV	60.00
Manteniment Rondes 2022 JV	50.00
Mantenimiento Júcar JV	50.00
Mantenimiento Tdm 2018 JV	50.00
Mantenimiento Tranvía Zaragoza JV	50.00
Mantenimiento Vía Aranjuez JV	50.00
Maquinaria Pesada 2015 JV	50.00
Medinaceli JV	22.40
Mej. Viarios Leganés 2022 JV	50.00
Metro Línea 12 JV	95.00
Metro Madrid JV	70.00
Miv Centro JV	19.00
Miv Centro 2021-2022 JV	22.50
Miv Sur JV	29.50
Miv Sur Lot 6 JV	25.00
Monforte JV	24.00
Montaje Vía Mollet – Girona JV	50.00
Monaje Via Sagrera JV	37.50
Mora - Calatrava JV	39.97

Consolidated Group

	Proportional integration at 31 December 2022
Mto Postr Tajo-Segura JV	60.00
Muelle de la Química JV	70.00
Muelle Poniente Norte de Pto Palma JV	75.00
Muelles Comerciales JV	60.00
Murcia JV	40.00
Navalmoral JV	55.00
Nave Frío Cilsa JV	50.00
Nuevo Estadio Vcf JV	49.00
Nuevo Hospital de Cáceres JV	50.00
Nuevo Puerto de Igoumenitza JV	50.00
Obra Cub.Capat.Catarroja JV	55.00
Obras Alumbrado Madrid JV	50.00
Operadora Termosolar Guzmán JV	67.50
Osorno 2019 JV	60.00
Pabellón Reyno de Navarra JV	50.00
Pago de Enmedio JV	75.00
Palacio de Congresos de León JV	50.00
Parque Tecnológico JV	60.00
Pasaia Berri JV	50.00
Pasaia Berri Instalaciones JV	80.00
Pizarro JV	99.00

Consolidated Group

	Proportional integration at 31 December 2022
Pla de Na Tesa JV	70.00
Pont de Candi JV	75.00
Presa Enciso JV	50.00
Presas Itoiz JV	33.00
Prim Barrio San Anton – Elche JV	80.00
Proser – Geocontrol JV	60.00
Proser – Geocontrol II JV	62.00
Psir Castro Urdiales JV	50.00
Puente del Rey JV	33.33
Puente Ribadesella JV	70.00
Puente Río Ozama (Dfc-Cocimar) JV	35.00
Puerto de Granadilla JV	50.00
Puertollano JV	50.00
Radiales JV	35.00
Red Arterial Palencia Fase I JV	80.00
Reforma Plaza España JV	80.00
Regadíos Río Flumen JV	60.00
Rehabilitación Dique Botafoc JV	55.00
Rehabilitación Parque la Gavia JV	75.00
Renovación Desvíos Fase 1 JV	25.00
Renovación Linea Girona-Figueres JV	50.00

Consolidated Group

	Proportional integration at 31 December 2022
Rep Pant Brazatortas JV	25.00
RIV GIJÓN-LAVIANA JV	40.00
RIV Orense - Monforte JV	33.33
Ruta Nacional Haití JV	55.00
Sagunto JV	60.00
Saneamiento Arco Sur JV	56.50
Saneamiento de Villaviciosa JV	80.00
Santa Maria D'oló-Gurb JV	60.00
Serv. Energ. Piscina Cub. S. Caballo JV	50.00
Sica JV	60.00
Sica II JV	50.00
Sistemas Tunel Plaza de España JV	50.00
Sotiello JV	50.00
Ssaa Ap - 7 JV	50.00
Tagus II III y IV JV	99.00
Tecsacon 2017 JV	20.00
TF-5 2ª FASE JV	70.00
Torquemada JV	50.00
Torre Don Jimeno JV	50.00
Totana - Totana JV	70.00
Tramvia Lot 4 JV	50.00

Consolidated Group

	Proportional integration at 31 December 2022
Tratamientos Selvícolas 2020 JV	50.00
TS Villena JV	88.00
Túnel Aeroport JV	49.00
Túnel Aeroport II JV	49.00
Túnel Atocha Chamartín JV	40.00
Túnel C.E.L.A. JV	50.00
Túnel de Pajares 1 JV	50.00
Túnel Fira JV	49.00
Tunnel La Aldea JV	50.00
Túneles Bolaños JV	47.50
Túneles de Guadarrama JV	33.33
Túneles de Sorbes JV	67.00
Ue 1 Arroyo del Fresno JV	50.00
Ue 2 Arroyo del Fresno JV	50.00
Unquera – Pendueles JV	80.00
Urbanización Parc Sagunt JV	50.00
Urbanizacion Vara del Rey JV	57.50
Urbanización Vía Parque Tramo Av. Carb.-P JV	60.00
Vandellós JV	24.00
Velilla Sur JV	99.00
Vertedero Castañeda JV	62.50

Consolidated Group

	Proportional integration at 31 December 2022
Vía Pajares JV	50.00
Viaducto Quisi JV	65.00
Vigo-Das Maceiras JV	50.00
Vilariño (Via izquierda) JV	90.00
Yeltes JV	75.00
Yesa JV	33.33
CEMENT	
A.I.E. Dipòsit de Runes Olèrdola	60.00
G.R.C.S.A. - AUSA- OLERDOLA JV	60.00
CONCESSIONS	
Mel 9 JV	49.00
REAL ESTATE	
F C y C Harri Iparra JV	50.00
Sagunto Parcela M17-3 JV	50.00

MANAGEMENT REPORT

**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.
AND SUBSIDIARIES
at 31 December 2022**

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1. STATUS OF THE ENTITY

1.1. Status of the entity: Organisational structure and decision-making process in management

The Group's organisational structure is based on a first level consisting of Areas, which are divided into two main groups: operational and functional.

The operating Areas include all those activities related to the productive line. The following operating areas exist within the Group, as discussed in more detail in note 1 of the Notes to the consolidated financial statements, and also in section 2.2 of the Non-Financial Information Statement:

- i. **Environmental Services.**
- ii. **End-to-end Water Management.**
- iii. **Construction.**
- iv. **Cement Business.**
- v. **Concessions**
- vi. **Real Estate.**

Each of these operating Areas is headed by one or more specialised companies which, depending on FCC, encompass the Group's activities.

In addition, there are the functional Areas, which carry out support tasks for the operational ones:

- 1) **Administration and Finance:** the Administration and Finance Division comprises the Administration, Information Technologies, Finance, Communication, Purchasing and Human Resources areas.

The Administration area directs the administrative management of the Group, and has, among others, the following functions in relation to the Information and Internal Control Systems:

- i. General accounting.
- ii. Accounting standardisation.
- iii. Consolidation.
- iv. Tax advice.
- v. Tax procedures.
- vi. Tax compliance.
- vii. Administrative procedures.

- 2) **Internal Audit and Risk Management:** Its objective is to provide the Audit and Control Committee and Senior Management with an independent and objective opinion on the Group's ability to achieve its objectives through a systematic and methodological approach for the assessment, management and effectiveness of internal control and risk management processes, assessing the effectiveness and reasonableness of the internal control systems, as well as the functioning of processes according to the procedures, proposing improvements and providing methodological support to the Division in the process of identifying the main risks that affect activities and supervising the actions for their management.

- 3) **General Secretary:** reporting directly to the Group's CEO, its main duty is to support the management of the Group, as well as management support for the heads of the other areas of the Group, by providing the services detailed in the corresponding sections of the divisions and departments that make up the Group, which are promoted and supervised by the General Secretary.

It is made up of the following areas: Legal Advice Department, Quality Management, Corporate Security and General Services and Corporate Responsibility.

The Areas, on a second level, can be divided into Sectors, the operational ones, and Divisions, the functional ones, establishing areas that allow greater specialisation when considered necessary.

The structure of the main decision-making bodies is set out below:

- **Board of Directors:** is the body that holds the broadest powers, without any limitation, except those that are expressly reserved, by the Spanish Corporate Enterprises Act or the Articles of Association, for the jurisdiction of the General Shareholders' Meeting.
- **Audit And Control Committee:** its primary function is to support the Board of Directors in its oversight tasks, by periodically reviewing the process of preparing financial and economic information, its internal controls and the independence of the external auditor, as well as conflicts of interest and transactions with related parties.
- **Appointments and Remuneration Committee:** provides support to the Board of Directors regarding proposals for the appointment, re-election, ratification and removal of Directors, establishes and controls the Directors and senior managers' remuneration policy and that Directors perform their duties.
- **Managing Committee:** Each of the business units has a Managing Committee with similar duties.

Further information on the duties of the Group's decision-making bodies is provided in Section 1 of the Internal Financial Reporting Control System (IFRS) and in Section 2.1 of the Non-Financial Information Statement.

1.2. Status of the entity: Business model and company strategy

The Group is one of the leading European groups specialising in the environment, water, infrastructure development and management, with a presence in over 30 countries worldwide and nearly 44,6% of its turnover generated in international markets, mainly Europe (30%), Latin America (6.2%), the United States (3.4%), the Middle East (2.9%) and North Africa (1.8%).

Environmental Services

FCC Medio Ambiente has a strong presence in Spain, and has maintained a leading position in the provision of urban environmental services for over 120 years.

At the national level, the Group provides environmental services in more than 3,500 municipalities and organisations in all the Autonomous Communities, serving a population of more than 31 million inhabitants. Waste collection and street cleaning are two of the most important services in this sector, representing 63% of revenue. They are followed, in order of importance, by disposal of wastes with 12%, cleaning and maintenance of buildings, parks and gardens and, to a lesser extent, sewage. More than 90% of the activity is carried out with public clients.

Moreover, international business is mainly conducted in the United Kingdom, Central Europe and the USA. For years, the Group has held a leading position in the United Kingdom and Central European markets in the integrated management of municipal solid wastes, as well as in the provision of a wide range of environmental services. The various services provided in this sector include treatment and recycling, disposal, waste collection and the generation of renewable energy, with a growing weight and gradual reduction of disposal in controlled landfills.

In the United Kingdom, the entire municipal waste management chain is operated, with a particular emphasis on the recycling and recovery process, including thermal recovery, of products and by-products, subject to maximum environmental sustainability criteria. It boasts more than 200 recycling facilities throughout the country and more than 100 MW of installed renewable capacity.

In Central Europe, the Group provides services in seven countries (Austria, Czech Republic, Slovakia, Poland, Hungary, Romania and Serbia) to a total population of 4.3 million inhabitants, 1,400 municipalities and more than 51,500 private customers. The range of services provided and the geographical dispersion is very diverse and balanced, including municipal and industrial collection, mechanical and biological treatment, incineration, landfill, street cleaning, snow collection, recycling, building cleaning, soil decontamination work, etc. This broad diversification ensures great business stability in a market with major barriers to entry and the possibility of providing an integrated service to many customers.

Internationally, there has been strong growth in the USA, where the year-on-year growth in sales in 2022 stood at 121%. FCC now ranks among the Top 15 companies in the sector in the USA, with expectations of being in the Top 10 in the next two years. FCC Environmental Services already serves more than 10 million citizens, is the largest recycler in Texas, and has an important presence in Florida in cities as important as Orlando, Tampa, Palm Beach, Daytona Beach, Lakeland and Wellington as well as significant operations in both the Midwest and the West Coast. Growth continues to be exponential and the company now employs more than 1,800 people. During 2022, work has begun under four new contracts in Florida and California, with an additional backlog of more than €1 billion contracted.

Finally, the Environmental Services Area also specialises in the end-to-end management of industrial and commercial waste, recovery of by-products and soil decontamination, through the FCC *Ámbito* brand, which encompasses a group of companies with an extensive network of management and recovery facilities. This enables proper waste management, ensuring the protection of the environment and people's health. In 2022, this activity represented almost 5% of the area's income.

Strategically, in Spain, as has been the case for years, actions will focus on maintaining competitiveness and a leading position, combining know-how and the development of innovative technologies, offering respectful, inclusive and sustainable services (combating climate change and reducing the carbon footprint). Efforts shall also be made to harness potential opportunities offered by stricter regulations and new services (smart cities), the ultimate objective of which is to replace the straight-line production model with a circular model that reincludes residual materials into the production process, given the high level of technical knowledge that the company has and the development of new machinery and innovative processes, with a presence, either as leaders or collaborators, in a large number of R&D&i projects.

The inclusion of new technologies will make it possible for the company to consolidate itself in the recycling and waste recovery markets in Europe and position itself as a key player in the circular economy, with a change in the business model in the Czech Republic, Slovakia and Poland (Austria is a mature and developed market) towards further treatment and development of energy recovery technology using waste (incineration and fuel generation) given that the legal situation (prohibition of landfills or taxes on landfills) has already been defined and this transition is essential to maintaining the competitiveness and market share. Another essential strategic objective is the increase in the quality and quantity of reusable raw materials to meet the EU's ambitious targets (Circular Economy) by investing in selective collection and automatic sorting facilities. In the United States, the company will continue to consolidate its presence in the coming years by growing more residential contracts and boosting commercial collection activity.

There is a broad commitment to climate change, materialised for example in the issuance of green bonds to finance the operation and acquisition of assets developed by the area.

End-to-end Water Management

FCC Aqualia serves nearly 43,5 million users and provides services in 17 countries, offering the market all the solutions to the needs of public and private entities in all phases of the end-to-end water cycle and for all uses: human, agricultural or industrial.

FCC Aqualia's activity is focused on Concessions and Services, encompassing proprietary integrated cycle infrastructures and concessions, BOT, operation and maintenance services and irrigation; as well as Technology and Networks activities encompassing EPC contracts and industrial water risk management activities.

In 2022, the market in Spain represents 65% of revenue. On a like-for-like basis, water consumption has grown in Spain as a whole in 2022 by 0.8%, which reflects the lifting of COVID-19 restrictions, with the amount invoiced increasing by 4% compared to 2021. Furthermore, there has been an improvement in Operation and Maintenance (O&M) activities, efficiency improvements in operations and a higher volume of works undertaken in relation to concession agreements.

In the public sphere, following the effects of the pandemic seen in previous years, the level of bidding for concessions for the end-to-end management of water services, operation and maintenance as well as hydraulic infrastructure concessions, has returned to normal.

The international market reached a turnover of 35%. FCC Aqualia focuses its activity in Europe, North Africa, the Middle East and the Americas, with ongoing contracts in 16 countries at present.

In 2022, an 80% interest in Georgian Global Utilities (GGU) was acquired; this company owns and operates the end-to-end water cycle service infrastructures in Tbilisi, the country's capital, as well as in two other nearby towns, Mtskheta and Rustavi. In total, the company serves a population of 1.4 million residents.

FCC Aqualia seeks to maintain its competitive position in those end-to-end water management markets where it has an established presence (Europe) and to take advantage of the opportunities that arise in this activity. In other expanding markets, it plans to boost growth via BOT and O&M (North Africa, Latin America and the Middle East), along with end-to-end cycle management, while the study of possibilities in others (such as the USA) will continue. In addition, FCC Aqualia will use its extensive experience in end-to-end water cycle management for business opportunities in countries with a stable political and social balance.

Construction

The Construction Area focuses its activity on the design, development and construction of large civil, industrial and building infrastructure projects. The presence in public works of complex elements such as railways, tunnels and bridges stands out, which together with those involving installation and industrial maintenance, form a large part of the activity. It has a selective presence in more than 16 countries across Europe, MENA and America.

Its teams have the experience, technical training and innovation to participate in the entire project value chain, from the definition and design, to its complete execution and subsequent operation.

In 2022, 55.8% of total revenues will come from abroad, including the execution of major infrastructure projects such as lines 4, 5 and 6 of the Riyadh Metro (Saudi Arabia), Tren Maya (Mexico), A-465 (United Kingdom), Lima Metro (Peru), Industrial Bridge (Chile), Toyo Tunnel (Colombia), Sotra Link (Norway), A-9 Badhoevedorp-Holendrecht motorway (Netherlands), and the Gurasada-Simeria railway line (Romania) - Sectors 2a, 2b and 3.

In 2022, the award of the following construction contracts abroad is worth particular mention: NEOM Running Tunnels (Saudi Arabia), the RV.555 Sotrasambandet "Sotra Connection" highway (Norway), the rehabilitation of 53 km of the Cluj Napoca – Episcopia Bihor railway (Romania), the modernisation of the railway line between Caransebes-Timisoara-Arad lot 4 (Romania), the Regional Express Rail On-Corridor in Ontario (Canada), Scarborough Subway Extension (Canada), the construction and rehabilitation of 9 bridges in Pennsylvania (USA) and the "Melbourne Airport Rail Maribyrnong River Bridge" in Australia, which represents the first project in this country for FCC Construcción.

As regards Spain, worth particular mention are the awards of the Murcia-Almería High-Speed Mediterranean Corridor platform, Totana-Totana section (Murcia), the construction of the new Puertollano Hospital (Ciudad Real) and the expansion and refurbishment (Phase I) of the Cabueñes University Hospital (Gijón, Asturias).

Cement

The Group carries out its cement activity through the Cementos Portland Valderrivas Group. Its core business is cement manufacturing, which accounted for 92% of its turnover in 2022. The remaining percentage was contributed by the concrete, mortar and aggregate businesses.

In terms of geographical diversification, by 2022, 39% of income came from international markets. The Cementos Portland Valderrivas Group is present in Spain, Tunisia and via export in the United Kingdom. Exports from these three countries also go to Africa, Europe and America.

It boasts a leading position both in its main market, Spain, and in the Tunisian market.

The main objective of the Cementos Portland Valderrivas Group is to maintain a competitive edge both regarding costs and in the markets in which it operates, seeking to remain a leader in the sector in all the countries in which it is present.

Real Estate

The Area is mainly active in property development and office rental. During 2022, it has consolidated its position as a relevant area of the Group, following the corporate transactions described below.

Following the corporate transactions performed at the end of 2021, as described in Note 4 of the financial statements, the Group has an 80.03% interest in the parent company of the FCyC, S.A. In turn, FCyC, S.A. holds an 53.49% interest in Realia Business and a 100% interest in Jezzine Uno, S.L.U. whose corporate purpose is the rental of 405 office buildings to Caixabank distributed across Spain as part of a lease framework agreement that ends in 2037. These operations have increased the size of FCC Inmobiliaria with the following objectives:

- Consolidating a solid and large real estate group, with greater management efficiency derived from operational and financial synergies that enable it to take advantage of growth opportunities in the sector.
- Diversifying FCC Inmobiliaria's risk and geographic opportunities by extending its activity to new areas of operations in which it was not already present.
- Significantly increasing the contribution of Realia's and Jezzine's recurring rental property activity to FCC Inmobiliaria as a whole, whose asset assessments at December 2022 accounted for more than 72% of the area's total.

Furthermore, it should be noted that in May 2022, FCC Inmobiliaria made a bid for the acquisition of 24% of the shares in Metrovacesa S.A., thus taking its interest in the company's share capital to 11.47%. Subsequently, it increased its interest to 13.81% by the end of the year. Metrovacesa is a Spanish real-estate developer, whose main activity is the development and sale of residential properties. Its activities are performed in the main Spanish cities (including but not limited to Madrid, Barcelona, Malaga or Valencia), as well as smaller cities with high potential.

FCC Inmobiliaria considers that the acquisition of a significant interest, although a non-controlling interest, in Metrovacesa, enhances the solidity of the real-estate area, thus benefitting from its cash-flow generation capacity.

2. BUSINESS PERFORMANCE AND RESULTS

2.1. Operating performance

2.1.1. Significant Events

FCC Construcción grows its international portfolio to over €4,700 million

FCC Construcción has grown its global portfolio (+65% year-on-year), both nationally and internationally, which came in at over €4,700 million at year-end, with the following awards worth particular mention:

- Last June a consortium, the contract to build the first tunnels for high-speed and freight railways in Saudi Arabia, as well as the 28-kilometre-long subways in the new city of Neom for €775.2 million, with FCC Construcción leading the consortium.
- In Norway and as part of a consortium with other firms in which the company holds a 35% stake, the design and construction of the Sotra Link project. This project involves the construction of the RV 555 motorway, which will link the island of Sotra with the city of Bergen. This project forms part of the PPP Sotra Connection, the largest road infrastructure contract in Norway, with an overall budget of more than €1,230 million, to be implemented as part of a public-private collaboration model. At 31 December, the amount included in the backlog came to €450.6 million.
- Two railway contracts in Romania for the combined amount of €580 million: the design and construction of the rehabilitation of section 3 Poieni-Alesd and the modernisation of the Caransebes-Timisoara-Arad route.
- An amendment to the construction contract for the Maya Train was signed in Mexico to adjust the performance period and add a further €250 million to the value of the contract.
- In Canada:
 - In March, the consortium in which FCC Construcción holds a 50% interest was the first bidder for the construction of a suburban railway line in Toronto (RER-3). The contract includes the design, construction, operation and maintenance of a commuter rail network in the metropolitan area. The project has a total budget of more than €4 billion, though notably the award and contract performance phase will be progressive based on the agreement reached between the parties. At 31 December, the amount included in the backlog was €160 million.
 - In November, FCC was awarded 50% of the Stations, Trains and Systems (SRS) contract for the Scarborough Subway extension project, a town located in the eastern part of Toronto, for the amount total of approximately €1,800 million. At 31 December, the amount included in the backlog was €121 million.
- In December, the company was awarded, as part of a consortium, the Major Bridge P3 project in Pennsylvania, USA, consisting of the design, construction, financing and maintenance of six bridges as well as the highway that connects them and the associated infrastructure. The total value of the contract comes in at €1,500 million and at year-end, works for the sum of €123.5 million had been consigned in the backlog.

FCC Medio Ambiente increases its presence in the USA, in waste collection and treatment, with contracts in place worth more than €1,000 million

The subsidiary of FCC Medio Ambiente that provides integrated urban waste management and recycling services in the United States has been awarded several contracts:

- In April, the renovation and operation of a municipal solid waste treatment environmental complex in Placer County (California), involving a portfolio of some \$1.5 billion for a 10-year term and two possible five-year extensions. At 31 December, the registered backlog came to €595 million.
- In May, it won the tender for the residential collection of municipal solid waste (MSW) in the city of Port Saint Lucie, Florida. The contract, which started in September, involves a backlog of more than €281 million for a term of seven years, extendable for three additional years.
- Staying in the same state, the company was awarded the contract for the collection of MSW in the city of Palm Coast and Lake County, for the combined amount of €146 million and collection from the remaining public schools in Hillsborough County for the coming 3 years.

In December, a new acquisition was also made in the North American market following the buy-out of Houston Waste Solutions (HWS), one of the largest commercial MSW companies in the Houston metropolitan area. HWS also owns and operates a construction and demolition waste transfer centre in the city. The company serves more than 3,000 customers, with a fleet of 40 lorries, employing 70 people.

FCC Medio Ambiente maintains its leadership position in Spain, with new contracts worth more than €2,300 million

In Spain, FCC Medio Ambiente increased the size of its portfolio by more than 30%, as a result of several awards and renewals: in Zaragoza for urban waste collection and street cleaning in the capital, for more than €627 million over the next 10 years; in Madrid, the MSW contract for the West zone worth €446 million; in Vigo for waste management and street cleaning for the next 10 years, extendable to 12, for €380 million; renewal of the street cleaning and waste collection contract with the renovation and operation of the light packaging sorting plant in Salamanca, with a backlog of more than €236 million over the next 12 years; the award of the street cleaning and MSW contract (as part of a joint venture) in Alicante for the next 8 years worth €196 million; renewal of the urban sanitation contract in Gerona for 8 years for €107 million; extension for 8 years of the Badajoz City Council contract for street cleaning and waste collection, for €94 million; in Mijas the awarding of the street cleaning and MSW service for 10 years for €80 million and in Granollers (as part of a joint venture), waste collection and street cleaning services for the next 10 years worth €47 million.

Also in relation to treatment, in March the joint venture in which FCC Medio Ambiente holds a 29% interest was awarded the contract for the management of the waste complex on the island of Tenerife, for an attributable amount of €107.7 million and with a contract term of 15 years, extendable for a further four years.

FCC Aqualia awarded new contracts in Saudi Arabia and expands its international end-to-end water cycle management platform

FCC Aqualia has been awarded two new management, operation and maintenance (MOM) contracts in Saudi Arabia for the Southern Cluster and Northern Cluster in the months of February and September, respectively. The contracts (two of the six awarded in which the country has been divided) are for 7 years; the total population served will come to eight million people and the combined associated backlog amounts to €196 million.

In July, FCC Aqualia acquired 100% of the assets of Saur Colombia SAS, including six concessionary companies responsible for the production and distribution of drinking water and sewage in eleven towns across three regions on the northern coast of Colombia. Together, the various acquisitions undertaken in relation to the country's water cycle management amounted to €24 million.

In February, FCC Aqualia purchased 80% of the water business owned by Georgia Global Utilities JSC (GGU), the owner and operator of the water cycle infrastructures in Tbilisi, Mtskheta and Rustavi, Georgia, with an incorporated income backlog of €3,589 million at year-end.

FCC Concesiones acquires 100% of the Murcia tram for €48.5 million

In November, FCC Concesiones completed the buy-out of the remaining 50% of Sociedad Concesionaria Tranvía de Murcia for €48.5 million. The company manages the only line in the city for a period of 40 years, providing regular transport under a municipal concession. Its "V"-shaped structure is 18 kilometres long and connects the northern area of Murcia (universities, department stores and residential areas) to the city centre.

The Real Estate area steps up its development potential acquiring a share in Metrovacesa

On 24 April, the head of the Group's real estate area, FCC Inmobiliaria, launched a partial takeover bid for 24% of the capital in Metrovacesa; following this transaction, and based on the results published by the stock market regulator on 21 June, this saw the company's share in Metrovacesa come to 11.47%. Subsequently, last December, Metrovacesa distributed a scrip dividend, after which and based on the most recent notification sent to the National Securities Market Commission, FCC Inmobiliaria's holding amounts to 14.3%.

2.1.2. Executive Summary

KEY FIGURES			
(million euros)	Dec. 22	Dec. 21	Chg. (%)
Revenue	7,705.7	6,659.3	15.7%
Gross Operating Profit (EBITDA)	1,311.4	1,126.6	16.4%
<i>EBITDA Margin</i>	17.0%	16.9%	0.1 p.p
Net Operating Profit (EBIT)	610.5	802.2	-23.9%
<i>EBIT Margin</i>	7.9%	12.0%	-4.1 p.p
Income attributable to the parent company	315.2	580.1	-45.7%
Equity	4,939.0	4,440.7	11.2%
Net financial debt	3,192.7	3,225.7	-1.0%
Backlog	40,273.8	30,196.9	33.4%

This year, the FCC Group saw its revenue increase to €7,705.7 million, 15.7% up on 2021. The positive performance seen in all business activities is worth particular note, with double-digit increases. Particularly impressive was the growth in the Real Estate area, thanks to the wider perimeter of consolidation following the corporate transactions undertaken at the end of 2021.

Gross operating income (Ebitda) increased by 16.4% to €1,311.4 million. This is attributable to the combination of the increase in revenues and sustained operating margins in many activities, including the increases seen in the Water and Real Estate areas on account of the various acquisitions made, while the Cement area saw its revenue drop due to the higher costs of energy incurred as part of its operations. All in all, the gross operating margin stood at 17%, slightly up on last year.

In turn, Ebit came to €610.5 million, down on account of the aforementioned increase in Ebitda; this year, the figure included the reduction in the book value of goodwill in the Cement area for the sum of €200 million, attributable to the aforementioned adverse circumstances affecting its operating expenses. This contrasts with the positive net contribution of several items in 2021 under this heading, coming to a total combined value of €127.9 million, including the adjustment of the market value of several rental assets in the Real Estate area following their inclusion in the global consolidation perimeter.

Attributable net income reached €315.2 million, 45.7% down year-on-year. This change is attributable, in addition to the aforementioned performance of Ebit, the joint effect of a €56.5 million drop in Earnings from companies under the equity accounting method and Other financial profit/(loss), which, spread across several headings, include the 2021 impact of the sale of minority holdings in different companies, mainly concessions and energy.

Net financial debt ended the year at €3,192.7 million, slightly down compared to the end of 2021. This stable performance was achieved at the same time as significant investments were made in the year (with net payments of €1,010.6 million), in addition to the incorporation of the operating debt of various companies acquired on to the balance sheet, including GGU (owner and operator of the end-to-end water cycle in the Georgian capital) in the Water area and the Murcia tram in Concessions, with combined financial debt coming to €289.1 million.

Consolidated Group

Equity, standing at €4,939 million, grew by 11.2% compared to the figure recognised at the end of 2021, largely attributable to the contribution of consolidated profit for the year.

The FCC Group's income backlog stood at €40,273.8 million at year-end, maintaining the sustained growth seen throughout the year and generating an increase of 33.4%, with a notable increase in all business areas, with particular mention going to the volume of contracts in the Water area and the 65.4% variation seen in Construction.

Consolidated Group

2.1.3. Summary by Business Area

(Million Euros)

Area	Dec. 22	Dec. 21	Chg. (%)	% of 22 total	% of 21 total
REVENUE BY BUSINESS AREA					
Environment	3,641.1	3,244.9	12.2%	47.3%	48.7%
Water	1,323.2	1,169.5	13.1%	17.2%	17.6%
Construction	1,966.9	1,659.6	18.5%	25.5%	24.9%
Cement	516.5	433.8	19.1%	6.7%	6.5%
Real Estate*	270.8	147.9	83.1%	3.5%	2.2%
Corporate serv. and others	(12.8)	3.6	N/A	-0.2%	0.1%
Total	7,705.7	6,659.3	15.7%	100.0%	100.0%
REVENUE BY GEOGRAPHICAL AREA					
Spain	4,271.2	3,943.8	8.3%	55.4%	59.2%
United Kingdom	1,048.4	855.6	22.5%	13.6%	12.8%
Rest of Europe and Others	879.7	811.5	8.4%	11.4%	12.2%
America	760.3	376.0	102.2%	9.9%	5.6%
Czech Republic	385.4	346.6	11.2%	5.0%	5.2%
Middle East & Africa	360.7	325.8	10.7%	4.7%	4.9%
Total	7,705.7	6,659.3	15.7%	100.0%	100.0%
EBITDA**					
Environment	593.1	535.1	10.8%	45.2%	47.5%
Water	350.2	298.9	17.2%	26.7%	26.5%
Construction	122.8	102.6	19.7%	9.4%	9.1%
Cement	30.3	76.1	-60.2%	2.3%	6.8%
Real Estate*	142.6	40.0	N/A	10.9%	3.6%
Corporate serv. and others	72.4	73.9	-2.0%	5.5%	6.6%
Total	1,311.4	1,126.6	16.4%	100.0%	100.0%
OPERATING PROFIT/(LOSS)					
Environment	304.7	285.4	6.8%	49.9%	35.6%
Water	203.8	181.3	12.4%	33.4%	22.6%
Construction	89.4	71.1	25.7%	14.6%	8.9%
Cement	(203.3)	(90.3)	125.1%	-33.3%	-11.3%
Real Estate*	165.7	298.3	-44.5%	27.1%	37.2%
Corporate serv. and others	50.2	56.4	-11.0%	8.2%	7.0%
Total	610.5	802.2	-23.9%	100.0%	100.0%
NET FINANCIAL DEBT					
Corporate					
With recourse	(840.1)	(326.0)	157.7%	-26.3%	-10.1%
Without recourse	87.1	0.5	N/A	2.7%	0.0%
Areas					
Environment	1,227.6	1,289.7	-4.8%	38.5%	40.0%
Water	1,642.8	1,247.6	31.7%	51.5%	38.7%
Cement	157.6	124.4	26.7%	4.9%	3.9%
Real Estate*	917.7	889.7	3.1%	28.7%	27.6%
Total	3,192.7	3,225.7	-1.0%	100.0%	100.0%
BACKLOG					
Environment	13,255.5	10,746.4	23.3%	32.9%	35.6%
Water	20,312.7	15,361.1	32.2%	50.4%	50.9%
Construction	6,586.0	3,981.3	65.4%	16.4%	13.2%
Real Estate*	119.6	108.1	10.6%	0.3%	0.4%
Total	40,273.8	30,196.9	33.4%	100.0%	100.0%

*Real Estate presents its consolidated key figures for both business years separately.

2.1.4. Income Statement

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Revenue	7,705.7	6,659.3	15.7%
Gross Operating Profit (EBITDA)	1,311.4	1,126.6	16.4%
<i>EBITDA Margin</i>	<i>17.0%</i>	<i>16.9%</i>	<i>0.1 p.p</i>
Provision for amortisation of fixed and non-current assets	(519.7)	(452.3)	14.9%
Other operating income	(181.1)	127.9	N/A
Net Operating Profit (EBIT)	610.5	802.2	-23.9%
<i>EBIT margin</i>	<i>7.9%</i>	<i>12.0%</i>	<i>-4.1 p.p</i>
Financial income	(119.1)	(110.5)	7.8%
Other financial profit/(loss)	29.6	57.5	-48.5%
P/L of companies accounted for by the equity method	29.6	58.2	-49.1%
Profit/(loss) before tax from continuing activities	550.7	807.5	-31.8%
Company tax on profits	(72.7)	(130.2)	-44.2%
Income from continuing operations	477.9	677.3	-29.4%
Net Income	477.9	677.3	-29.4%
Non-controlling interests	(162.7)	(97.1)	67.6%
Income attributable to the parent company	315.2	580.1	-45.7%

2.1.4.1. Revenue

Consolidated revenue grew to €7,705.7 million, up by 15.7% year-on-year. This performance was maintained throughout the year as a result of the combination of sustained organic growth in all business areas, enhanced by the contribution to the perimeter of the acquisitions made in the Real Estate and Water areas.

By the different business areas:

Environment recorded an increase of 12.2%, thanks to the general expansion in its various operating platforms, mainly due to the combination of the entry into service of new treatment contracts and street cleaning activity in Spain and collection and treatment in the USA, together with the increase in revenues in Central Europe and the UK, especially linked to waste treatment and recovery activities.

The revenue recognised by the Water area grew by 13.1%, on account of several factors, including the contribution of the end-to-end cycle management operations acquired in Georgia combined with the recovery in consumption across all geographies in the main water cycle management activity, mitigating the lower-than-expected contribution of Technology and Networks activities as a number of one-off international projects came to an end.

In Construction, revenue experienced growth of 18.5% compared to 2021, with a notable increase in Mexico, the UK and the Netherlands, although this was dragged down to some extent by completed or advanced projects, especially in Spain and Belgium.

The Real Estate area, for which figures have been presented separately since the fourth quarter of last year, enjoyed a significant increase in revenue to €270.8 million, up by 83.1% year-on-year, thanks both to the inclusion of Realia and Jezzine in the global consolidation perimeter in November 2021 and the increase in income during this period from both development activity and, to a lesser extent, from rental property.

Finally, in the Cement area, revenue enjoyed double-digit growth of 19.1% during the period, largely due to the increase in sales in Spain and exports.

Revenue breakdown by geographical area			
<i>(Million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Spain	4,271.2	3,943.8	8.3%
United Kingdom	1,048.4	855.6	22.5%
Rest of Europe and Others	879.7	811.5	8.4%
America	760.3	376.0	102.2%
Czech Republic	385.4	346.6	11.2%
Middle East & Africa	360.7	325.8	10.7%
Total	7,705.7	6,659.3	15.7%

Geographically, Spain reduced its relative contribution, down to 55.4% of the Group's total revenue, on €4,271.2 million, although this represented a year-on-year increase of 8.3%. With regards to the different areas of activity, the Environmental area's revenues rose by 7.5% due to the increase in all main activities of the waste management chain, especially collection and street cleaning. The Water area's revenues rose by 5.8%, due to a progressive recovery in the non-domestic volumes invoiced in end-to-end cycle concessions and water network actions linked to concessions. The contribution of the Construction area dropped by 1.7%, with a slowdown in expected project development. In the Cement area, revenue progressively increased to 19.7%, with an expansion attributable to higher sales prices. The Real Estate activity, which is concentrated entirely in Spain, has seen its revenues increase substantially (by €122.9 million), due both to the aforementioned integration of the Realia and Jezzine groups within its parent company, FCC Inmobiliaria, and to its increased property development activity this year. Lastly, it is worth mentioning that the Concessions area (included in the Corporate Services and Others heading, after completing the sale of some of its most significant concessions in the first quarter of 2021 and acquiring control of the Murcia tram in November) contributed €41 million in revenue this year, compared to €55 million last year.

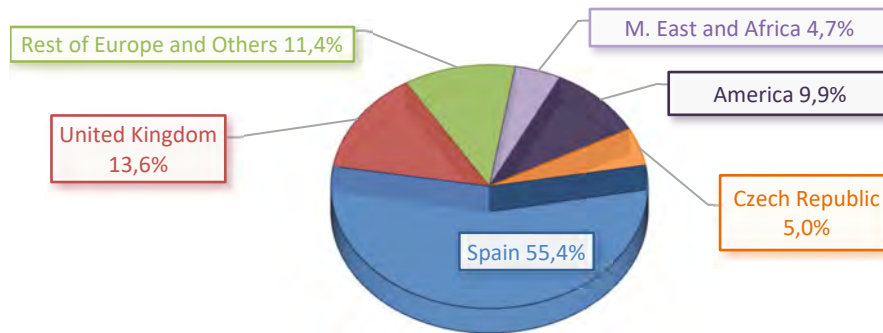
Moreover, revenue in the United Kingdom were up by 22.5% to €1,048.4 million, largely due to the recovery of the municipal waste treatment plant and recovery activity in the Environment area combined with an increase in concession activity in the Construction area.

In the EU, the Czech Republic registered an increase of 11.2% to €385.4 million, with a larger increase in waste management services in the Environment area and a more moderate increase in the end-to-end water cycle activity in the Water area. In turn, the Rest of Europe and Others, accounting for €879.7 million, saw growth of 8.4%, largely attributable to higher revenues linked to the end-to-end water cycle activity in Georgia. The level of activity registered by the Construction area slowed down, with the awarding of new contracts and the development of those in progress failing to fully offset the completion of and progress with other projects (in the case of Belgium).

Revenue in America, both in Latin America and the US, increased significantly by 102.2%, to €760.3 million, largely attributable to the increase in the execution of civil works projects in the Construction area, especially in Mexico, as well as the continued expansion of Environment in the collection and treatment of municipal waste in the USA.

Lastly, in the Middle East and Africa, activity recovered over the course of the year, with 10.7% growth, amounting to €360.7 million, largely as a result of the increase in activity as part of contracts under management in Water and the higher contribution of Construction in Saudi Arabia.

% Revenue by geographical area



2.1.4.2. Gross Operating Profit (EBITDA)

The Gross Operating Profit for the year amounted to €1,311.4 million, an increase of 16.4% compared to the previous year. This amount represents a 17% margin over income, similar to the 16.9% achieved in 2021, but with some significant key components: In a positive sense (i) the increase generated by the increase in revenues in the Environment and Construction areas together with Water, reinforced by higher operating profitability (ii) the contribution of rental activity in the Real Estate area, with an additional contribution of €82.4 million this year. On the negative side, (iii) the impact of higher energy costs, particularly noteworthy in the Cement area, which, combined with the fact that no emission rights were sold this year, saw a reduction in its Ebitda of €45.8 million as well as (iv) variations in the consolidation perimeter of various transport concession assets, on account of the sale executed in the first quarter of 2021 and the buy-out undertaken in the fourth quarter of 2022, which resulted in a drop in the net contribution of €5.9 million this year.

By business area, the most noteworthy developments have been:

The Environment area recorded €593.1 million, a 10.8% increase, in line with the revenues distributed across all activities of the value chain. The operating margin came in at 16.3%, similar to the 16.5% seen the previous year, with a balanced increase in the different types of services and by geographical area, notably in the USA.

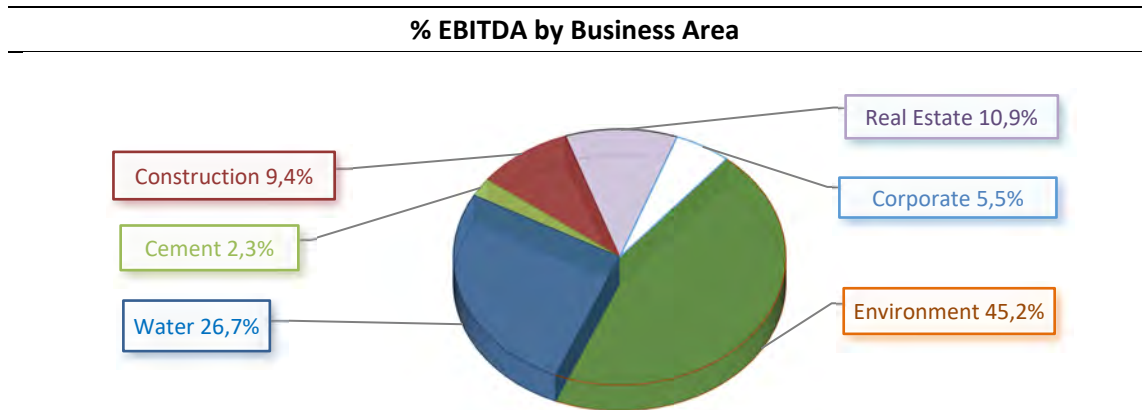
The Water area came in at €350.2 million, up by 17.2% year-on-year, thanks to the increased contribution of concessions and services activities, in particular following the acquisition made in Georgia, which, combined with the impact of higher non-domestic volume and tariffs in the main activity, offset the increase in energy costs. The margin therefore grew to 26.5% compared to 25.6% in 2021.

The Construction area recorded €122.8 million, up by 19.7% compared to 2021, improving the scheduling of projects by readjusting the margin anticipated in certain international contracts. This saw the operating margin maintained at 6.2%, similar to the figure recorded the previous year.

In Cement, EBITDA came to €30.3 million, a significant drop compared to the €76.1 million registered the previous year; this can mainly be attributed to the aforementioned impact of higher energy costs combined with the fact that no income was generated on the sale of CO2 (compared to €7.8 million in 2021).

The Real Estate area saw notable progress, recording €142.6 million, compared to €40 million the previous year, largely due to the consolidation of the Jezzine and Realia rental property activity in November 2021 (an increase in the combined contribution of rental assets of €82.4 million this year) together, albeit to a lesser extent, with the higher contribution made by the development and sale of land.

Corporate Services and Others include the infrastructure concession activity, to which the activity of the Cedinsa subgroup contributed until the end of the first quarter of 2021 and to which 100% of the Murcia tram concession now contributes following the buy-out of the remaining 50%; this is why the contribution of this activity dropped from €37.2 million in 2021 to €31.1 million this year



The performance of the utilities areas of Environment and Water maintained their high contribution to consolidated operating profit of 71.9% for the year as a whole. When adding in the recurring activity of real estate rental assets and concessions, this percentage contribution increases to 80.5% of the total.

2.1.4.3. Net Operating Profit (EBIT)

Net operating profit amounted to €610.5 million, 23.9% down on the previous year. This result reflects, in addition to the changes in gross operating profit, two other key factors in Other Operating Income/(Losses), namely: (i) This year, a €200 million adjustment was made to the value of goodwill in the Cement area, reflecting the impact of higher energy costs and (ii) in the opposite direction, in 2021, there was a net positive impact of €105.7 million, attributable to the accounting result generated by the global consolidation of Realia, raising the previously recorded level of the value of its rental real estate assets, of €241.7 million combined with the negative accounting impact of €136 million generated when adjusting the value of tangible fixed assets and goodwill in the Cement area.

2.1.4.4. Earnings before Taxes (EBT) from continuing operations

Earnings before tax from continuing activities came in at €550.7 million, 31.8% down on the €807.5 million generated in 2021. This result can largely be attributed to the performance operations, accompanied by a drop in Other profit/(loss) and the contribution of investees.

Thus, the performance was as follows for the various components:

2.1.4.4.1. *Financial income*

The net financial profit/(loss) recognised came to -€119.1 million, compared to -€110.5 million the previous year, an increase of 7.8, reflecting both the limited effect of the increase in the average cost of financing and, to a greater extent, the average balance of financial debt this year compared to last one; this is largely attributable to the aforementioned expansion of the perimeter of Real Estate activities in the fourth quarter of 2021.

2.1.4.4.2. *Other financial profit/(loss)*

This heading includes an amount of €29.6 million in 2022, compared to €57.5 million last year. The positive contribution can be attributed to exchange rate of certain currencies compared to the euro, while the reduction compared to 2021 is on account of the €26.6 million contribution of profit generated on the disposal of several investees in the Concessions and Construction areas the previous year.

2.1.4.4.3. *Profits/(losses) of companies accounted for by the equity method*

The contribution made by investee companies came to €29.6 million, €28.6 million down on the previous year. This drop was attributable to a combination of factors, including: (i) the €52.7 million profit from the sale of most of the energy assets in which the Group has an interest, which includes both the gain up to the time of sale and the gain on disposal, (ii) the €17.6 million effect of the closing of the sale of the Ceal 9 and Urbicsa transport concessions and (iii) the -€45.9 million losses generated by Realia in the Real Estate area, which, to a large extent, includes its change of consolidation from the equity method to the full consolidation method following the completion of the takeover in November 2021.

2.1.4.5. Income attributable to the parent company

This year, this figure stood at €315.2 million, 45.7% down year-on-year, mainly due to the aforementioned adjustments in the Cement area and the decrease in the contribution of Other financial profit/(loss) and companies accounted for using the equity method, which included the previous year's non-recurring elements described above. Furthermore, corporate income tax includes the sum of €89.6 million this year following the activation of tax loss carryforwards that it is estimated will be offset in the future.

2.1.4.6. Profit and loss statement figures on a pro rata basis

The most significant figures in the income statement, calculated on the basis of the percentage of effective shareholding in each of the subsidiaries, joint ventures and associates, are as follows.

	Dec. 22	Dec. 21	Chg. (%)
Revenue	7,306.0	6,475.4	12.8%
Gross Operating Profit (EBITDA)	1,098.6	1,066.1	3.0%
<i>EBITDA Margin</i>	<i>15.0%</i>	<i>16.5%</i>	<i>-1.4 p.p</i>
Net Operating Profit (EBIT)	449.1	775.9	-42.1%
<i>EBIT margin</i>	<i>6.1%</i>	<i>12.0%</i>	<i>-5.8 p.p</i>
Income attributable to the parent company	315.2	580.1	-45.7%

2.1.5. Balance Sheet

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (€M)
Intangible fixed and non-current assets	2,342.1	2,445.2	(103.1)
Property, plant and equipment	3,496.8	2,862.5	634.3
Real Estate investments	2,122.9	2,069.2	53.7
Investments accounted for using the equity method	502.6	533.8	(31.2)
Non-current financial assets	910.6	604.0	306.6
Deferred tax assets and other non-current assets	499.5	559.2	(59.7)
Non-current assets	9,874.5	9,074.1	800.4
Inventory	1,143.2	1,107.3	35.9
Trade and other receivables	2,468.0	2,340.9	127.1
Other current financial assets	221.3	184.4	36.9
Cash and cash equivalents	1,575.5	1,535.5	40.0
Current assets	5,408.0	5,168.1	239.9
TOTAL ASSETS	15,282.5	14,242.2	1,040.3
Equity attributable to shareholders of the parent company	3,387.9	3,007.1	380.8
Non-controlling interests	1,551.1	1,433.6	117.5
Equity	4,939.0	4,440.7	498.3
Subsidies	202.9	192.2	10.7
Non-current provisions	1,141.7	1,167.3	(25.6)
Long-term financial debt	3,860.7	3,294.3	566.4
Other non-current financial liabilities	410.6	438.7	(28.1)
Deferred tax liabilities and other non-current liabilities	430.7	473.4	(42.7)
Non-current liabilities	6,046.6	5,565.9	480.7

Consolidated Group

Current provisions	148.1	147.9	0.2
Short-term financial debt	1,121.8	1,651.2	(529.4)
Other current financial liabilities	211.3	169.0	42.3
Trade and other payables	2,815.7	2,267.5	548.2
Current liabilities	4,296.9	4,235.6	61.3
TOTAL LIABILITIES	15,282.5	14,242.2	1,040.3

2.1.5.1. Property, plant and equipment and investment property

Property, plant and equipment and real estate investments at year-end jointly came to €5,619.7 million, up by €688 million year-on-year. This increase is mainly attributable to the inclusion of the end-to-end water cycle management assets corresponding to GGU in Georgia and, to a lesser extent, investments in the Environment area.

2.1.5.2. Investments accounted for using the equity method

Investments accounted for using the equity method amounted to €502.6 million at the end of the year, with the following breakdown of the most significant investments:

- 1) €194.9 million for the stake in companies in the Environment area (recycling and municipal services, mainly in Spain and the United Kingdom).
- 2) €118.3 million for the stake in transport and public infrastructure concessions, mainly in Spain, Peru and the United Kingdom.
- 3) €72.8 million for stakes held in companies in the Water area, largely concessionary companies that manage services abroad (North Africa, Spain and Mexico).
- 4) €42.7 million from the subsidiaries of the parent company in the Cement area.
- 5) €40 million from investee companies in the Real Estate area.
- 6) €33.9 million in investees in the Construction area located abroad

The reduction of this heading is mainly due to the change in the consolidation method of the Tranvía de Murcia, that after taking its control has been consolidated globally in this year (note 4).

2.1.5.3. Non-current financial assets

Non-current financial assets increased by €306.6 million to €910.6 million; this increase can be attributed to the investment made in a non-controlling interest in a development company by the Real Estate area in June, meaning that at year-end, the breakdown of the value of the investment in equity of the most relevant investees was as follows:

€133.5 million in companies in the Real Estate area.

€20.9 million in Water and Environment companies.

€8.6 million in other holdings.

This heading also includes, but is not limited to, the increase in collection rights from concession agreements, located mainly in the Environment and Water areas combined with the inclusion of Murcia Tram concession activity in the consolidation perimeter.

2.1.5.4. Cash and cash equivalents

The balance of Cash and cash equivalents came to €1,575.5 million, €40 million up year-on-year, mainly on account of the strong performance of working capital and despite the higher payments made in relation to investments.

This balance is distributed in such a way that:

- 1) In the perimeter with recourse, cash and equivalents totalled €790.8 million.
- 2) In the perimeter without recourse, cash and equivalents amounted to €784.7 million.

2.1.5.5. Equity

Equity at year-end came to €4,939 million, up by €498.3 million on year-end 2021. This increase was mainly due to the contribution of €477.9 million in net attributable profit during the period.

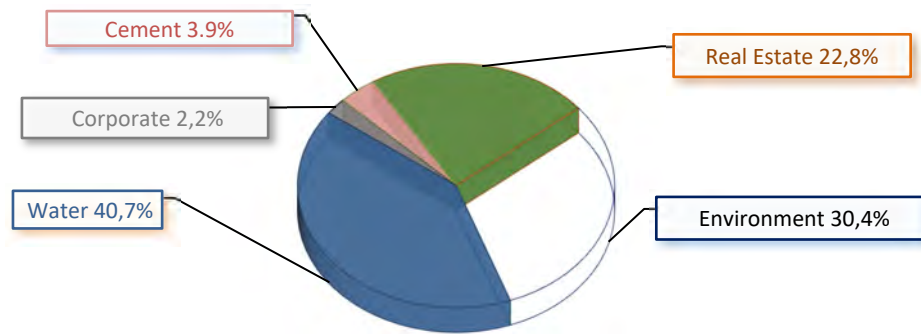
2.1.5.6. Financial Debt

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (€M)
Bank borrowings	2,778.4	1,742.6	1,035.8
Debt instruments and other loans	2,040.8	3,031.5	(990.7)
Finance lease payables	24.9	37.3	(12.4)
Other financial liabilities	138.4	134.1	4.3
Gross Financial Debt	4,982.5	4,945.5	37.0
Cash and other current financial assets	(1,789.8)	(1,719.8)	(70.0)
Net Financial Debt	3,192.7	3,225.7	(33.0)
<i>Net financial debt with recourse</i>	<i>(677.2)</i>	<i>(326.0)</i>	<i>(351.2)</i>
<i>Net financial debt without recourse</i>	<i>3,869.9</i>	<i>3,551.7</i>	<i>318.2</i>

At year-end, the Group's gross financial debt remained almost the same as in December of the previous year, at €4,982.5 million. It is worth mentioning that 77.5% have a long-term maturity, for the sum of €3,860.7 million, divided between bank debt and capital market debt. The remainder of this indebtedness, 22.5%, matures in the short term, with the main balance of this corresponding to a bond from the Environment area maturing next December and the remainder to bilateral facilities and commercial paper issued on the Irish Stock Exchange by the Group's parent company and the Environment area's parent company.

In turn, the balance of net financial debt decreased by €33 million year-on-year, to €3,192.7 million. This has been achieved despite (i) the impact of the acquisition and incorporation into the balance sheet of the operating debt of GGU (owner and operator of the end-to-end water cycle in the Georgian capital) into the Water area in February, (ii) the investment made as part of the acquisition of a non-controlling financial interest by the Real Estate area and (iii) the acquisition of the remaining 50% in the Murcia Tram concession in Spain. The determining factor that allowed the financial debt balance to be contained during the year was the generation of the operating cash flow, supported by the performance of working capital, especially in the Construction area.

Breakdown of Net Financial Debt by Business Area



As is standard as part of the Group's financial policy, almost all of the net financial debt is without recourse and is mostly located in the Water Utilities and Environment areas and in the recurrent activity of rental property in Real Estate. As a result, the Group's parent company had a net cash position with recourse of €677.2 million at the end of last December.

Net financial debt without recourse to the Group's parent company is structured as follows

- (i) The Water area accounts for an amount of €1,642.8 million, which mainly includes the financing of a corporate bond for its parent company with a balance of €658 million, maturing in 2027, and a long-term syndicated loan for €1,100 million taken out last June; (ii) the Environment area accounts for €1,227.6 million, of which the majority corresponds to bonds issued in 2019 by the parent company of the area, a further €116.3 million to activity in the United Kingdom and €34.2 million to activity in the USA. (iii) the Real Estate area accounts for €754.8 million in relation to rental property activity; (iv) the Cement area accounts for €157.6 million and (v) concessions activity accounts for €87.1 million

2.1.5.7. Other current and non-current financial liabilities

Other current and non-current financial liabilities comes to €621.9 million at the end of the year. The balance mainly includes the item suppliers of fixed and non-current assets for operating leases, amounting to €400.5 million. It also includes other liabilities that are not financial liabilities, such as those associated with hedging derivatives, suppliers of fixed and non-current assets, guarantees and deposits received.

2.1.6. Cash Flow

<i>(Million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Gross Operating Profit (EBITDA)	1,311.4	1,126.6	16.4%
(Increase)/decrease in working capital	285.3	(167.9)	N/A
Corporation tax (paid)/received	0.7	(135.6)	N/A
Other operating cash flow	(51.6)	(76.9)	-32.9%
Operating cash flow	1,545.8	746.2	107.2%
Investment payments	(1,062.1)	(557.9)	90.4%
Divestment receipts	51.5	568.6	-90.9%
Other investment cash flows	72.6	182.4	-60.2%
Investment cash flow	(938.0)	193.1	N/A
Interest paid	(123.7)	(99.1)	24.8%
(Payment)/receipt of financial liabilities	(333.9)	(269.3)	24.0%
Other financing cash flow	(109.6)	(259.3)	-57.7%
Financing cash flow	(567.2)	(627.7)	-9.6%
Exchange differences, change in consolidation scope, etc.	(0.6)	1.8	N/A
Increase/(decrease) in cash and cash equivalents	40.0	313.4	-87.2%

2.1.6.1. Operating cash flow

The operating cash flow generated this year came to €1,545.8 million, €799.6 million up on the previous year, on account of the increase in operating resources generated, as well as the impressive performance of working capital. With this in mind, current operating capital generated funds of €285.3 million, concentrated in the Construction area, which compares favourably with the application of €167.9 million the previous year.

Collections/(payment) of corporation tax includes an inflow of €0.7 million compared to the outflow of €135.6 million in the previous year, attributable to the corporation tax generated on the sale of several transport concessions for the amount of €33 million while in 2022, tax refunds corresponding to 2020 and 2021 were obtained.

The heading other operating cash flow includes an outflow of €51.6 million compared to €76.9 million the previous business year, due to the reduced application of provisions mainly in the different areas.

2.1.6.2. Investment cash flow

The investment cash flow represents an application of €938 million, a significant change from the generation of €193.1 million the previous year.

Payment for Investments increased by €504.2 million, coming to a total of €1,062.1 million. By business areas, Environment contributed the highest payments, amounting to €428.1 million, with the year-on-year increase attributable to the higher investments in Spain and the US, both as part of renewed contracts and new awards and acquisitions. In the Water area, payments for investments rose to €370.6 million, with the acquisition of GGU, the company responsible for managing of the end-to-end water cycle in Georgia, serving as the main component, for the sum of €159 million, as well as other new investments in concessions in Colombia and hydraulic assets in Spain.

To this end, the investment of €138 million corresponding to the acquisition of a non-controlling in a property development firm in the Real Estate area last June is worth particular mention, as is the acquisition of the remaining 50% stake in the Murcia Tram for the sum of €48.5 million.

The breakdown of net investments by business area, excluding other cash flows from investment activities, in terms of payments and collections, is as follows:

<i>(Million euros)</i>	Dec. 22	Dec. 21	Chg. (€M)
Environment	(407.5)	(291.8)	(115.7)
Water	(362.9)	(86.8)	(276.1)
Construction	(21.4)	0.5	(21.9)
Cement	(22.2)	(10.9)	(11.3)
Real Estate	(154.4)	(64.9)	(89.5)
Corporate serv., etc. & adjustments	(42.2)	464.6	(506.8)
Net investments (Payments - Collections)	(1,010.6)	10.7	(1,021.3)

In turn, Other investment flows includes an inflow of €72.6 million during the year compared to €182.4 million the previous year; this includes, but is not limited to, the collection of interest for the sum of €29.3 million and the receipt of cash and equivalents following the inclusion of acquired companies in the consolidation perimeter during the year with GGU in the Water area worth particular mention, for a total of €15.9 million

2.1.6.3. Financing cash flow

The consolidated financing cash flow generated represents an application of €567.2 million compared to €627.7 million in the previous year. The interest payment item shows an outflow of €123.7 million, mainly concentrated in the Water and Environment areas and to a lesser extent, the Real Estate area.

Proceeds from/(payments on) financial liabilities entails the application of the financing flow of €333.9 million during this period, concentrated in the refinancing process undertaken in the Water area during the second quarter of the year.

Furthermore, Other financing flows entails an outflow of €109.6 million, €149.7 million less than last year, which included investments in the Real Estate area. This mainly includes the payment of dividends to shareholders of the parent company and the series of minority shareholders of the consolidated group for a total amount of €73.2 million.

2.1.6.4 Change in cash and cash equivalents

As a result of the development of the different components of the cash flow, FCC Group's cash position closed with an increase of €40 million, reaching a balance of €1,575.5 million.

2.1.7. Analysis by business area

2.1.7.1. Environment

The Environment area contributed 45.2% of the Group's EBITDA in the 2022 business year. Around 79.5% of its activity focused on the provision of essential waste collection, treatment and disposal services, as well as street cleaning. The remaining 20.5% corresponded to other types of urban environmental activities, such as the conservation of green areas and/or beaches.

In Spain, it provides services in more than 3,700 municipalities and serves a population of more than 32 million inhabitants. It is worth mentioning the important weight of the urban waste management and street cleaning services. In the UK, it focuses on urban waste treatment, recovery and disposal activities and serves more than 16 million people. In Central Europe, mainly Austria and the Czech Republic, FCC is present across the entire waste management chain (collection, treatment and disposal). FCC's activity in the US involves both in the collection and comprehensive recovery of municipal waste, serving more than 8 million residents.

2.1.7.1.1. Earnings

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Turnover	3,641.1	3,244.9	12.2%
<i>Waste collection and street cleaning</i>	<i>1,765.0</i>	<i>1,550.0</i>	<i>13.9%</i>
<i>Waste processing</i>	<i>1,130.1</i>	<i>1,067.5</i>	<i>5.9%</i>
<i>Other services</i>	<i>746.0</i>	<i>627.4</i>	<i>18.9%</i>
EBITDA	593.1	535.1	10.8%
<i>EBITDA Margin</i>	<i>16.3%</i>	<i>16.5%</i>	<i>-0.2 p.p</i>
EBIT	304.7	285.4	6.8%
<i>EBIT margin</i>	<i>8.4%</i>	<i>8.8%</i>	<i>-0.4 p.p</i>

Revenues in the Environment area were up 12.2% year-on-year to reach €3,641.1 million. Waste collection and street cleaning activity billed €1,765 million, recording growth of 13.9% on account of the entry into operation of new contracts, especially in Spain and the USA, as well as for the strong performance seen in Central Europe. Waste treatment activity was up 5.9% to €1,130.1 million, due to the higher contribution of recovery plants in the UK and the increase in activity in Central Europe, alongside the activity of a new plant in the USA. Other services and similar grew by 18.9% to €746 million.

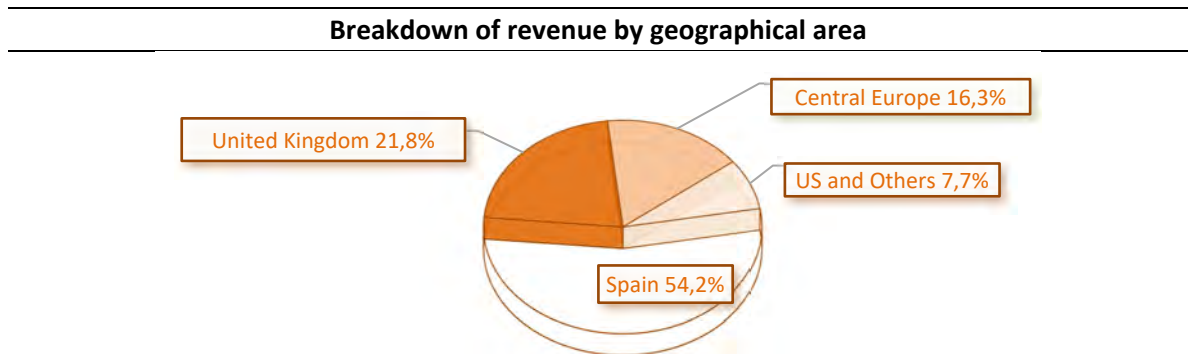
Breakdown of revenue by geographical area			
<i>(Million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Spain	1,975.2	1,837.2	7.5%
United Kingdom	794.9	708.3	12.2%
Central Europe	592.2	550.7	7.5%
United States and other	278.8	148.7	87.5%
Total	3,641.1	3,244.9	12.2%

By geographical area, revenues in Spain increased by 7.5% year-on-year to €1,975.2 million on account of the high volumes of contracts for street cleaning and collection activities combined with the increase in volume of operations performed in other types of services.

In the United Kingdom, revenue increased by 12.2% to €794.9 million, mainly on account of the higher contribution by recovery plants, supported by the increase in the price of energy.

In Central Europe, revenue increased by 7.5% to €592.2 million on account of the increase in contribution by all activities, in particular waste collection and the sale of by-products in the Czech Republic, as well as treatment in Austria.

Last but not least, revenue in the United States and other markets increased by an impressive 87.5% to €278.8 million on account of the entry into operation of new residential collection contracts as well as the increase in contribution by other existing contracts, combined with the contribution of the new contract for the renovation and operation of the municipal solid waste treatment plant in Placer County (California).



EBITDA increased by 10.8% to €593.1 million on account of the developments described above for revenue, combined with the increase in the price of energy that has resulted in the recovery activity contributing more in the United Kingdom and Austria and offset by the increase in energy costs linked the collection activities. With this in mind, the operating margin remained at similar levels to the previous year.

EBIT increased by 6.8% year-on-year to €304.7 million thanks to the performance of the different components mentioned in the EBITDA and an increase in the allocation of amortisations made.

Breakdown of backlog by geographical area

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Spain	8,224.1	6,300.6	30.5%
International	5,031.4	4,445.8	13.2%
Total	13,255.5	10,746.4	23.3%

At year-end, the backlog increased by 23.3% compared to 2021 to €13,255.5 million. In Spain, it increased by 30.5%, where the urban sanitation and street cleaning contracts in Zaragoza and the urban collection and sanitation contract in Madrid are worth particular mention. Looking further afield, the backlog amounted to €5,031.4 million internationally, 13.2% up on December the previous year, mainly on account of new contracts in the USA like the integrated management and recycling contract in Placer County (California) or residential collection contract in Port Saint Lucie (Florida).

2.1.7.1.2. Financial Debt

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (€M)
Net Financial Debt	1,227.6	1,289.7	(62.1)

Net financial debt fell by €62.1 million compared to December 2021 to €1,227.6 million. The main component of this heading are green loans, for a combined amount of €1,100 million. The remainder corresponds to commercial paper and the financing of a project involving waste treatment and recycling plants, mainly in the United Kingdom.

2.1.7.2. Water

The Water area contributed 26.7% of FCC Group's EBITDA in the period. 91.6% of its activity is focused on public service concession management related to the end-to-end water cycle (collection, treatment, storage and distribution) and the operation of different types of water infrastructures; the remaining 8.4% corresponds to Technology and Networks, which is responsible for the design, engineering and equipment of hydraulic infrastructures, related in the large part to the development of new concessions and ancillary works for operations.

In Spain the area serves over 13 million inhabitants in more than 1,100 municipalities. In Central and Eastern Europe, it is mainly present in the Czech Republic and Georgia, serving close to 3 million users across the two countries; in the remainder of the EU, its presence in Italy, Portugal and France is worth particular mention. In Latin America, the Middle East, and Africa its activity centres on the design, equipping, and operation of processing plants. Overall, the Water area provides supply and/or sanitation services to more than 30 million inhabitants.

2.1.7.2.1. Earnings

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Turnover	1,323.2	1,169.5	13.1%
<i>Concessions and services</i>	<i>1,212.2</i>	<i>1,053.3</i>	<i>15.1%</i>
<i>Technology and networks</i>	<i>111.0</i>	<i>116.2</i>	<i>-4.5%</i>
EBITDA	350.2	298.9	17.2%
<i>EBITDA Margin</i>	<i>26.5%</i>	<i>25.6%</i>	<i>0.9 p.p</i>
EBIT	203.8	181.3	12.4%
<i>EBIT margin</i>	<i>15.4%</i>	<i>15.5%</i>	<i>-0.1 p.p</i>

Revenue increased by 13.1% to €1,323.2 million on account of the increase in full-cycle property and concession activity, mainly thanks to the contribution to the perimeter of Georgia Global Utilities (GGU) in Georgia since last February and the increase in non-domestic consumption. At the other end of the scale, Technology and Networks activity contracted by 4.5% following the completion of a number of one-off international projects, in particular in the Middle East and Africa, which was offset by growth in Spain.

Breakdown of revenue by geographical area			
<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Spain	861.4	814.2	5.8%
Central and Eastern Europe	190.0	113.6	67.3%
Middle East, Africa and Other	131.1	112.4	16.6%
Rest of Europe (France, Portugal and Italy)	92.3	80.8	14.2%
Latin America	48.4	48.5	-0.2%
Total	1,323.2	1,169.5	13.1%

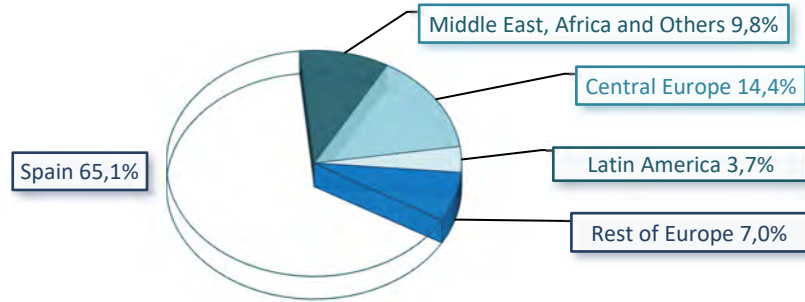
By geographical area, revenues in Spain increased by 5.8% to €861.4 million. This growth came both in concession activity, following the growth in m3 billed in the non-domestic market combined with a tariff increase, which offset the reduction in domestic consumption, and thanks to the strong performance of Technology and Networks activity, supported by the increase in activity performed through investment plans associated with concession contracts.

Looking abroad, Central and Eastern Europe registered the strongest growth, by an outstanding 67.3% to €190 million. The biggest contribution came in end-to-end cycle activity on account of the aforementioned acquisition of GGU. The Czech Republic also experienced growth following the tariff update and the favourable performance of the Czech koruna (4.4% in the reappraisal period). In the Rest of Europe, revenue increased by 14.2% to €92.3 million on account of a new concession contract secured in France and the increase in volume of infrastructure actions at the Aque di Caltanissetta concession in Sicily.

In the Middle East, Africa and Others, revenue increased by 16.6% to €131.1 million on account of the increase in concession activity due to new contracts in Qatar and Saudi Arabia, as well as the increase in contribution of the Abu Rawash wastewater treatment plant in Egypt. In contrast, Technology and Networks activity decreased on account of the decrease in contribution from contracts that have come to an end or that are coming to an end.

Finally, in Latin America, revenue remained practically the same as last year, at €48.4 million. Concession activity in Colombia increased and offset the reduction of activity seen in Technology and Networks, both in Mexico and in Colombia itself, in projects that are already at very advanced stages.

Breakdown of revenue by geographical area



EBITDA increased by 17.2% to €350.2 million on account of the increase in operating profitability of GGU and, to a lesser extent, the decrease in the contribution by Technology and Networks activities. This largely offset the increase in the cost of electricity. With this in mind, the operating margin rose to 26.5% during the year.

Net operating profit (EBIT) was up by 12.4% compared to December last year, totalling €203.8 million on account of the performance of gross operating profit, as discussed previously. The increase in amortisation expense is worth particular note on account of the increase in volume of owned operating assets.

Breakdown of backlog by geographical area

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Spain	7,049.2	7,149.6	-1.4%
International	13,263.5	8,211.5	61.5%
Total	20,312.7	15,361.1	32.2%

The backlog at year-end came to €20,312.7 million, 32.2% up on December 2021. This increase is mainly attributable to the international area, which grew by a remarkable 61.5% to €13,263.5 million following the incorporation of GGU, as well as other smaller growth in Colombia and Saudi Arabia.

2.1.7.2.2. Financial Debt

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (€M)
Net Financial Debt	1,642.8	1,247.6	395.2

Net financial debt increased by €395.2 million at year-end to €1,642.8 million, on account in the increase in payments in relation to growth investments and the incorporation of the operating debt of acquired companies, in particular the amounts related to the incorporation of GGU.

2.1.7.3. Construction

The Construction area contributed 9.4% of the FCC Group's EBITDA at the end of the business year. Its activity focuses on the design and construction of large civil, industrial and building works, with a selective presence in certain regions, currently around 15 countries. Special mention should go to participation in major works like railways, tunnels, motorways and football stadiums that constituted a major part of the activity.

Consolidated Group

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Turnover	1,966.9	1,659.6	18.5%
EBITDA	122.8	102.6	19.7%
<i>EBITDA Margin</i>	<i>6.2%</i>	<i>6.2%</i>	<i>0.1 p.p</i>
EBIT	89.4	71.1	25.7%
<i>EBIT margin</i>	<i>4.5%</i>	<i>4.3%</i>	<i>0.3 p.p</i>

Revenue in the area was up by 18.5% to €1,966.9 million, largely due to the strong pace of project performance in Latin America and several European countries, offsetting the lower activity levels in Spain.

Breakdown of revenue by geographical area

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Spain	870.1	885.2	-1.7%
Rest of Europe and Others	501.7	419.2	19.7%
America	434.3	209.4	107.4%
Middle East and Africa	160.8	145.8	10.3%
Total	1,966.9	1,659.6	18.5%

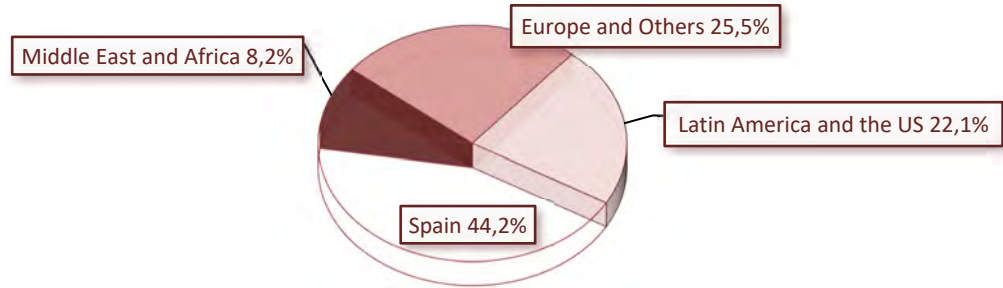
By geographical area, revenue in Spain contracted by 1.7%, to €870.1 million, despite the strong progress made with the remodelling of the Santiago Bernabéu football stadium.

In contrast, in the Rest of Europe and other markets, revenue grew by 19.7% year-on-year, coming to €501.7 million, mainly on account of the development of the A-9 motorway in the Netherlands and A-465 in Wales (United Kingdom), which offset the decrease in the contribution of other works, such as the Haren prison in Belgium, which came to an end.

In America, revenue grew significantly to €434.3 million, 107.4% up on the previous year, largely on account of the higher contribution of the Mayan Train project in Mexico combined with the sustained progress with works including the Toyo Tunnel in Colombia, the Lima Metro in Peru and the start of the RER-3 in Toronto (Canada).

The Middle East and Africa contributed to the increase in area's revenue, up by 10.3%, to €160.8 million. Progress with the Riyadh Metro is worth particular note, with its completion having been extended until April 2024, following an additional contract awarded to FCC Construcción worth more than €200 million; also responsible for the increase in activity in the future is the recent significant award of a railway tunnel in the Neom region, in the northwest of the country.

Breakdown of revenue by geographical area



Gross operating profit increased by 19.7% to €122.8 million compared to €102.6 million the previous year. This increase can be attributed to the evolution of income mentioned previously combined with upward adjustments in the degree of progress of certain international projects. As a result, the operating margin for the period increased by 6.2% year-on-year.

In turn, net operating profit totalled €89.4 million, compared to €71.1 million for the previous year, thanks to the performance of gross operating earnings, as mentioned previously.

Breakdown of backlog by geographical area

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Spain	1,817.3	1,368.0	32.8%
International	4,768.7	2,613.3	82.5%
Total	6,586.0	3,981.3	65.4%

The revenue backlog increased significantly at the end of December to €6,586 million, a significant increase of 65.4%; it did so in a general manner, although more markedly at an international level, mainly on account of the new contracts signed, including for the Neom Tunnel in Saudi Arabia, the Sotra bridge in Norway, the new railway contracts in Romania and the initial phase of the RER-3 project in Canada, as well as the increase in scope of the Riyadh Metro in Saudi Arabia and the Maya Train in Mexico..

Breakdown of the Backlog by Activity Segment

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Civil engineering works	5,569.7	3,301.6	68.7%
Building	503.9	426.3	18.2%
Industrial Projects	512.4	253.4	102.2%
Total	6,586.0	3,981.3	65.4%

By activity type, civil engineering continues to dominate, accounting for 84.6% of the total, concentrated in large public contracts in certain key and selective markets in Europe, America and the Middle East.

2.1.7.4. Cement

The Cement area contributed 2.3% of the FCC Group's EBITDA in the business year. This activity was undertaken by the CPV Group, which focuses on manufacturing cement and by-products, with seven main production centres in Spain and 1 in Tunisia, in addition to a minority stake of 45% in Giant Cement, which operates a number of factories on the east coast of the USA.

2.1.7.4.1. Earnings

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Turnover	516.5	433.8	19.1%
<i>Cement</i>	476.6	393.2	21.2%
<i>Other</i>	39.9	40.6	-1.7%
EBITDA	30.3	76.1	-60.2%
<i>EBITDA Margin</i>	5.9%	17.5%	-11.7 p.p
EBIT	(203.3)	(90.3)	125.1%
<i>EBIT margin</i>	-39.4%	-20.8%	-18.5 p.p

Income in the area grew by 19.1%, coming to €516.5 million on account of the substantial increase in prices seen in the Spanish and Tunisian markets, although to a lesser extent; this helped to offset the decrease in volumes invoiced in both countries, combined with the strong performance of exports in both markets.

Breakdown of revenue by geographical area

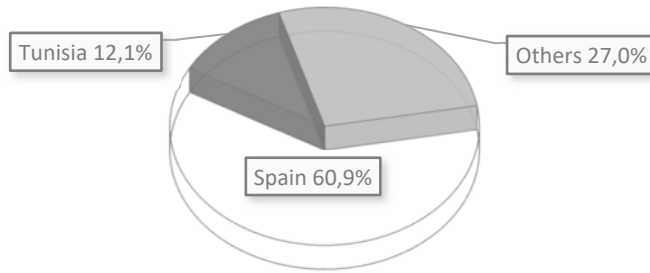
<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Spain	314.6	262.9	19.7%
Tunisia	62.6	57.8	8.3%
Miscellaneous (exports)	139.3	113.1	23.2%
Total	516.5	433.8	19.1%

By geographical areas, in Spain, revenue increased by 19.7% to €314.6 million on account of the significant increase in prices, concentrated in the first half of the year; this offset the drop in volume invoiced.

In the local market in Tunisia, revenue grew by 8.3% to €62.6 million, due, as in the case of Spain, but more moderately so, to the increase in prices, helping to absorb the drop in demand.

Elsewhere, income from exports grew by 23.2% to €139.3 million on account of the strong performance of the prices of remittances sent to other European countries combined with an increase in shipments made from Tunisia.

Breakdown of revenue by geographical area



In turn, gross operating profit/(loss) decreased to €30.3 million compared to €76.1 million the previous year. This decrease, in Spain, was caused by the significant increase in the price of electricity and fuel, which tempered towards the end of the year. In Tunisia, this was also due to the increase in the cost of both supplies, although the impact was more evident in the second half of the year. Furthermore, in 2022, no CO2 rights were sold, compared to the €7.8 million sold the previous year.

Net operating profit/(loss) stood at -€203.3 million, mainly due to a €200 million adjustment to the value of various property, plant and equipment assets and goodwill, in order to reflect their estimated future cash generation capacity.

2.1.7.4.2. Financial Debt

<i>(Million euros)</i>	Dec. 22	Dec. 21	Chg. (€M)
Net financial debt	157.6	124.4	33.2

Net financial debt, in its entirety without recourse to the parent company of the Group, increased by €33.2 million compared to December the previous year, with a balance of €157.6 million at year-end as a result of the absorption of cash from operations and investments during the period, testament to a situation affected by very high energy costs.

2.1.7.5. Real Estate

The Real Estate area contributed 10.9% of the FCC Group's EBITDA during the year. Its activity is centred in Spain and is structured in two main activities, with the first being the holding, development, and operation of all types of real estate on a rental basis (mainly offices, premises, and shopping centres). This is in addition to the development for sale of properties, which includes the urban management of its land portfolio, providing development management services for third parties.

2.1.7.5.1. Earnings

<i>(million euros)</i>	Dec. 22	Dec. 21	Chg. (%)
Turnover	270.8	147.9	83.1%
<i>Equity</i>	106.7	17.2	N/A
<i>Development and land</i>	164.1	130.7	25.6%
EBITDA	142.6	40.0	N/A
<i>EBITDA Margin</i>	52.7%	27.0%	25.6 p.p
EBIT	165.7	298.3	-44.5%
<i>EBIT margin</i>	61.2%	201.7%	-140.5 p.p

The area's revenue came to €270.8 million at the end of the year, which represents significant growth year on year, due in large part to the aforementioned inclusion in the global consolidation perimeter of the Realia Group and Jezzine at the end of 2021, as well as the organic growth of rental income and increase in property development activity.

In Equity, revenue amounted to €106.7 million, compared to its low contribution the previous year, having included the contribution of Jezzine and the rental activity of the Realia Group during the year. Its income came mainly from the rental of Jezzine's branches for banking use and the income generated in the operation of Realia's offices and department stores. The average occupancy level was 94.3%, very similar to the previous year, with a leasable surface area that was equally very stable, coming in at over 550,000 m².

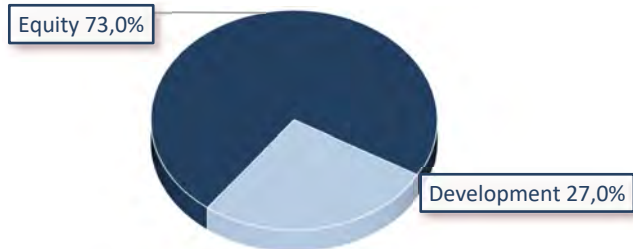
Residential Development and Land activity grew by 25.6%, to €164.1 million, on account of the increase attributable to the aforementioned consolidation of the Realia Group combined with an increase in the delivery rate of sold developments. In turn, land sales generated €35.9 million, up by 6.9% year-on-year. At year-end, the value of homes sold pending delivery came to €119.6 million, with growth of 11.7% compared to those pending delivery in December the previous year.

Similarly, EBITDA performed better this year, with a figure of €142.6 million, mainly on account of the contribution of the new Equity activity, with a much higher operating margin than property development. Thus, the operating margin stood at 52.7% for the period.

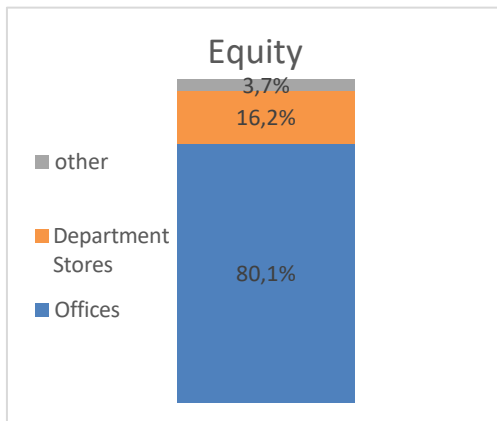
In turn, EBIT dropped to €165.7 million compared to €298.3 million in 2021, including the impact on accounts of €241.7 million following the increase in the registered value of Realia's rental assets to their fair market value at the time of their inclusion in global consolidation. This heading also includes the variation in the estimated fair value of rental property assets for the sum of €22.3 million during the year compared to €16.6 million in 2021.

Below, details are provided of the market valuation of the real estate assets in this area, which came to €2,978.5 million at 31 December 2022 (2.1% up year-on-year). The majority of this corresponds to rental assets, which account for 73% of the total, on €2,171.7 million, while Residential Development assets, which include land in the different stages of development as well as developments for sale, both in progress and finished, account for 27% of the total, on €806.8 million.

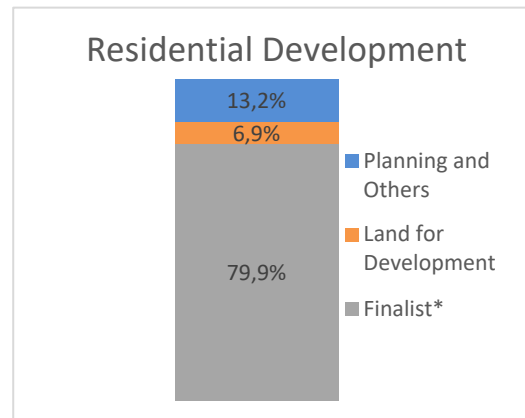
GAV per Activity



Equity



Residential Development



**Includes products in progress and finished products*

2.1.7.5.2. Financial Debt

(Million euros)	Dec. 22	Dec. 21	Chg. (€M)
Net financial debt	917.7	889.7	28.0

The balance of net financial debt at year-end stood at €917.7 million, up by €28 million compared to December the previous year. This amount includes the aforementioned purchase of a non-controlling interest in Metrovacesa. Most of the debt in the area can be attributed to equity subsidiaries, without recourse to the parent company of the FCC Group, accounting for a combined amount of €754.8 million at year-end, with the remainder corresponding to various interests acquired in subsidiaries and investees.

2.2. Business performance. Environment

The information relating to the FCC Group's environmental policy is set out in greater detail in note 29 to the consolidated financial statements and in the Non-Financial Information Statement.

The FCC Group carries out its activities on the basis of business commitment and responsibility, compliance with applicable legal requirements, respect for the relationship with its stakeholders and its ambition to generate wealth and social well-being.

Aware of the importance for the Group of preserving the environment and the responsible use of available resources, and in line with the vocation of service through activities with a clear environmental focus, the Group promotes and encourages the following principles throughout the organisation, on which the contribution to sustainable development is based:

- Continuous improvement: Promote environmental excellence by establishing objectives for the continuous improvement of performance, minimising the negative impacts of the Group's processes, products and services, and enhancing the positive impacts on its areas of activity.
- Monitoring and control: establish environmental indicator management systems for the operational control of processes, which provide the necessary knowledge for monitoring, assessment, decision-making and communication of the Group's environmental performance and compliance with the commitments undertaken.
- Climate change and pollution prevention: Lead the fight against climate change through the implementation of processes with lower greenhouse gas emissions, and by promoting energy efficiency and renewable energies. Prevent pollution and protect the environment through responsible management and consumption of natural resources, and also by minimising the impact of emissions, discharges and waste generated and managed by the Group's activities.
- Observation of the environment and innovation: Identify the risks and opportunities of the activities in the face of the changing natural environment in order, among other things, to drive innovation and the application of new technologies, and also to generate synergies between the Group's various activities.
- Life cycle of products and services: enhancing environmental considerations in business planning, procurement of materials and equipment, and relations with suppliers and contractors.
- The necessary participation of all parties: promote the knowledge and application of environmental principles among employees and other stakeholders. Share experience in the most excellent practices with the different agents in order to promote alternative solutions to those currently in place, which contribute to the achievement of a sustainable environment.

2.3. Business performance. Personnel

Attached is a breakdown of the Group's headcount at the end of the year, by business area:

AREAS	2022			% / Total
	SPAIN	ABROAD	TOTAL	
Environment	35.663	8.184	43.847	68%
Water Management	6.771	5.902	12.673	20%
Construction	3.872	2.787	6.659	10%
Cement	835	230	1.065	2%
Real Estate	101	0	101	0%
Central Services and Others	384	70	454	1%
TOTAL	47.626	17.173	64.799	100%

3. LIQUIDITY AND CAPITAL RESOURCES

Liquidity

In order to optimise its financial position, the Group maintains a proactive liquidity management policy with daily cash monitoring and forecasts.

The Group covers its liquidity needs through the cash flows generated by the businesses and through the financial agreements reached.

In order to improve the Group's liquidity position, active collection management is carried out with customers to ensure that they meet their payment commitments.

To ensure liquidity and meet all payment commitments arising from the business, the Group has cash flows as shown in the balance sheet (see note 16 to the consolidated financial statements) and detailed financing (see note 19 to the consolidated financial statements).

Note 29 to the consolidated financial statements sets forth the policy implemented by the Group to manage liquidity risk and the factors mitigating said risk.

Capital resources

The Group manages its capital to ensure that its member companies will be able to continue as profitable and solvent businesses.

As part of its capital management operations, the Group obtains financing through a wide range of financial products.

During the 2019 business year, two simple bonds were issued by FCC Servicios Medioambiente Holding, S.A.U. for an amount of 1,100 million euros; FCC Aqualia, S.A. had previously done the same in 2017.

In November 2018, FCC, S.A. registered a 300 million euros promissory notes programme, which was subsequently expanded to 600 million euros in March 2019. Since then, new funding facilities were also arranged in the form of credit facilities and bilateral loans. In 2020, FCC Servicios Medioambiente Holding, S.A.U. registered a promissory note programme which it renewed annually for an amount of up to €400 million; it also has financing facilities in the form of credit facilities.

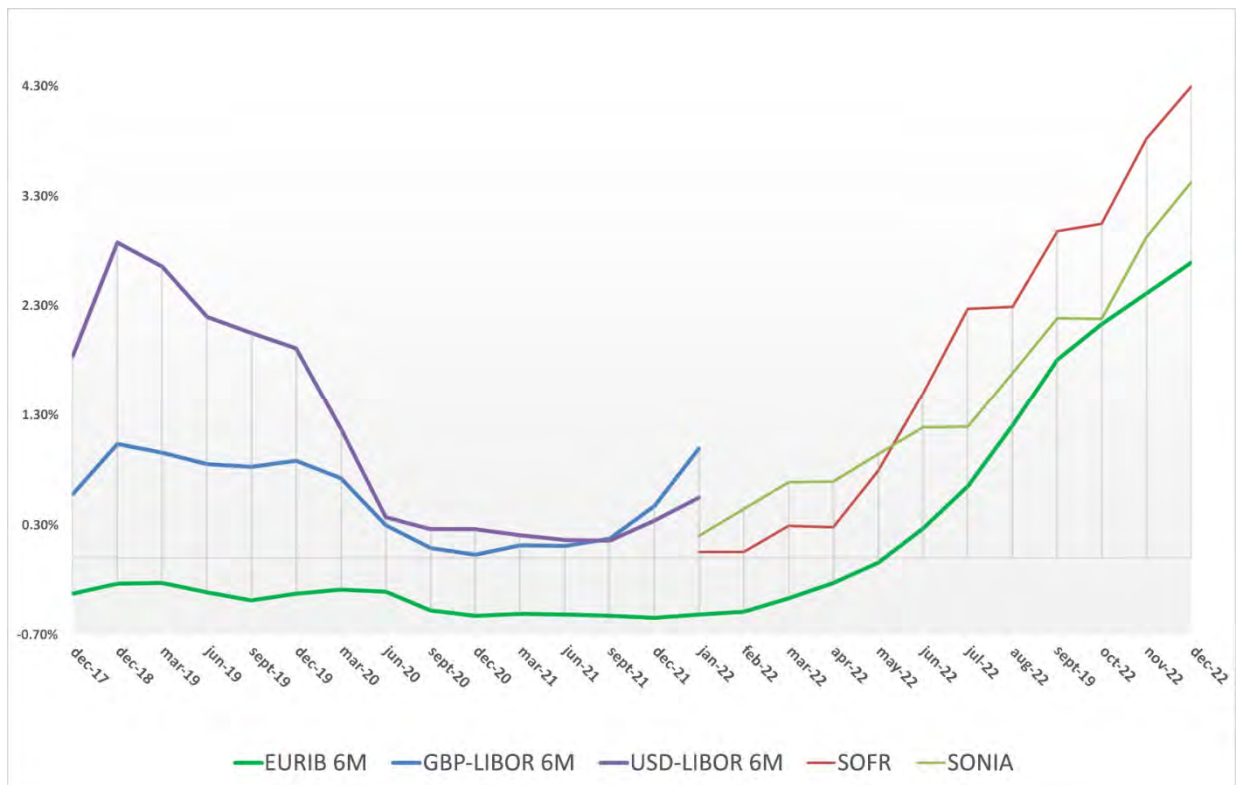
In addition, in 2021 Cementos Portland Valderrivas S.A. voluntarily repaid in advance all of its syndicated financing for a total of €115.5 million and arranged new bilateral financing facilities (Note 19 to the consolidated financial statements).

Furthermore, in June 2022 FCC Aqualia, S.A. took out a syndicated loan for the amount of €1.1 billion, the main purpose of which was to refinance part of the bonds issued in 2017 maturing in 2022 and the early repayment of the bond that the Georgia Global Utilities Group had on the takeover date (Note 4 to the consolidated financial statements).

These operations have made it possible to complete the process of debt reduction and financial reorganisation initiated five years ago and to continue with the policy of diversifying financing sources; all this contributing to achieving a much more stable and efficient capital structure, with amounts, terms and financing costs suitable according to the nature of the different business areas.

In order to optimise the cost of capital resources, the Group maintains an active policy of interest rate risk management, constantly monitoring the market and taking different positions depending mainly on the assets financed.

The performance of interest rates in recent years is shown below.



As can be seen from the graph above, in 2022, the Secured Overnight Financing Rate (SOFR) and the Sterling Overnight Index Average (SONIA) replaced the LIBOR in dollars and LIBOR in pounds sterling, respectively.

This section is discussed in greater detail in note 29 to the consolidated financial statements.

4. MAJOR RISKS AND UNCERTAINTIES

4.1. Risk Management Policy and System

The FCC Group's Risk Management Model is designed with the aim of identifying, analysing and assessing the potential risks that could affect the different areas of the Group, as well as establishing mechanisms integrated into the organisation's processes that allow risks to be managed within accepted levels, providing the Board of Directors and senior management with reasonable security in relation to the achievement of the main objectives defined. This Model applies to all FCC Group companies, as well as to those affiliates where FCC has effective control, promoting the development of work frameworks that enable suitable risk control and management in those companies where effective control is not available.

This model is essentially based on the integration of a risk-opportunity vision and the assignment of responsibilities that, together with the segregation of duties, enable the follow-up and control of risks, consolidating a suitable control environment.

The activities included in the FCC Group's Risk Management Model include the identification and classification of risks depending on their type, their assessment, in terms of impact and probability of occurrence, the application of prevention and control activities to mitigate the effect of these risks and the establishment of reporting flows and communication mechanisms at different levels, which enable decision-making as well as their review and continuous improvement.

The risk management duties and responsibilities at the different levels of the organisation are detailed in section E on the Risk Management and Control System of the Annual Corporate Governance Report.

4.2. Major risks and uncertainties

The FCC Group is exposed to various risk factors inherent to both the nature of its activities and the risks related to environmental, economic, social and geopolitical upgrades in the different countries in which it carries out these activities and to the risks arising from its relations with third parties, including the risks arising from the non-exhaustive application of the principles of ethics and compliance set out in its regulations. Many of these risk factors are strongly interconnected and could potentially affect both the achievement of business objectives and the image and reputation of the FCC Group.

Details of the main strategic, environmental, operational and compliance risks that could affect the Group's activities, as well as a description of the systems used to manage and monitor them, can be found in section E of the Annual Corporate Governance Report, as well as in section 7.4 of the Non-Financial Information Statement.

With regard to financial risks, which are considered to be the changes in the financial instruments arranged by the FCC Group due to political, market and other factors, and their repercussions on the financial statements, the risk management philosophy is consistent with the business strategy, seeking maximum efficiency and solvency at all times. To this end, strict financial risk control and management criteria have been established, consisting of identifying, measuring, analysing and controlling the risks incurred by the Group's operations, with the risk policy being correctly integrated into the Group's organisation. The financial risks to which the Group is exposed are discussed in greater detail in note 29 to the consolidated financial statements, in section E of the Annual Corporate Governance Report and in section 7.4 of the Non-Financial Information Statement.

In addition, the FCC Group is also subject to certain risks relating to environmental and social issues, the management of which is described in greater detail in sections 5.2 and 7 of the Non-Financial Information Statement.

5. ACQUISITION AND DISPOSAL OF OWN SHARES

On 15 June 2022, the company reported that the Board of Directors, at its meeting held on 14 June 2022, approved a temporary stock buy-back programme, valid for one year. This programme is aimed at reducing FCC's share capital through the redemption of its own stock and it has the following characteristics: the maximum number of shares to be acquired under the Programme is 2 million and the maximum investment of the Programme was €25 million. At 31 December 2022, the number of shares acquired under this programme came to 1,016,141.

As a result, the treasury stock position at 31 December 2022 amounted to 2,741,524 shares, equivalent to 0.625% of the capital stock.

Furthermore, pursuant to the resolution of the General Shareholders' Meeting held on 14 June 2022, the redemption of 1.7 million treasury shares was performed on 20 July, thus bringing the total number of capital stock, at the reporting date, to 438,344,983 shares.

The acquisition and disposal of treasury shares carried out during the year are disclosed in Note 17 of the Notes to the consolidated financial statements.

6. SIGNIFICANT EVENTS OCCURRING AFTER THE END OF THE YEAR

There have been no significant events between the end of the year and the date of preparation of these financial statements.

7. OUTLOOK

The outlook for the performance of the Group's main business areas in 2023 is given below.

In the countries where the Environmental Services Area operates, the sector is undergoing a process of transformation, mainly due to the environmental requirements of each country derived from the European Directives (new opportunities based on the ambitious objectives set by the European Union in relation to the circular economy and climate change). The new services will focus on energy efficiency, urban mobility and smart cities.

Moderate growth is expected in Spain based on the start-up of new contracts already awarded. In 2023, the new state tax on waste comes into force, which will entail an increase in the activities performed by treatment plants. The contract renewal rate, which currently stands at over 90%, is expected to be maintained.

No significant changes are expected in the structure of the domestic market, the aim being focused on gradually replacing the linear production model with circular models.

Europe

In Portugal, highlights included business opportunities related to soil decontamination activities and, to a lesser extent, new urban sanitation contracts. Consideration shall be given to any growth opportunities (including inorganic growth), especially if they can add value to the Group.

In the United Kingdom, in the environment area, despite leaving the EU, the country not only shares the EU's circular economy objectives and recycling targets, but aims to be more ambitious in terms of household waste recycling rates and the portion of waste to landfill, as well as being more aggressive in the timing of implementation. Since the launch of the Resource and Waste Strategy in 2018, the new "Environmental Law" was passed in 2021, which covers key aspects in environmental policy such as Extended Producer Responsibility ("EPR"), which will see producers cover 100% of the cost of the disposal of these products, starting with plastic packaging, the "Deposit Return Scheme" ("DRS"): payment for reusable packaging (single-use beverage containers), new fees for single-use plastics and the principle of consistency in collection systems. Taking the nature of the sector into consideration, strongly conditioned by environmental legislation, FCC will continue to pay close attention to legislative developments and its performance in these aspects, which will affect the future strategy in the field of waste recycling and the treatment thereof. Our division in the United Kingdom also continues to pursue its energy production strategy through waste treatment and disposal.

In Central Europe, greater emphasis will be placed on increasing energy efficiency as part of treatment processes, cost reduction and rate adjustments with customers. As a protection measure against rising energy prices, the EU has also set a ceiling on the sale price of electricity and gas, which will limit the margins generated at the Zistersdorf incinerator (Austria). The reduction in recycling prices (in particular paper and metals) seen towards the end of 2022 is expected to continue into 2023 until they return to the levels seen before the pandemic. Furthermore, an increase in rates is expected in practically all commercial activities on account of contractual flexibility (short duration for industrial clients) or the price clauses included in municipal contracts.

USA

When it comes to the USA, FCC has also begun to promote mechanical biological treatment plants in the United States, in line with new regulations that are beginning to make it mandatory in some statuses to minimise waste sent for landfill disposal. The group's significant experience at a European level will bring considerable development in this business for FCC, which has a clearly differentiating experience in this technology compared to its usual competitors in the country. During 2022, the first contract of this type was launched in Placer County (California), renovating and operating facilities where 650,000 tonnes will be treated per year, pursuant to the new and more restrictive environmental regulations in force in California.

In December 2022, the Group's second acquisition in the US market was completed with the purchase of Houston Waste Solutions in Houston (Texas). HWS is one of the main commercial waste collection operators in the Houston metropolitan area, further enhancing the Group's significant growth in the commercial collection market, which already accounted for 20% of US revenue in 2022, in addition to providing significant synergies to the Group's recycling plant in the Texan city. Sales are expected to continue to experience significant growth in 2023.

Water

The outlook for 2023 is for the level of activity seen in 2022 to remain, having overcome the drop in consumption caused by the COVID pandemic. This situation will be reinforced by the new contracts incorporated into the perimeter during 2022, as well as the improvement in results, reinforced by the continuation of cost optimisation actions. We expect electricity tariffs to return to normal, meaning it is likely that they will be reduced.

In **Spain**, we were awarded new contracts in 2022, as well as renewals and extensions of contracts already in place across a total of 354 towns and cities, with a contracted backlog of more than €873 million. The contract renewal loyalty rate remains at very high levels (above 90%) in the municipalities in which it operates. In addition, Aqualia has worked hard to expand its presence in the O&M and facilities market (WWTP, DWTP, desalination and network management).

By 2023, **concessions** in Spain in the area of end-to-end water cycle service concessions are expected to maintain renewal rates similar to 2022, i.e. above 90%. In terms of new procurement, several contracts, currently operated by competitors, are expected to be tendered out. In addition, major water treatment works are expected to be tendered in Madrid. We also believe that a significant part of the managed municipalities will adjust their tariffs to reflect the increase in the CPI in 2022. Furthermore, during the first half of the year, subsidies for the 1st phase of the Strategic Projects for the Economic Recovery and Transformation for the digitisation of water for the urban and in the 2nd semester will be awarded, with the 2nd phase sent out to tender; we hope one of our bids will be successful.

Looking to Europe, in **Portugal**, the problems caused by the prolonged droughts have sparked an interest amongst the public powers to consider the feasibility of building desalination plants for the first time in mainland Portugal. Aqualia is striving to maintain active communication so that part of these investments can be channelled as part of the robust Portuguese concession framework. Furthermore, a consortium led by Aqualia and FCC Construcción was proposed as the successful candidate for the installation of a green hydrogen production plant, including water supply and treatment facilities, in Setúbal, the first project of its kind in the country.

In **Italy**, work is expected to continue on the Caltanissetta concession (Sicily), with the improvement and modernisation of the remote control and reading services of the facilities for more than 90,000 customers, as well as continuing with the conditioning of the general supply network.

In **France**, activity will be stepped up in the search for and selection of new business opportunities in towns and cities within the current perimeter of concession activity (Île-de-France, Bretagne) and further afield (Normandie, Alsace, Lorraine, Val de la Loire).

In **Georgia**, the results generated in 2022 are expected to be reproduced and the groundwork will be laid for the definition of a **Master Infrastructure Plan**, with a special emphasis being placed on the volume of investments to be made during the new regulatory period running from 2024 to 2026.

In **Saudi Arabia**, the management projects for the two clusters awarded to Aqualia from the six tendered by the National Water Company in 2022 will begin. In addition, the operation of the Jizan desalination plant will be consolidated and the operating agreement for three mobile desalination plants will begin along the Saudi coast.

In **Egypt**, following the completion of the start-up phase, the operation and maintenance phase of the Abu Rawash wastewater treatment plant, the largest in Africa, will continue. This phase is due to last three years.

In Latin America, the 20-year operating period of the Guaymas SWDP began in mid-2022 (**Sonora, Mexico**). During 2023, the contract for the Comprehensive Improvement of Management Procedures (MIG) in Los Cabos (Baja California Sur) will begin and the operation of the El Realito aqueduct will continue. Furthermore, work will end at the Salitre WWTP (**Colombia**). In both countries, new concessions for desalination hydraulic infrastructure will be tendered in the states of Baja California and Sonora in Mexico and for purification within the Bogotá river decontamination programme in Colombia. New opportunities in end-to-end water cycle management will also be explored in Colombia.

In **Peru**, the preparation of private initiatives declared relevant in favour of Aqualia will continue, with 5 BOT purification contracts expected to be sent out to tender. From these five private initiatives, three entered the structuring phase in 2022; the pre-investment studies has been completed for one, deemed feasible; while the other is in the formulation phase.

Finally, in the **USA**, the search for and achievement of a first project is a priority objective. This is intended to create a launchpad for Aqualia's business in the country.

Construction

FCC continues to focus on the international market in countries and markets with a stable presence, and on the execution of projects with secured financing.

The search for contracts in the domestic and international markets is one of the Group's objectives, although this is done through demanding risk management that must provide access to a selective backlog of projects that ensure the company's profitability and cash flow generation.

Taking the foregoing into consideration as well as the 65% growth in the order backlog in 2022, thanks to new long-term civil works contracts entered into, it is estimated that, in 2023, the turnover generated in Spain will improve on the figure recorded in 2022. In the foreign market, turnover in 2023 is estimated to improve on the figure recorded in 2022, on account of the development of large infrastructure works secured between 2020 and 2022 as well as the contribution of the markets in America (United States, Canada, Mexico, Chile, Peru, Colombia), the Middle East (Saudi Arabia) and Europe (Norway, the Netherlands, the United Kingdom and Romania).

Cement

In Spain, and based on the estimates of the Association of National Construction Companies and Infrastructure Concession Holders (SEOPAN), official tenders organised in 2022 exceeded those organised in 2021 by 27.9%. However, this increase in investment in nominal terms has been absorbed by the increase in construction costs. In turn, new construction permits dropped by 4% and are expected to fall by 6% in 2023. Looking to 2023, according to the draft general state budget, there is expected to be an increase in investment of 14% in public works, which, again, is likely to be largely offset by increased construction costs. Investment by local authorities and regional governments compared 2022 is expected to contract due to a possible slowdown after the election period. As a result, public investment will fall by 5% compared to 2022. According to data taken from the sector's employers' association, OFICEMEN, these effects are reflected in cement consumption, which stood at 14.9 Mt in 2022, down by 0.8% compared to 2021. For 2023, it is estimated that this figure will stand at 14.3 Mt.

In Tunisia, the domestic market stood at 5.5 million tonnes in 2021, down by 7.4% on 2021. For 2023, a volume similar to 2022 is expected to be seen. Tunisia is currently facing a challenging economic situation. Political instability is containing consumption to a minimum. In 2022, the national sales of the Cementos Portland Valderrivas Group came to 876 thousand tonnes, down by 7% on 2021, which partly offsets exports, which stood at 502 thousand tonnes, up by 31% on 2021, although exports over land to Libya fell by 50%, while maritime exports to the USA and Italy increased by 252 thousand tonnes.

In this context, Cementos Portland Valderrivas will continue to develop its cost containment and investment optimisation policies and to adapt all its organisational structures to the reality of the various markets in which it operates, with the aim of improving the generation of resources.

Real Estate

FCC Inmobiliaria's actions for 2023 are focused on the development of its three business lines exclusively in Spain:

Office and shopping centre rentals

In the property area and in relation to service-sector assets (mainly offices and shopping centres), the backlog of which is prominent, management must be optimised to satisfy the new requirements of tenants.

In 2023, this will focus on supporting property subsidiaries to adapt their buildings and their businesses to the new trends in relation to the efficiency and sustainability of the office and shopping centre market and to adapt the commercial relationship with tenants, adapting the contracts to market requirements, such as the flexibility of spaces, duration, etc.

Real Estate Development

Over the course of 2023, development activity will remain at similar levels to 2022, with the completion of projects in progress, as well as the start of new projects, with special attention to their profitability, and also to the viability of their commercialisation, bearing in mind the evolution of demand and the macro scenario of the Spanish economy, which are vital for development activities.

The land portfolio will continue to be actively managed, allowing it to be consolidated as urban land, with the resulting increase in value and contribution to the maintenance of development activity. It will also be possible to acquire new assets and/or land with a value path, either for their management and/or by the market.

Rental housing

Throughout 2023, the marketing and operation of two new Build to Rent (BTR) projects will begin, with 195 subsidised housing units (VPPL-VPPB) for rent in Tres Cantos (Madrid); the investment in these projects stands at approximately €43 million, of which €9.9 million euros remains outstanding. It will be possible to acquire or develop new land for the purposes of residential rentals, provided that the uncertainties generated by the future State Law on the Right to Housing are cleared up. The operation of the BTR in relation to the 85-home residential building in Tres Cantos (Madrid) will continue. At 31 December 2022 100% of the homes in this building were rented.

8 R&D+I ACTIVITIES

The FCC Group's R&D&I activities in 2022 have resulted in more than 35 projects.

These projects seek to respond to the challenges of each business area while maintaining overall coordination between the different business areas of the FCC Group.

The activities of the different Business Areas and the main projects developed throughout 2022 are detailed below.

SERVICES

In the environmental services activity, we have continued with the development of projects started in previous years, such as:

VISION	BICISENDAS	INSECTUM	B-FERTS
DEEP PURPLE	SCALIBUR	PLASMIX	LIFE 4 FILM
VALOMASK	RECYGAS	LANDFILL BIOFUEL	SEALING OF MINING DEPOSITS

In addition, new ones have been launched during 2022, which are summarised below:

- **RSUHOM:** Consists of the development of new construction products by recovering slag from the incineration of municipal solid waste. The main aim of the project is to reduce the environmental impact generated by the disposal of slag in landfills from the incineration of MSW to a minimum, through its recovery and integration as: aggregates for the production of concrete, mortar and precast concrete.
- **ECO2D4.0:** Seeks to develop comprehensive, final solutions by using priority waste from the Basque Country and an ecosystem for the operational and environmental monitoring of road infrastructures. The ultimate aim of the project is to research and develop digitised ECO-highways products, analysing the technical and market feasibility of reusing the main waste streams.
- **MINETHIC:** Consists of promoting the recovery and reuse of strategic mineral resources for the ecological transition. The general aim is to investigate new sources of unconventional industrial and urban mining raw materials for the Ecological Transition, covering the entire value chain: pre-treatments to concentrate materials of interest and eliminate interference, separation, recovery and purification treatments and the validation of the recovered materials in final applications (permanent magnets, cathodes, catalysts, etc.). New technologies are due to be investigated that facilitate the recovery reuse of MPC from mineral resources, by-products and waste streams, as well as the integration of digital technologies, promoting a sustainable, efficient and local supply of MPC.
- **ECLOSION:** Consists of the development of new materials, technologies and processes for the generation, storage, transport and integration of renewable hydrogen and biomethane from waste.

In the field of specialised machinery for waste collection activities there is a new project:

- **8 m3 IRRIGATION AND WASHING TANK ON 2-m WIDE PURE ELECTRIC CHASSIS:** consists of the development of a new tank made from aluminium, for the irrigation and washing of streets using jet washers and front-mounted cones, upper pole and double rear reel measuring 2 metres in width (one of a kind on the market), on a pure electric chassis with state-of-the-art European-made ion battery lithium, also measuring two metres in width and MAM of 18 tonnes ("registerable" for 19 tonnes).

There is another new project in Industrial Waste activity:

- **PV4INK:** Consists of recovering materials obtained from the treatment of photovoltaic panels by developing nanoparticle-based conductive inks. The aim is to study and develop technologies that allow the different value elements present in PV modules to be harnessed. In this case, the proposal will be structured around the recovery of the Ag contained in the PV modules to obtain solutions with a high content of this metal, as a potential secondary raw material for use in the electronics sector (conductive inks).

END-TO-END WATER MANAGEMENT

Innovation activity at Aqualia is aligned with the European Green Deal policies, which promotes the transition to a circular economy with a zero carbon footprint. The Department of Innovation and Technology (DIT) develops new services and sustainable processes using smart and eco-efficient management tools. Thus, the DIT projects help the company to achieve the UN's Sustainable Development Goals (SDGs), focussing on an affordable and high-quality water and sanitation service (SDG 6), an optimised energy balance (SDG 7) without affecting the climate (SDG 13) as well as responsible production and consumption (SDG 12).

The projects highlighted in 2022 are listed below:

- **H2020 SCALIBUR:** The project, led by the Itene technology centre, involved 21 partners from 10 countries to implement waste reduction and recovery on a European scale. With the participation of FCC Medio Ambiente, the project focussed on improvements to waste processing plants in Madrid, Lund (Sweden) and Rome (Italy) to promote the circular economy.

As part of this framework, Aqualia has implemented new sludge treatments at the Estiviel WWTP (Toledo), testing improvements in thickening and dual digestion across two stages that facilitate sanitation. Simplified sludge stabilisation technologies have also been developed, without concrete structures for small treatment plants. The project has facilitated initial innovation activities at SmVaK in the Czech Republic, with prototypes at WWTP Karviná to convert organic matter into by-products such as fertilisers and bioenergy.

- **RIS3 RECARBÓN:** Financed by the Asturian agency IDEPA with FEDER funds from the RIS3 programme and led by the engineering company INGEMAS in Gijón with two local SMEs (Biesca and InCo), as part of this project, Aqualia has validated pollutant adsorption methods with regenerated activated carbon and bio-char, developed by INCAR (Institute of Carbon Science and Technology) of the CSIC and the CTIC (Information and Communication Technology Centre). These sustainable and affordable adsorbents have been tested for biogas cleaning in the WWTPs of Chiclana, Lleida and Jerez, and also in the deodorisation of the Luarda and San Claudio WWTPs in Oviedo.

The bio-char has been tested in innovative micro-pollutant adsorption units with the results having been verified applying new advanced analysis methods developed by Aqualia's accredited laboratory in Oviedo. Furthermore, new sensors for real-time monitoring have been validated at the El Grado WWTP and the Cabornio DWTP in Oviedo.

- **JPI WATER – MARADENTRO:** The project "Managed Aquifer Recharge: ADRessing The Risks Of regenerated water" was led by the Institute of Environmental Assessment and Water Research in the European Horizon 2020 ERA-NETs Cofund WaterWorks 2018 programme, involving partners in France, Italy and Sweden to optimise soil as a tertiary risk management unit.

A 400 m² infiltration system has been constructed at the Medina del Campo WWTP for advanced risk management of treated water, facilitating its reuse in aquifer recharge, compared to conventional tertiary treatment. Scientific institutes have developed system design and simulation tools to optimise the operation and reduce the costs of emerging pollutant removal.

- **UE MSCA - REWATERGY:** In addition to technological development, this latest project focusses on scientific training as part of the H2020 Marie Skłodowska Curie programme organised by European academic networks. In the network led by Rey Juan Carlos University, Aqualia participated as an industrial partner hosting two PhD researchers undertaking their practical work at the company's purification plants:
 - methods for the adsorption of ammonium from wastewater and its conversion into hydrogen were developed at the Lérida WWTP, in cooperation with the University of Cambridge,
 - photo-disinfection and electro-disinfection processes were assessed at the Jerez WWTP to eliminate micro-pollutants from drinking water or wastewater, with support from the University of Ulster
- **LIFE ULISES:** Three technology centres, CENTA, EnergyLab and CieSol of the University of Almeria, support Aqualia as coordinator to transform conventional WWTPs into "bio-fertiliser and energy production factories", achieving energy self-sufficiency and eliminating their carbon footprint. Anaerobic pre-treatment with the PUSH reactor has been implemented at the WWTP in El Bobar, Almeria, operated by Aqualia. These reactors have also been successfully evaluated in Portugal, first at two WWTPs operated by Aguas de Algarve, and later at the Cartaxo WWTP, operated by Aqualia.

To improve the energy balance in Almería, bio-methane is used for the purposes of vehicle fuel with an ABAD BioEnergy refining system and a dispenser. As part of fertiliser production strategies, struvite precipitation, enzymatic hydrolysis and solar disinfection techniques using a Fresnel lens have been developed.

- **LIFE INTEXT:** The project optimises low-cost purification technologies in small towns with a view to minimising the energy cost, carbon footprint and waste from the wastewater treatment process. Led by Aqualia, the AIMEN and CENTA technology centres and the University of Aarhus (DK) assess sustainable solutions from an ecological and economic perspective for settlements with less than 5,000 residents, supported by specialist SMEs from Germany, Greece and France.

The Talavera WWTP, managed by Aqualia, operates the demonstration platform for 16 technologies, comparing different systems (wetlands, algae, reactors with biofilms or granular sludge). Simultaneously, the wetlands are also tested at CENTA in Seville, to quantify the climate effect and compare different pre-treatment options (Push, Imhoff).

- **BBI B-FERST:** Fertiberia leads the project to develop new biofertilisers from urban wastewater and by-products from agri-food industries as leader with the participation of Aqualia and ten partners from six different countries. The potential of raw materials recovered from municipal waste and effluents in the production of fertilisers in three countries (Spain, Italy and Czech Republic) is analysed. A struvite precipitation system is also operated at the Jerez WWTP, managed by Aqualia, to incorporate the phosphorus recovered in a new Fertiberia bio-fertiliser demonstration plant in Huelva.

Checks have been performed to verify the conditions under which samples of Aquavite® comply with the limits set out in Law 2019/1009 on fertiliser products, in P2O5 content (16%) and in the presence of pathogens, testing the disinfectant effect of an infrared thermal dryer. This by-product is being used for the recovery of land in Ávila after a forest fire, and agri-food sludge is characterised, as well as waste from the Coosur WWTP (Jaén) operated by Aqualia to incorporate these into Fertiberia's formulations.

- **BBI DEEP PURPLE:** Led by Aqualia and supported by thirteen partners from six countries, the project implements on a demonstration scale a new bio-refinery model, which integrates purple phototrophic bacteria (PPB) in anaerobic carrousel-type systems. These bacteria use solar energy to treat wastewater without aeration, and transform the organic content of wastewater and municipal wastes into raw materials for biofuels, plastics, cellulose and new base materials in the chemical and cosmetics industry.

At WWTPs managed by Aqualia, an initial prototype of the photobioreactor has been optimised at the Toledo-Estiviel WWTP, with a demonstration reactor that is ten times bigger having been built at the Linares WWTP. At the same time, demonstration activities are being prepared at the Badajoz WWTP and at SmVaK in the Czech Republic.

- **H2020 ULTIMATE:** In the Smart Water Economy call, Aqualia participates in two of the five selected consortia, grouped into the CIRSEau cluster, with each one receiving up to €15 million of EU support. In Ultimate, the Dutch technology centre KWR coordinates 27 partners implementing nine innovative demonstrations of synergies between water utilities and industries.

At the Mahou WWTP in Lérida, Aqualia has set up a fluidised anaerobic reactor (FBBR/Elsar) is being installed on an industrial scale, which will later be compared to an AnMBR to recover biomethane and feed a fuel cell. Studies are ongoing in relation to the co-digestion of residual yeast and support for AITASA in Tarragona, where Aqualia has built a new treatment plant for industrial effluents, which could later be used to supply ultrapure water to the factories at the petrochemical industrial complex.

- **H2020 REWAISE:** Aqualia is leading the project as part of the EU's Smart Water Economy programme with the largest business participation, coordinating water companies from the UK (Severn Trent), Sweden (Vasyd) and Poland (AquaNet) from the twenty-four entities that make up the consortium. Together with 7 SMEs and several universities in Croatia, Italy, Poland, Czech Republic, Sweden, and UK, new circular economy and digital management solutions are implemented in "Living Labs" including Aqualia's operations in Asturias, Badajoz, Canary Islands, Denia, Salamanca or Vigo.

Rewaise reinforces Aqualia's strategic lines of technological development, such as the sustainable desalination and reuse of new membranes, the recovery of materials from brine, the reuse of wastewater and its transformation into energy and by-products, and the simulation of the operation and control of processes and networks to optimise service efficiency and water quality. At the Balaídos industrial hub, an AnMBR reactor has been installed to recover resources from urban effluents from the Citroën/Stellantis factory.

- **H2020 SEA4VALUE:** As part of this project, 100% financed by EU funds, the EureCat technology centre coordinates fourteen partners from seven countries to recover resources from brine concentrated in seawater desalination plants (SWDP). Currently at a basic scientific level, at least eight innovative technological solutions are being developed to enrich the most valuable components of seawater (lithium, caesium and rubidium) and recover critical raw materials (magnesium, boron, scandium, gallium, vanadium, indium, molybdenum and cobalt) to a purity that allows their exploitation on the market.

As part of this project, the Aqualia Desalination Innovation Centre in Denia has been reinforced and a new testing platform has been implemented in Tenerife to analyse the technical and economic impact of more sustainable desalination methods as well as new solutions for the recovery of brines. With pilot units at different SWDPs operated by Aqualia, work is being done on the solar concentration of brine, selective precipitation of magnesium, obtaining chlorine dioxide, and optimising the remineralisation of permeate with micronised calcite, reducing CO₂ consumption, turbidity and the size of the installations.

- **H2020 NICE:** The Nice project generates scientific knowledge on nature based solutions (NBS), such as wetlands or green walls for the purification and recovery of resources from urban wastewater. Led by the CETIM technology centre with 14 partners across 9 countries, these solutions aimed at sustainable cities will be implemented in a dozen sites, including Aqualia facilities in Algeciras, Benalmádena, Madrid, Talavera or Vigo. The pilots integrate developments from SMEs and universities in Denmark, France, Italy and Sweden, and include actions with partners in Colombia and Egypt.
- **LIFE PHOENIX:** The Aqualia-led project, supported by the technology centres CETIM and CIESOL, optimises tertiary risk management to achieve the most ambitious objectives of the new European regulation on water reuse (EU 2020/741). In order to assess various effluents, from Aguas de Portugal, the Almeria Provincial Council and the Guadalquivir River Basin Federation, several mobile plants are being built, combining physical-chemical treatment of 50 m³/h with advanced filtration of 30 m³/h, to be combined with various ultra- and nanofiltration membrane refining skids.

In addition, Newland's European subsidiary Entech is testing with O₃ ozone and UV ultraviolet modules, which enable advanced oxidation and disinfection. A sensor from the Dutch SME MicroLan is also being tested for online microbiological measurements and the continuous monitoring of the quality of reused water, responding to the risk control required under the new EU standard.

- **LIFE ZERO WASTE WATER:** As part of a collaboration between Aqualia, as the leader, and Canal Isabel II, the project has installed a combined treatment unit at the Valdebebas WWTP for Urban Waste Water (UWWW) and the Organic Fraction of Solid Urban Waste (FORSU). For the purposes of purification with a neutral carbon footprint, an AnMBR anaerobic reactor is supplied with 50 m³/d, producing biogas, followed by the ELAN process in the water line to remove nitrogen while consuming a low volume of energy. The assessment will assess the management of FORSU, using the sewerage system to transport the mixture of organic matter in a single stream.

In addition to the Universities of Valencia (co-holder of the AnMBR patent) and Santiago (co-holder of the ELAN patent) the Portuguese SME Simbiente is participating to develop an advanced management system, combined with on-line monitoring of microbiological quality by the Austrian SME VWS (Vienna Water Systems).

- **LIFE RESEAU:** The RESEAU project aims to increase the capacity and resilience of the existing sanitation water infrastructures to the impact of climate change. The Aqualia-led project boasts the participation of the ITG technological centre (Fundación Instituto Tecnológico de Galicia) and public operator VCS (Vand Center Syd AS) in Odense (Denmark). As part of Aqualia's operations in Moaña (Pontevedra), sensors (speeds, flows, levels, etc.) will be installed across the sewerage network to monitor and model its behaviour, with a view to developing a flexible flow management model.

A 500 m³ aerobic granular reactor is also being built at the Moaña WWTP to treat up to 2,000 m³/d of wastewater. Compared to conventional activated sludge, this advanced biofilm system multiplies the biological treatment capabilities several times over, improving the WWTP's ability to adapt to charge variation and limiting the space requirements for its implementation. The environmental impact of the risk management process is also significantly reduced by reducing energy needs and avoiding greenhouse gas emissions.

- **LIFE INFUSION:** After completing the Life Methamorphosis project at Ecoparc 2, the Barcelona Metropolitan Area (AMB) asked to extend the operation of the pilots to prepare the designs for several new plants to recover resources from municipal solid waste. Together with the EureCat technology centre and the operator of Ecoparc2, EBESA, the leachate digestion system is optimised with Aqualia, AnMBR and ELAN technologies, with the addition of an ammonium stripping system from the Belgian SME Detricon. Two waste management entities, Cogersa in Asturias and AMIU in the region of Genoa/Italy are also participating to assess the options for implementing the lixivate management solutions in their plants.
- **EFLUENT-EX:** Financed using RIS3 regional specialisation ERDF funds, the autonomous community of Extremadura is committed to a Circular Green Economy and supports the production of clean energy using organic and agro-industrial waste. As part of the E-fluent-EX project, Aqualia investigates different technologies to convert WWTPs into bio-factories and renewable energy sources, promoting sustainable mobility using green biofuels.

At the Badajoz WWTP managed by Aqualia, solar solutions have been installed to heat the digesters, using photovoltaic panels and a solar drying and sanitisation system with a Fresnel lens. Digestion is also optimised using agro-industrial co-substrates, assessing the inventories and characteristics of waste generated by wineries, fruit processing, tomato, cheese making and agro-livestock facilities, with a view to maximising the production of biomethane and hydrogen. In relation to the products of digestion, an innovative biogas upgrading technology is being developed using Ionic Liquid-Based Materials (ILs) for the adsorption and deodorisation of CO₂ in a continuous and controlled manner. Solid waste is transformed into carbonaceous materials (biochar) applying different thermal processes: hydro-carbonisation, pyrolysis and activation.

- **ECLOSION:** the main aim is to create new materials, technologies and processes for the generation, storage and transport of renewable and autochthonous hydrogen and biomethane. These energy vectors will be made using urban waste, agri-food, wastewater and sewage sludge and will be monitored using eco-efficient, flexible and smart optimisation tools.

The Aqualia-led consortium is made up of eight companies, including FCC Medio Ambiente, CADE, Ghenova, ARIEMA, H2B2, Idecal and MindCaps and will undertake research at four development centres, the Valladolid Waste Treatment Plant, managed by FCC Medio Ambiente; and the treatment plants in Salamanca, Lleida and Jerez de la Frontera, managed by Aqualia. The project aims to research bio-electrochemical processes for the generation of renewable gases, thermochemical treatment with supercritical gasification and new separation and storage processes for the gas mixtures produced to generate high-quality pure gases.

- **ZEPPELIN:** researches a flexible series of green hydrogen production and storage technologies based on the use of waste and by-products (agri-food, textiles, treatment plants, refineries, etc.). The aim is to improve the efficiency of how this energy vector is produced, addressing the technological challenges linked to biogas and bioethanol reforming, dark fermentation, microbial electrolysis, gasification and hydrogen storage.

Applying new models for obtaining green hydrogen complementary to electrolysis with renewable energies, decarbonisation is fomented under the principles of the circular economy and digitisation. The consortium, led by Aqualia, includes seven key companies in the hydrogen value chain, such as Repsol, the leading hydrogen producer and consumer in Spain; Naturgy, Redexis and Reganosa, as gas distributors; and other technological partners such as Norvento, Perseo and Técnicas Reunidas. The companies collaborate with nine research organisations (including CETIM, CIEMAT, EnergyLab, CIDAUT, and IMDEA-Energia) to implement several innovative hydrogen production pilots at the Algeciras WWTP, managed by Aqualia, capable of supplying major hydrogen consumers in the area such as Acerinox, Viesgo, Air Liquide, Linde, as well as port companies.

- **CHEERS:** a development project focussed on a zero waste biorefinery, coordinated by Mahou San Miguel, a Spanish beer manufacturer, in collaboration with 10 partners across 5 European countries, including Aqualia/Hidrotec, the Ainia technology centre and the University of Valladolid. Inspired by the biodiversity of nature (insect and microbe platforms), the aim is to reuse underutilised or waste secondary streams such as bagasse, wastewater, CO₂ and CH₄ from the brewing industry for their conversion into five innovative bioproducts that are competitive on the market: insect protein, disinfectant, microbial protein, ectoin and caproic acid. As well as validating new sustainable transformation bioprocesses at a demonstration scale, the aim is to achieve a 50% reduction in the carbon footprint of each value chain.
- **D4RUNOFF** (Data driven hybrid nature based solutions for preventing and managing diffuse urban runoff) develops tools to quantify, avoid and manage diffuse pollution created by urban runoff waters. Led by public water company Vand Center Syd (VCS) in Odense (Denmark), it brings together 12 partners across 5 countries, including Aqualia/Hidrotec, the Technological Institute of Galicia (ITG), the University of Cantabria and Catalan SME Mitiga, a specialist in risk control software.

The work programme includes the development of new analytical methodologies by Hidrotec, the online measurement of indicators of micro-pollutants and bioplastics, and the implementation of preventive strategies to reduce diffuse contamination employing multicriteria analysis and Artificial Intelligence. The Nature Based Solutions (NBS), will be validated at three sites, in Odense (Denmark), Santander (Spain) and Pontedera (Italy), replicating those in Algeciras (Spain), Ostrava (Chequai) and Cairo (Egypt).

- **NINFA:** (TakiNg actIoN to prevent and mitigate pollution of ground wAter) develops ways of monitoring and protecting groundwater, starting with the measurement, modelling and treatment of different pollutants (nutrients, pesticides, pharmaceuticals, hydrocarbons, heavy metals, microplastics and salinity). The groundwater management and pollution prevention strategy is structured around early detection systems, a better understanding of the effects to achieve synergies and the risks of multiple disturbance factors, employing predictive methodologies to increase resilience and implement treatment and mitigation solutions.

The project is being coordinated by the Leitat Technology Centre and brings together 9 other partners across 6 countries. Aqualia participates through its Hidrotec laboratories, in cooperation with the municipality of Los Alcázares (Murcia) located on the shores of the Mar Menor. Collaboration between Aqualia France and the Mines-Télécom Atlantique Institutes in Brittany (Brest, Rennes and Nantes).

Furthermore, in 2022 two new patents were requested, while news of four proposals submitted in previous years remained pending.

CONSTRUCTION

FCC Construcción promotes an active policy of technological development, constantly bringing innovation to its projects, with a strong commitment to research and development, sustainability and contribution to the quality of life of society as competitive factors. This innovation policy is coordinated with all other business areas of the FCC Group.

The development and use of innovative technologies to carry out the works is an important contribution to added value and is a differentiating factor in today's highly competitive and internationalised market.

The three types of projects developed by FCC Construcción and its investee companies are: internal projects, projects with other companies in the FCC Group and projects in collaboration with other companies in the sector or other related sectors, often with technology-based SMEs, which enables open innovation projects to be carried out with the participation of the value chain and occasionally in horizontal cooperation. In addition, the presence of universities and technology centres is essential in almost all projects.

In addition, the presence of universities and technology centres is essential in almost all projects.

A number of the projects are being undertaken in coordination with the public administrations, as is the case of CIEN "**Bicisendas**", as part of which several municipalities across Catalonia have been contacted for the creation of a pilot bicycle lane.

At an **international** level, in 2022 work was undertaken as part of the European R&D&i project "**DigiChecks**", funded by the EU Research and Innovation Framework Programme, Horizon Europe, as part of which a Digital Environment is being developed to facilitate interoperability and communication between different construction industry platforms, the management of permits and controls accordingly. The project is structured around new technologies (including BIM, GIS, Artificial Intelligence, Blockchain, Digital Twin), using previous international initiatives as a reference.

In relation to the National Projects undertaken during 2022, the development of the following projects is worth particular note:

- **BICISENDAS:** within the CDTI's CIEN 2018 programme, the aim of which is to *develop a sustainable, energy self-sufficient, intelligent, cleaner, integrated and safe cycle lane.*
- **ONLYBIM:** part of the regional programme of IDEPA of the Principality of Asturias whose objective is the development of a module for the design and execution of non-linear works under BIM methodology
- **ACUSCOIN/ECO:** developed by MATINSA and approved by CDTI, the aim of which is to research an acoustic emission system for assessing corrosion in reinforced concrete infrastructures
- **DESIRE:** developed by FCC Industrial and Infraestructuras Energéticas approved by CDTI, its objective is to develop a prototype of a basic RPAS simulator that, with the use of the software developed and the prototype of mixed reality glasses and the tracking system, complements the information presented to the RPAS pilot and the camera operator
- **CYBERSEC:** developed by FCC Industrial and Infraestructuras Energéticas and approved by CDTI of the CIEN programme, this project entails research into various technologies, techniques, tools, methodologies and knowledge aimed at developing technological solutions for securing against cyber-attacks in highly critical connected environments, such as Industry 4.0, smart cities or critical infrastructures

- **SAIM:** developed by MATINSA and approved by CDTI, aiming to develop a new technological solution to aid environmental management of coastal areas that allows the ecological characterisation of the environment automatically and in real time using information from a new sensorised data collection system, a new satellite information processing algorithm and a new computational simulation model
- **ECOLOGÍA COTORRAS:** developed by MATINSA and submitted to the industrial doctoral candidates programme organised by the Community of Madrid; its aim is to delve into the ecology of the Argentine parrot and Kramer's parrot (and its ecological and health impacts) to better understand how biological invasion processes work and integrate the scientific knowledge generated into the management plans in place for these species.
- **PRACAN:** submitted to CDTI Cooperation projects, the aim of which is to develop a robotic platform for the identification, control and monitoring of carcinogenic agents in construction environments. This platform will be structured around a series of mobile nodes, one land-based and one airborne, with the ability to detect/estimate carcinogens, in particular asbestos and respirable crystalline silica (RCS) as well as a decision-making and alarm configuration system for occupational risk prevention (ORP) technicians, which will activate action protocols and recommendations
- **ROBUST:** submitted to CDTI Cooperation projects, the aim of which is to develop a georeferenced mapping and automated monitoring system for confined environments, mainly tunnels and ditches. To this end, it is due to use new monitoring technology that will require the development and deployment of autonomous aerial robots (drones), as well as the design and development of control systems and algorithms to communicate with the robots.
- **EDIFICTECH:** collaborative project submitted to CDTI that is developing a new 4.0 technological solution for the construction sector employing connected and centralised management for the installation of facades

Research, Development and Innovation (R&DI) is expressly contemplated in the Sustainability Management System under procedure PR/FCC-730. The company holds an RD&I Management System Certificate: RD&I Management System requirements based on Spanish-harmonised standard UNE 166002:2021, certified by AENOR, the Spanish Standardisation and Certification Association. MATINSA and FCC Industrial and Infraestructuras Energéticas are also R&DI Management System certified pursuant to UNE 166002:2021.

CEMENT

In 2022, the project involving the **ASSESSMENT OF THE POTENTIAL FOR GEOLOGICAL CO₂ STORAGE**, in collaboration with the Geological and Mining Institute of Spain and the Oficemen Group, began.

The aim of this project is to develop scenarios for the potential deployment of CO₂ capture, use and storage technologies (CAUC) in the sector, evaluating their possibilities and associated costs.

Furthermore, the European **BIORECO₂VER** project as part of the HORIZON 2020 programme came to an end; the Cementos Portland Valderrivas Group had participated in this project, which had been extended due to the impact of the Covid-19 pandemic and whose aim was to obtain alternative processes for the more sustainable commercial-scale production of certain chemical products based on the capture of industrial CO₂ emissions.

As part of the development of different strategies for the production of isobutene and lactic acid, milestones were achieved including increased productivity in the generation of isobutene or the definition of a test bench for the pre-treatment of exhaust gases in the cement industry with a view to concentrating CO₂ and eliminating O₂ and impurities.

Work has now been completed on the technical-economic analysis and the replication of the process. The results are structured around the virtual **BIORECO2VER** plant, which, in turn, is based on hypotheses, the output of the metabolic models developed and the experimental results obtained.

The life cycle analysis sustainability assessment has been completed and the social acceptance and public perception of CO₂-based products has been subject to evaluation. A number of points were drawn up to implement a good marketing strategy and an education campaign for consumer products that include captured CO₂.

Outreach and communication activities continued and two final stakeholder events were organised in the form of a hybrid event and a free online webinar, at which attendance was high (each receiving more than 200 attendees).

9. OTHER RELEVANT INFORMATION. SHARE PERFORMANCE AND OTHER INFORMATION

9.1. Share performance

Attached is a table detailing the performance of FCC's shares during the year compared to the previous year.

	Jan. – Dec. 2022	Jan. – Dec. 2021
Closing price (€)	8.82	10.68
<i>Change in the period</i>	<i>(20.4%)</i>	<i>31.9%</i>
High (€)	11.02	11.00
Low (€)	7.58	7.91
Average daily trading (no. of shares)	51,109	69,303
Average daily trading (million euros)	0.5	0.7
Capitalisation at end of period (million euros)	3,866	4,711
No. of shares circulating at 30 June	438,344,983	425,173,636

Prices adjusted for 2021 and 2022 scrip dividends

9.2. Dividends

The Company's Board of Directors, at its meeting held on 14 June 2022, agreed to implement the agreement on the distribution of the scrip dividend adopted at FCC's General Shareholders' Meeting on 14 June 2022, in item 4 of the Agenda, in compliance with the terms and conditions agreed at the General Shareholders' Meeting. The holders of 97.94% of the free allocation rights opted to receive new shares, a very similar percentage to the previous years, in recognition for their confidence in management and the Group's value creation potential. Therefore, the paid-up capital increase was for 14,871,347 shares, bringing the total number of shares of capital stock to 440,044,983 shares on 12 July.

Subsequently, pursuant to the resolution adopted at the General Shareholders' Meeting held on 14 June 2022, the redemption of 1.7 million treasury shares was completed on 20 July, thus taking the share capital, on the reporting date, to 438,344,983 shares (see Acquisition and Disposal of own shares) (Note 17 to the consolidated financial statements).

10. DEFINITION OF ALTERNATIVE PERFORMANCE MEASURES ACCORDING TO ESMA REGULATIONS (2015/1415en)

EBITDA

We define EBITDA as earnings from continuing operations before tax, earnings of companies accounted for using the equity method, financial result, depreciation and amortisation charges, impairment, gains or losses on disposals of non-current assets, grants, net changes in provisions and other non-recurring revenues and expenses.

	Dec. 2022	Dec. 2021
Operating profit/(loss)	610,5	802.2
Amortisation of fixed assets and allocation of grants for non-financial and other assets	512,1	443.9
Impairment and gains/(losses) on disposal of fixed and non-current assets	174,9	-123.5
Other gains/(losses)	13,9	4.0
EBITDA	1.311,4	1,126.6

EBIT

This corresponds to the operating profit/(loss) in the consolidated income statement presented in the accompanying consolidated financial statements.

BACKLOG

The FCC Group uses the backlog as an additional accounting measure in certain areas of our businesses. We calculate the backlog for our Environment, Water and Construction areas because these businesses are characterised by medium and long-term contracts. Because of its typically short-term purchase cycle, we do not calculate backlog for our Cement business area.

As at any given date, the backlog reflects pending production, that is, amounts under contracts or client orders, net of taxes on production, less any amounts under those contracts or orders that have already been recognised as revenue. We value pending production according to current prices as at the date of calculation. We include in backlog only amounts to which clients are obligated by a signed contract or firm order.

At the Environment division, we recognise the backlog for our waste management contracts only when the relevant contract grants us exclusivity in the geographical area where the plant, landfill or other facility is located.

In our Water business area, we calculate initial backlog on the basis of the same long-term volume estimates that serve as the basis for our contracts with clients and for the tariffs set in those contracts.

In our Construction business area, we recognise the backlog only when we have a signed contract with, or a firm order from, the end client.

Once we have included a contract in our backlog, the value of pending production under that contract remains in backlog until fulfilled or cancelled. However, we do adjust the values of orders in the backlog as needed to reflect any price or schedule changes that may be agreed with the client. For example, after the date of calculation, a price may increase or decrease as a result of changes in contractual production due to additional works to be performed. Due to a number of possible factors, we could fail to realise as revenue part or all of our calculated backlog with regard to a given contract or order. Our backlog is subject to adjustments and project cancellations and is, therefore, an uncertain indicator of future earnings.

In the Real Estate area, the real estate portfolio corresponds to the amount of the collection corresponding to the sales of properties pending formalisation at the end of the period in the Development activity. The GAV at the market value of the real estate assets as determined by independent experts and the occupancy rate at the occupied surface area of the portfolio of rental property assets divided by the portfolio's operating surface area.

NET FINANCIAL DEBT

Net financial debt is defined as total gross financial debt (current and non-current) less current financial assets, cash and other cash equivalents.

VOLUNTARY TURNOVER RATE

Ratio of voluntary departures during the year to staff. Both voluntary departures and leaves of absence are considered to be low.

11. ANNUAL CORPORATE GOVERNANCE REPORT

The Annual Corporate Governance Report is available on the website of the National Securities Market Commission and on the issuer's website.

<https://www.cnmv.es/portal/Consultas/EE/InformacionGobCorp.aspx?TipoInforme=1&nif=A-28037224>

12. ANNUAL DIRECTORS' REMUNERATION REPORT

The Annual Directors' Remuneration Report is available on the website of the National Securities Market Commission and on the issuer's website.

<https://www.cnmv.es/portal/Consultas/EE/InformacionGobCorp.aspx?TipoInforme=6&nif=A-28037224>

13. NON-FINANCIAL INFORMATION STATEMENT

Auditor's Report on Information Relating to Internal
Control Over Financial Reporting (ICFR) of FOMENTO DE
CONSTRUCCIONES Y CONTRATAS, S.A. for the year
ended December 31, 2022





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AUDITOR'S REPORT ON "INFORMATION RELATING TO THE INTERNAL CONTROL OVER FINANCIAL REPORTING (ICFR)"

(Translation of a report and the information relating to the internal control over financial reporting originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails).

To the Directors of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.:

As requested by the Board of Directors of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. (hereinafter, the Company) and our engagement letter of September 28, 2022, we have applied certain procedures in relation to the accompanying "Information relating to the internal control over financial reporting" (hereinafter, "ICFR disclosures") of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A for the year ended December 31, 2022, which summarizes the Company's internal control procedures in respect of its annual financial reporting.

The Board of Directors is responsible for adopting the appropriate measures in order to reasonably guarantee the implementation, maintenance, and supervision of an adequate internal control system as well as developing improvements to that system and preparing and establishing the content of the accompanying ICFR-related information.

It should be noted that irrespective of the quality of the design and operability of the internal control system adopted by the Company in relation to its annual financial reporting, it can only provide reasonable, rather than absolute assurance with respect to the objectives pursued, due to the inherent limitations to any internal control system.

In the course of our financial statement audit work and in keeping with Spain's Technical Auditing Standards, the sole purpose of our assessment of the Company's internal controls was to enable us to establish the scope, nature, and timing of the Company's financial statement audit procedures. Accordingly, our internal control assessment, performed in connection with the financial statement audit, was not sufficiently broad in scope to enable us to issue a specific opinion on the effectiveness of the internal controls over the annual financial disclosures that the Company is required to present.

For the purpose of issuing this report, we exclusively applied the specific procedures described below and indicated in the Guidelines on the Auditor's Report on Information Relating to The Internal Control Over Financial Reporting of listed companies, published by the Spanish National Securities Market Commission on its website, which establishes the work to be performed, the minimum scope thereof and the content of this report. Given that the scope of the abovementioned procedures performed was limited and substantially less than that of an audit carried out in accordance with generally accepted accounting principles, we have not expressed an opinion regarding its efficacy, design, or operational effectiveness regarding the Entity's 2022 financial data described in the accompanying ICOFR information. As a result, had we performed additional procedures to those stipulated in the abovementioned Guidelines or had we performed an audit or review of the internal controls over the annual financial disclosures that the Company is required to present, other matters might have come to our attention that would have been reported to you.



Furthermore, given that this special assignment neither constitutes a financial statement audit nor is it subject to prevailing audit regulations in Spain, we do not express an audit opinion in the terms provided for in said regulations.

The procedures performed were the following:

1. Read and understand the information prepared by the Company in relation to the ICFR -which is disclosed in the Annual Corporate Governance Report disclosure information included in the Directors' Report-and assess whether such information addresses all the required information which will follow the minimum content detailed in paragraph F, relating to the description of the ICFR, as per the model Annual Corporate Governance Report established by CNMV Circular nº 5/2013 of June 12, 2013 of the CNMV and subsequent amendments, the most recent being CNMV Circular nº 3/2021 of September 28 (hereinafter, the CNMV Circulars).
2. Making inquiries of personnel in charge of preparing the information described in point 1 above in order to: (i) obtain an understanding of the process followed in its preparation; (ii) obtain information which will allow us to assess whether the terminology used is adapted to the definitions provided in the reference framework definitions; (iii) obtain information on whether the control procedures described are implemented and in use by the Company.
3. Reviewing the explanatory documentation supporting the information detailed in item 1 above, including documents directly made available to those responsible for describing ICFR systems. This documentation includes reports prepared by the Internal Audit Department, senior management, and other internal and external experts in their role supporting the audit and control committee.
4. Comparing the information detailed in item 1 above with their knowledge of the Company's ICFR obtained through the external audit procedures applied during the annual audit of the financial statements.
5. Reading of the minutes taken at meetings of the board of directors, audit and control committee, and other committees of the Company to evaluate the consistency between the ICFR businesses transacted and the information detailed in item 1 above.
6. Obtaining a management representation letter in connection with the work performed, signed by those responsible for preparing and authorizing the information detailed in item 1 above.

The specific procedures carried out in respect of the Company's ICFR disclosures did not reveal any inconsistencies or incidents that could affect such disclosures.



This report was prepared exclusively under the scope of the requirements stipulated in article 540 of the Consolidated Text of Spain's Corporate Enterprises Act and the CNMV circulars on ICFR-related descriptions in listed companies' Annual Corporate Governance Reports.

ERNST & YOUNG, S.L.

(Signature on the original in Spanish)

Fernando González Cuervo

February 24, 2023

FCC Environmental Services

Item: **Experience**

Attachments

EXPERIENCE.pdf

2. CHAPTER - EXPERIENCE

2.1. EXPERIENCE – HISTORY OF FIRM

Municipal services have been at the core of FCC's business for 112 years starting with its first contract for collection services for municipalities in the City of Barcelona in 1911. This contract award was a very important milestone in the Company's history, as it marked the first entry into the services field. We have been providing collection services uninterruptedly in Barcelona since 1911 through successive contract awards since that time.



FCC is one of the world's largest waste management and recycling companies with a presence in over 37 countries. FCC's more than 60,000 employees worldwide interact with citizens daily and focus on constantly increasing sustainability. FCC's services include the collection, treatment, and removal of solid waste, cleaning public roads, maintenance of sewage networks, maintenance of green areas, street furniture, industrial waste treatment and removal, and integrated water management. These activities have a large presence in many areas of Europe, the Americas, and Africa. FCC began its international experience at the end of the 1990s' and the markets in which have grown in recent years are the United States, Latin America, and Africa.



The company operates in over 5,000 municipalities across the world where we improve the well-being of over 60 million citizens. It boasts over 100+ years of experience, which is reflected in the diversity of services we provide: collection, treatment, recycling, energy recovery, disposal of solid urban waste, street cleaning, sewer network maintenance, ground maintenance and preservation of green spaces, polluted soils recovery, and comprehensive management of industrial waste. As a waste management leader, we have nearly 2.5 million containers, carts, and bins of all sizes and more than 17,000 trucks or special vehicles to ensure secure and efficient collection and transport of all waste for further treatment.



**SARASOTA COUNTY, FL
ITN NO. 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION SERVICES**

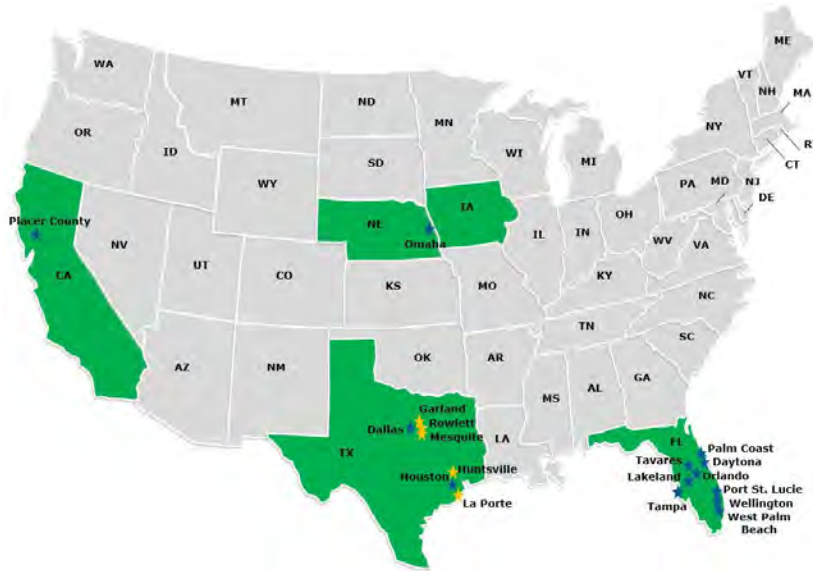
FCC VEHICLES						
TYPE	Spain	Portugal	Central Europe	US	UK	TOTAL FCC
Diesel	10,021	108	1,833	378	1,410	13,750
Gasoline	845	0	100	84	15	1,044
CNG	1,127	1	12	343	0	1,483
Electric	1,088	0	11	0	1	1,100
Hybrid – Electric	91	0	2	0	8	101
Total	13,172	109	1,958	805	1,434	17,478

The following information is a list of relevant municipal contracts FCC, or its subsidiaries are currently supporting around the world. FCC will provide any additional information of the contracts listed if requested.

FCC: Some of the more relevant Waste Collection and Recycling Services Municipal contracts						
COUNTRY	CONTRACTING MUNICIPALITY	POPULATION SERVED	CONTRACT	CONTRACT	CONTRACT PERIOD	ANNUAL REVENUES
			START DATE	END DATE		
United States	Orange County, Florida (Zone 4)	115,000	January 1, 2016	December 31, 2025	10 years	\$5,250,000
	Orange County, Florida (Zone 5)	125,000	January 1, 2016	December 31, 2025	10 years	\$5,750,000
	Polk County, Florida (West Zone)	225,000	October 1, 2017	September 30, 2024	7 years	\$9,000,000
	City of Rowlett, Texas	62,000	October 1, 2017	September 30, 2024	7 years	\$6,500,000
	Palm Beach County, Florida (Zone 3)	225,000	October 1, 2019	September 30, 2026	7 years	\$14,000,000
	Palm Beach County, Florida (Zone 4)	240,000	October 1, 2019	September 30, 2026	7 years	\$13,000,000
	Polk County, Florida (Commercial)	225,000	September 2, 2019	September 1, 2023	Up to 4 years	\$150,000
	Volusia County, Florida	135,000	April 1, 2020	September 30, 2027	7 years	\$11,000,000
	Volusia County Facilities, Florida	135,000	March 1, 2021	February 28, 2026	5 years	\$225,000
	City of Omaha (Solid Waste), Nebraska	466,000	November 30, 2020	December 31, 2030	10 years	\$24,500,000
	City of Omaha (Drop Offs), Nebraska	466,000	January 1, 2021	December 31, 2025	5 years	\$550,000
	City of Omaha (Rubbish Roll-Offs), Nebraska	466,000	April 1, 2021	March 30, 2024	3 years	\$70,000
	City of Edgewood, Florida	2,977	January 1, 2021	December 31, 2025	5 years	\$400,000
	City of Dallas, Texas Single-Stream Recycling Facility	1,100,000	January 1, 2017	December 31, 2034	18 years	\$10,000,000
	City of Houston, Texas Single-Stream Recycling Facility	2,200,000	March 11, 2019	March 10, 2034	15 years	\$12,000,000
	City of Houston Biosolids, Texas	2,200,000	September 30, 2019	September 29, 2024	5 years	\$5,700,000
	City of Garland (TX), Biosolids and Recyclable Materials Processing and Marketing. Included Garland ISD	220,000	December 1, 2019	September 30, 2024	5 years	\$2,000,000
	City of Mesquite (TX), Recyclable Materials Processing and Marketing	143,500	February 28, 2022	February 27, 2027	5 years	\$500,000
	City of Huntsville (TX), Processing and Marketing Recyclable Materials	40,000	November 23, 2021	November 23, 2022	1 year	\$100,000
	Village of Wellington, Florida	65,000	December 30, 2021	September 30, 2031	10 years	\$8,000,000
	Hillsborough County, Florida	265,000	January 31, 2022	September 30, 2030	8 years 8 Months	\$20,000,000
	Western Placer Waste Management Authority (CA) Landfill Operation	400,000	July 1, 2022	June 30, 2032	10 years	\$3,000,000
	Western Placer Waste Management Authority (CA) Recyclables, Organic and C&D Processing	400,000	July 1, 2022	June 30, 2032	10 years	\$45,000,000
	Construction of High Diversion Facility, for Western Placer Waste Management Authority (CA)	400,000	July 1, 2022	December 31, 2024	2 years	\$120,000,000 (*)
	Hillsborough County Facilities, Florida	265,000	November 1, 2022	October 31, 2025	3 years	\$1,400,000
	City of Port St Lucie, Florida	215,000	September 5, 2022	August 31, 2032	10 years	\$39,000,000
	Lake County, Florida	75,000	October 1, 2022	September 31, 2027	5 years	\$7,300,000
	City of Palm Coast, Florida	90,000	June 1, 2023	May 31, 2030	7 years	\$15,000,000
	Hillsborough County Public Schools (HCPS)	n/a	November 1, 2022	October 31, 2025	3 years	\$2,600,000
	Volusia County Public Schools (VCPS)	n/a	July 1, 2023	June 30, 2026	3 years	\$750,000
	Flagler County Public Schools (FCPS)	n/a	July 1, 2023	June 30, 2026	3 years	\$250,000
	Polk County, Florida (RENEWAL)	225,000	October 1, 2024	January 1, 2030	5 years	\$17,000,000
Spain	Madrid (Extended)	2,150,000	November 1, 2022	October 30, 2028	6	\$74,320,008
	Zaragoza (Extended)	701,000	March 1, 2023	February 28, 2033	10 years	\$61,545,008
	Barcelona	638,000	March 4, 2022	March 3, 2030	8 years	\$43,900,000
	Valencia (Extended)	367,000	November 1, 2023	October 31, 2038	15 years	\$31,872,000
	Bilbao (Extended)	345,000	October 1, 2023	September 30, 2027	4 years	\$13,336,000
	Vigo (Renewal)	299,000	January 7, 2022	December 31, 2031	9 years + 6 months	\$38,554,697
	Hospitalet de Llobregat (Extended)	255,000	February 1, 2022	January 31, 2025	3 years	\$9,626,000
	Oviedo	220,000	February 1, 2021	January 31, 2026	5 years	\$15,525,000
	Badalona (Extended)	215,000	June 1, 2010	May 31, 2020	10 years	\$21,645,500
	Almeria	197,000	March 1, 2014	February 29, 2024	10 years	\$7,260,000
	San Sebastian (Extended)	185,000	October 1, 2023	September 30, 2026	3 years	\$406,380
	Castellon de la Plana	171,000	February 1, 2010	July 31, 2025	15 years	\$16,995,667
	Badajoz	150,000	October 1, 2020	September 30, 2022	12 years	\$11,500,000
	Salamanca (Renewal)	145,000	December 1, 2021	November 30, 2033	12 years	\$21,200,000
	Avila (Extended 1 year)	58,900	July 1, 2010	June 30, 2020	9 years	\$5,518,000
	United Kingdom	Herefordshire CC	179,300	November 2, 2009	November 1, 2023	14 years
Telford&Wrekin U/ A (Extended)		166,000	April 1, 2019	March 31, 2028	18 years	\$3,720,000
Wychavon D C		116,900	April 1, 2018	April 1, 2028	10 years	\$5,099,644
Harborough		85,300	April 1, 2016	March 31, 2023	7 years	\$4,340,000
West Devon (Extended)		53,500	April 1, 2019	March 30, 2027	8 years	\$16,800,000
Austria	City of Baden	25,000	January 1, 2018	January 1, 2024	5 years	\$385,350
	AWS Schwechat	17,000	January 1, 2018	January 1, 2024	5 years	\$159,779
Czech Republic	City of Liberec	102,000	July 1, 2010	December 31, 2025	16 years	\$4,188,800
	City České Budějovice	93,500	July 1, 2002	indefinite period	> 16 years	\$2,807,376
	City of Prostějov	44,000	January 1, 2017	December 31, 2024	8 years	\$1,945,938
Poland	City of Zabrze (extended)	173,000	April 1, 2017	March 31, 2020	3 years	\$6,079,050
Bulgaria	Sofia (extended)	190,000	May 31, 2015	May 31, 2020	5 years	\$5,506,463
	Dobrich (extended)	91,000	January 1, 2018	December 31, 2021	4 year	\$1,615,415
Serbia	Kinkinda Municipal Association	65,500	September 1, 2007	August 31, 2031	25 years	\$2,171,400
	Lapovo Municipal Association	35,000	January 1, 2013	December 31, 2031	18 years	\$1,481,480

(*) This is the total cost of construction for this facility

FCC in the U.S.



FCC began collection services in the U.S. in 2016 with the awarded contract of Orange County, FL. Since this initial contract, FCC has rapidly expanded with the addition of forty-seven (47) awarded contracts by governmental entities through our commitment to excellent service and our unwavering promise to being a dedicated partner. FCC collects an estimated 1,350,000 tons of MSW, 200,000 tons of recyclable material, and 300,000 tons of yard waste on an annual basis.

Our company takes immense pride in transitions as they directly impact the residents of the service. Through our 112 years of experience collecting municipal contracts, we have executed thousands of these successfully.

FCC has a wealth of experience in successful transitions for large municipalities. Since 2016, we have transitioned several contracts with varying levels of service, both residential and commercial, as well as within varying timeframes to complete the process. Despite any constraints or variables, FCC has always managed to order and receive ample equipment, hire qualified personnel, secure a facility, and communicate effectively with City/County staff to reassure and confirm every step of the transition. With the below experience, FCC can ensure that the transition of Sarasota County's services will be seamless and uninterrupted.

TRANSITION SUMMARY				
CONTRACT	PREVIOUS LEVEL OF SERVICE	NEW LEVEL OF SERVICE	TRANSITION LENGTH (MONTHS)	STARTING DATE
Orange County, FL (87k homes)	2X Week Service with Customer Owned Containers	1X Week Service with Carts	5	1/1/2016
Polk County, FL (77k homes)	1X Week Service with Carts	1X Week Service with Carts	12	9/2/2017
Rowlett, TX (19k homes)	1X Week Service with Customer Owned Containers	1X Week Service with Carts	4	10/1/2017
Palm Beach County, FL (117k homes)	2X Week Service with Customer Owned Containers	2X Week Service with Carts	8	10/1/2019
Volusia County, FL (45k homes)	1X Week Service with Customer Owned Containers	1X Week Service with Customer Owned Containers	6	4/1/2020
Edgewood, FL (1k homes)	2X Week Service with Customer Owned Containers	2X Week Service with Customer Owned Containers	3	1/1/2021
Omaha, NE (150k homes)	1X Week Service with Customer Owned Containers	1X Week Service with Carts	11	11/30/2020
Wellington, FL (25k homes)	2X Week Service with Carts	2X Week Service with Carts	7	12/30/2021
Hillsborough County, FL (117k homes)	2X Week Service with Carts	2X Week Service with Carts	8	1/31/2022
City of Port St. Lucie, FL (84K homes)	2X Week Service with Customer Owned Containers	1X Week Service with Carts	3	9/5/2022
Lake County, FL (24K homes)	22K Residents 1X Week Service with Carts 2K Residents 2X Week Service with Carts	22K Residents 1X Week Service with Carts 2K Residents 2X Week Service with Carts	2	10/1/2022
City of Palm Coast, FL (40K homes)	2X Week Service with Customer Owned Containers	2X Week Service With Customer Owned Containers	11	6/1/2023
Polk County, FL (74K homes) RENEWAL	1X Week Service with Carts	1X Week Service with Carts	14	10/1/2024

In addition to the above transitions, FCC is well aware of the attention to detail and proactive approach required in order to successfully transition commercial services with an incumbent hauler.

TRANSITION SUMMARY

CONTRACT	NUMBER OF CONTAINERS TRANSITIONED	TRANSITION LENGTH (MONTHS)	STARTING DATE
Palm Beach County, FL	4,122 front load containers ranging from 2-8 cubic yards with <u>multiple incumbents</u>	8	10/1/2019
Wellington, FL	700 front load containers ranging from 2-8 cubic yards with <u>one single incumbent</u>	7	12/30/2021
Hillsborough County, FL	3,180 front load containers ranging from 2-8 cubic yards with <u>multiple incumbents</u>	8	1/31/2022
City of Port St. Lucie, FL	1,210 front load containers ranging from 2-8 cubic yards with <u>one single incumbent</u>	3	9/5/2022

To demonstrate the excellent hard work of our personnel through these transitions, FCC has received several high praising letters of excellence from these municipalities.

Palm Beach County



June 25, 2020

Dear Mr. Sandora,

The Solid Waste Authority of Palm Beach County (SWA) thanks you and the FCC team for immediately assisting our south county residential customers removing yard waste debris generated from an isolated storm last Friday evening.

We truly appreciate the FCC team working with our customers to remove this large amount of yard waste storm debris generated within this area on their normal scheduled yard waste collection day.

FCC, as a new service provider in Palm Beach County, provided the lowest competitive collection rate for our customers within Service Areas 3 and 4, a new fleet of collection equipment and containers, delivered a perfect seamless transition that included cart deliveries of three (3) different sizes (including last minute community exchange request for a smaller cart) within two very large Service Areas, proactively worked with our team to resolve any and all possible startup issues, and last week immediately providing emergency removal of storm debris in a timely manner.

FCC assembled a very dedicated, professional, knowledgeable, hardworking, customer-oriented team that delivers the highest quality of collection services possible on a consistent basis.

This effort all begins with great leadership. We appreciate and thank you and Mr. Charlie Merkley as the new team exceeding our customer's expectations each and every day!

It is a pleasure working with FCC who share the same values and goals to deliver great customer service, exceeding all expectations on a daily basis.

Thank you very much on behalf of our customers and SWA for a job well done each day!

John Archambo, Director, Customer Relations

Village of Wellington



A GREAT HOMETOWN

Council
Anne Gorsing, Mayor
Michael Drahos, Vice Mayor
John T. McGovern, Councilman
Michael J. Napoles, Councilman
Tanya Siskind, Councilwoman

Manager
Jim Barnes

Joseph Sandora
Senior General Manager
FCC Environmental Services
5840 Corporate Way, Suite 250
West Palm Beach, FL

Subject: Performance Evaluation for January- March 2022

Joe,

Based upon reports and data in addition to field observations, Wellington has prepared this document evaluating FCC's performance for January – March this evaluation is presented in comparison to the provisions of the Exclusive Franchise Agreement between FCC Environmental Services and The Village of Wellington.

I am Pleased to say that our internal route audits and Field observations show no missed routes since the inception of our agreement on December 29th 2021.

I usually don't wait 3 to almost 4 months to send an evaluation with the Transition and the adjustments that go along with it, but we kept in touch over the phone and I would like to congratulate you, Charles, Miguel, Rodney and FCC Corporate, for the smoothest Transition I have ever been involved in.

You were able to provide new trucks, well trained drivers, more efficient routing and at the same time you and FCC became involved in the Wellington Community.

Keep up the good work and I am looking forward to working together.

Thank you and your staff for their hard work and dedication.

Jesse Wright

Operations Superintendent | Village of Wellington Solid Waste

12500 Forest Hill Boulevard • Wellington, Florida 33414 • (561) 791-4000 • Fax: (561) 791-4045
www.wellingtonfl.gov

City of Port St. Lucie

City of Omaha



CITY OF PORT ST. LUCIE
Neighborhood Services Department

TO: Mayor and City Council
 VIA: Russ Blackburn, City Manager
 THRU: Teresa Lamar-Sarno AICP, Deputy City Manager
 FROM: Mariana Feldpausch, Director of the Office of Solid Waste
 SUBJECT: FCC Environmental Services Compliments
 DATE: January 19, 2023

Staff is providing exciting positive remarks received by the Office of Solid Waste regarding FCC Environmental Services LLC and the services they are providing to the city and its residents.

A resident on SE Mariposa Ave states:
 "FCC is going a fantastic job on all of their services."

Another resident who did not disclose their address wrote:
 "I did not realize trash/recycle was going to be delayed by a day this week. Therefore, I did a request when it was not picked up. Thankfully, FCC made a phone call less than a business day after and explained why it was not picked up. Finally, a company that, so far is doing a good job picking up on time but also making phone calls explaining why it was delayed."

With enthusiasm another 1PSL user wrote:
 "I barely put in the request in here they were here hour or two later thank you so much for your great service."

From SE Mohave Ct a resident who misses twice a week service shared:
 "Just wanted to acknowledge the fact that yard waste and normal garbage and recycling has been picked up here bright and early every Monday. Very happy with the service even though we do miss the twice a week pickups. anyway... good job."

From SW Vermillion Cir we were delighted to receive and log this positive feedback:
 "Resident called to give gratitude to her FCC driver "Harris" she said he was very helpful, nice and explained the collection days and procedures on how and where to place her carts. She is proud of the City of PSL & FCC to be standing out with great service."



Public Works Department
 Omaha/Unlight Civic Center
 1819 Plummer Street, Suite 401
 Omaha, Nebraska 68103-0601
 (402) 444-5239
 Fax (402) 444-3249
 Robert G. Stubbs, P.E.
 Public Works Director

February 4, 2023

To: Justin Gallagher
 General Manager
 FCC Environmental Services Nebraska, LLC
 5902 N. 16th St
 Omaha, NE 68110

From: Jim Treiber, P.E.
 City of Omaha Public Works
 Assistant Director - Environmental Services

Re: Thanks for the Outstanding Service and Performance

Justin,

The City of Omaha would like to express our thanks to FCC Environmental Services Nebraska, LLC, for the excellent performance during the week of Monday January 23rd. The City received over a foot of snow, the largest single day snow storm to hit the Omaha area in 43 years. FCC, under extremely difficult conditions, and after nearly two full days of delays due to the weather, was able to get all of the garbage and recyclables collected for the week.

As I write this letter I would also like to take the opportunity to thank FCC for the commitment they have shown to the City in meeting the difficult demands of this contract. We understood going in that it was no easy undertaking to completely overhaul the City's solid waste residential collection program overnight, with a new contractor and a new curbed system in place to serve nearly 150,000 residential customers. Startup was not an easy task. I want to thank FCC for bringing in the additional resources needed those first few weeks as our residents adapted to a new system, and as FCC worked to gain efficiencies with new employees learning to use new equipment, dividing unfamiliar routes. All of this was happening during a time with constant change, as we had more and more customers continue to sign up for our Special Collections Program, or requesting an additional cart.

We tend to hear at times only those that complain, so that seems to get the attention of the media and/or our elected officials. Those that welcome and express satisfaction about the work being performed by FCC and the modernized system that is now in place for our residents far outweigh those that complain. The positives that I get from the City Council members validate this. We sometimes lose sight of the need to thank those that provide important city services. Please convey this thanks and expression of gratitude to the entire FCC team.

Sincerely,

 Jim Treiber, P.E.
 City of Omaha Public Works
 Assistant Director - Environmental Services

From: Carmen Capezzuto <CarmenC@cityofpsl.com>
Sent: Wednesday, September 6, 2023 4:06 PM
To: Brazil, Dan <dan.brazil@fccenvironmental.com>; Dahlstrom, Mitchell <mitchell.dahlstrom@fccenvironmental.com>; Sandora, Joseph <Joseph.Sandora@fccenvironmental.com>; Clem, Jeffery <jeffery.clem@fccenvironmental.com>
Subject: Celebrating 1 Year of Service!

Dan and team!

I hope you all are doing well and I truly cannot believe its been a year now of FCC service! Thank you all so much for stepping in and stepping up to help Port St. Lucie in a time of tremendous need. As a customer of FCC, I can attest that the service has been exceptional. You and your entire team should be proud of how they are able to handle a client as large as Port St. Lucie.

Sincerely,
 Carmen



CARMEN A. CAPEZZUTO
 Director of Neighborhood Services

[\[cityofpsl.com\]](http://cityofpsl.com)

Office: (772) 871-5010 Email: carmenc@cityofpsl.com
 Address: 121 SW Port St. Lucie Boulevard, Port St. Lucie, FL 34984

FCC Environmental Services

Item: **Service Transition History Form**

Attachments

Service Transition History Form.pdf

SERVICE TRANSITION HISTORY FORM.pdf

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History

Proposer shall complete and submit this form providing a complete listing of all transitions of which the Proposer has been a part, including both entering and existing contractor transitions in the State of Florida for the past two (2) years. If Proposer does not have transition experience in Florida, then a nationwide transition performance history should be submitted.

Proposer is required to provide a self-evaluation of each transition identifying the smoothness of the transition by qualifying the level of service disruption. Since the Franchisee is responsible for providing a smooth transition in service to minimize inconvenience to customers, successful transition experience is important to the County. These forms may be duplicated as needed to ensure a complete history. Any omissions within the service transition history may be cause for disqualification at the County's discretion.

Municipality/County/State: City of Port St Lucie

Date of Transition: 09/05/2022

Contact Name/Title: Mariana Feldpausch

Entering Contract [checked] Exiting Contract []

Contact Phone: (772) 259-1836

This transition had minimal service disruption:

Contact Email: mfeldpausch@cityofpsl.com

[checked]-----[]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [checked] No. of units: 86,000

Commercial [checked] No. of Customers: 1,200

Carted Garbage (automated) [checked] Carted Recycling (automated) [checked]

Service Verification/RFID [checked] Conducted Cart A&D []

Municipality/County/State: Hillsborough County

Date of Transition: 01/31/2022

Contact Name/Title: Damien Tramel

Entering Contract [checked] Exiting Contract []

Contact Phone: (813) 663-3211

This transition had minimal service disruption:

Contact Email: trameld@hcfllgov.net

[checked]-----[]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [checked] No. of units: 116,972

Commercial [checked] No. of Customers: 2,200

Carted Garbage (automated) [checked] Carted Recycling (automated) [checked]

Service Verification/RFID [checked] Conducted Cart A&D []

Municipality/County/State: Village of Wellington

Date of Transition: 12/30/2021

Contact Name/Title: Jesse Wright

Entering Contract [checked] Exiting Contract []

Contact Phone: (561) 791-4078

This transition had minimal service disruption:

Contact Email: jwright@wellingtonfl.gov

[checked]-----[]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [checked] No. of units: 24,403

Commercial [checked] No. of Customers: 670

Carted Garbage (automated) [checked] Carted Recycling (automated) [checked]

Service Verification/RFID [checked] Conducted Cart A&D []

Part I.3: SERVICE TRANSITION HISTORY FORMS

Municipality/County/State: Lake County

Date of Transition: 10/03/2022

Contact Name/Title: Cari Christian

Entering Contract Exiting Contract

Contact Phone: (352) 343-9490

This transition had minimal service disruption:

Contact Email: cari.christian@lakecountyfl.gov

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply) *Due to an Emergency Notice, FCC only received 6 weeks to transition all aspects of transition services including: purchase of a facility, order and receipt of specialty equipment, and hiring all on site personnel

Residential No. of units: 23,916

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of Palm Coast

Date of Transition: 06/01/2023

Contact Name/Title: Alyssa Roscoe

Entering Contract Exiting Contract

Contact Phone: (386) 986-2394

This transition had minimal service disruption:

Contact Email: aroscoe@palmcoastgov.com

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 39,800

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____

Date of Transition: _____

Contact Name/Title: _____

Entering Contract Exiting Contract

Contact Phone: _____

This transition had minimal service disruption:

Contact Email: _____

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: _____

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Part I.3: SERVICE TRANSITION HISTORY FORMS

Municipality/County/State: _____

Date of Transition: _____

Contact Name/Title: _____

Entering Contract Exiting Contract

Contact Phone: _____

This transition had minimal service disruption:

Contact Email: _____

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: *(check all that apply)*

Residential No. of units: _____

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____

Date of Transition: _____

Contact Name/Title: _____

Entering Contract Exiting Contract

Contact Phone: _____

This transition had minimal service disruption:

Contact Email: _____

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: *(check all that apply)*

Residential No. of units: _____

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____

Date of Transition: _____

Contact Name/Title: _____

Entering Contract Exiting Contract

Contact Phone: _____

This transition had minimal service disruption:

Contact Email: _____

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: *(check all that apply)*

Residential No. of units: _____

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____

Date of Transition: _____

Contact Name/Title: _____

Entering Contract Exiting Contract

Contact Phone: _____

This transition had minimal service disruption:

Contact Email: _____

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: *(check all that apply)*

Residential No. of units: _____

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D



2.2. SERVICE TRANSITION HISTORY FORM

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History

Proposer shall complete and submit this form providing a complete listing of all transitions of which the Proposer has been a part, including both entering and existing contractor transitions in the State of Florida for the past two (2) years. If Proposer does not have transition experience in Florida, then a nationwide transition performance history should be submitted.

Proposer is required to provide a self-evaluation of each transition identifying the smoothness of the transition by qualifying the level of service disruption. Since the Franchisee is responsible for providing a smooth transition in service to minimize inconvenience to customers, successful transition experience is important to the County. These forms may be duplicated as needed to ensure a complete history. Any omissions within the service transition history may be cause for disqualification at the County's discretion.

Municipality/County/State: City of Port St Lucie Date of Transition: 09/05/2022

Contact Name/Title: Mariana Feldpausch Entering Contract Exiting Contract

Contact Phone: (772) 259-1836 This transition had minimal service disruption:

Contact Email: mfeldpausch@cityofpsl.com
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 86,000 Commercial No. of Customers: 1,200

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: Hillsborough County Date of Transition: 01/31/2022

Contact Name/Title: Damien Tramel Entering Contract Exiting Contract

Contact Phone: (813) 663-3211 This transition had minimal service disruption:

Contact Email: tramel@hcf.gov.net
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 116,972 Commercial No. of Customers: 2,200

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: Village of Wellington Date of Transition: 12/30/2021

Contact Name/Title: Jesse Wright Entering Contract Exiting Contract

Contact Phone: (561) 791-4078 This transition had minimal service disruption:

Contact Email: jwright@wellingtonfl.gov
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 24,403 Commercial No. of Customers: 670

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D



Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History Continued (Page 2 of 2)

Municipality/County/State: Lake County Date of Transition: 10/03/2022

Contact Name/Title: Cari Christian Entering Contract Exiting Contract

Contact Phone: (352) 343-9490 This transition had minimal service disruption:

Contact Email: cari.christian@lakecountyfl.gov

Contract Included: (check all that apply) ***Due to an Emergency Notice, FCC only received 6 weeks to transition all aspects of transition services including: purchase of a facility, ordering of specialty equipment, hiring all on site personnel**

Residential No. of units: 23,916 Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of Palm Coast Date of Transition: 06/01/2023

Contact Name/Title: Alyssa Roscoe Entering Contract Exiting Contract

Contact Phone: (386) 986-2394 This transition had minimal service disruption:

Contact Email: aroscoe@palmcoastgov.com

Contract Included: (check all that apply)

Residential No. of units: 39,800 Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____ Date of Transition: _____

Contact Name/Title: _____ Entering Contract Exiting Contract

Contact Phone: _____ This transition had minimal service disruption:

Contact Email: _____

Contract Included: (check all that apply)

Residential No. of units: _____ Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____ Date of Transition: _____

Contact Name/Title: _____ Entering Contract Exiting Contract

Contact Phone: _____ This transition had minimal service disruption:

Contact Email: _____

Contract Included: (check all that apply)

Residential No. of units: _____ Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

FCC Environmental Services

Item: **Non Performance History and Litigation**

Attachments

NON PERFORMANCE HISTORY AND LITIGATION.pdf

2.3. NON-PERFORMANCE HISTORY AND LITIGATION

2.3.1. CIVIL, CRIMINAL, BID BOND, OR PERFORMANCE BOND CLAIMS DURING THE LAST 5 YEARS

FCC Environmental Services Florida, LLC is proud of the importance that our sites place on developing a lasting partnership and providing excellent collection services to every community. Therefore, FCC has not had any claims pertaining to civil, criminal, bid bond, or performance bond against us during the past 5 years.

2.3.2. EARLY TERMINATIONS OF SERVICE CONTRACTS

FCC FL always strives to provide the very best service and dedicated partnership to each community in which we enter an agreement. Therefore, FCC has not terminated nor had a contract terminated with/by a City, County, or other Governmental Entity during the past 5 years.

2.3.3. LIQUIDATED DAMAGES RELATED TO SOLID WASTE SERVICES

FCC has developed an absolute commitment to the safe service in each and every community in which we provide collections. This commitment has remained a core feature to the foundation of our company, and we strive to consistently analyze and adapt the way in which we operate to increase the quality of our performance.

The following tables show the number of Liquidated Damages that our company has been assessed in the past 5 years.

	FCC Fines in Orange County FL within the past five (5) years						FCC Fines in Hillsborough County within the past five (5) years		FCC Fines in Lake County within the past five (5) years							
	2018	2019	2020	2021	2022	2023	2022	2023	2022	2023						
January	Less than \$10,000 Per Contract Year						January		\$5,100	January						
February							February		\$1,400	February		\$3,500	February			
March							March		\$1,500	March		\$3,000	March			
April							April		\$500	\$1,000	April	\$5,758	\$4,900	April		
May							May		\$500	\$500	\$4,200	May	\$2,700	\$2,300	May	
June							June		\$500	\$993	\$17,400	June	\$5,300	\$2,300	June	
July							July		\$9,600	\$900	\$3,100	July	\$1,400	\$2,500	July	
August							August		\$1,200	\$793	\$6,300	August	\$2,500	\$7,700	August	
September							September		\$892		\$7,600	September	\$4,500	\$11,000	September	\$60,050
October							October		\$193	\$186		October			October	
November							November		\$93	\$13,844		November			November	
December							December		\$400	\$5,300		December	\$1,800		December	
Total				\$14,567	\$22,516	\$50,000	Total	\$23,958	\$42,300	Total	\$0	\$60,050				

*Note: All fine totals in September 2023 are preliminary and are not reflective of any reductions due to the dispute procedures that are currently in process

In November 2022, FCC FL received an administrative fine from Orange County, FL for \$13,844. Immediately preceding this month, the area was greatly affected by Hurricane Ian and Tropical Storm Nicole which caused significant delays of collections and increased volumes of yard debris. In order to provide the needed level of service to collect the increased volume, FCC shifted resources to these primary lines of business to give them adequate support. By working diligently with the County and by optimizing resources, FCC was able to mitigate route delays and utilized weekend crews to complete cart requests in a quick and efficient fashion.

In June 2023, FCC FL received administrative fines from Orange County, FL in the amount of \$17,400. Due to severe landfill delays at the County facility, training new hires on the safe operation of the vehicle and route, and sporadic sensor issues on new equipment, FCC experienced route delays during a 1-week period in the month of June. As a commitment to return to the excellent service that is expected with every contract, FCC brought in equipment manufacturers to quickly diagnose the sensor issues on vehicles and conduct onsite repairs in order to minimize the delays as much as possible. Furthermore, FCC's onsite staff remained dedicated to effectively training newly established employees as well as dispatched additional resources to support affected routes throughout the remaining duration of the landfill delays.

FCC FL has not been assessed nor had deducted administrative fines, liquidated damages, or penalties during the past 10 years in the following contracts:

- Volusia County (45k residential units)
- City of Edgewood (868 residential units / 100 commercial accounts)
- Palm Beach County (116k residential units / 2,990 commercial accounts)
- Village of Wellington (24k residential units / 670 commercial accounts)
- Hillsborough County (116k residential units / 2,200 commercial accounts)
- City of Port St Lucie (86k residential units / 1,200 commercial accounts)
- City of Palm Coast (40k residential units)

An important note as a showing of full transparency to Sarasota County is the unique contract of Polk County due to the way in which performance of the Contractor is structured and measured. Rather than administering or deducting any fines/liquidated damages, or penalties, Polk County calculates performance by automatically deducting 5% of the gross monthly revenues (approximately \$50k) as a retainage portion. Each month, haulers have the opportunity to earn portions of this retainage percentage by completing the following:

- Missed Collections – Garbage, Recycling, and Horticultural Trash - (Total not to exceed 130 per month)
- Litter – (Cleaned within 4 hours)
- Spillage – (Cleaned within 4 hours)
- Property Damage – (Investigated and Repaired within 2 Days)
- Roll Cart Repair/Replace – (Resolved within 2 Days)



Although FCC makes every attempt to regain this retainage total each month and strives to improve upon the previous month's performance to do so, due to the stringent degree of these parameters set forth within the Polk County contract, the County has retained more than \$10,000 every month since March 2018.

	Retainage	Incentive			
Jan-18	Not Applicable		Jan-21	\$36,447.49	\$1,918.29
Feb-18	Not Applicable		Feb-21	\$30,692.63	\$7,673.16
Mar-18	\$37,408.94	\$0.00	Mar-21	\$36,447.49	\$1,918.29
Apr-18	\$37,408.94	\$0.00	Apr-21	\$28,774.34	\$9,591.45
May-18	\$29,927.14	\$7,853.63	May-21	\$38,365.78	\$0.00
Jun-18	\$29,927.14	\$7,853.63	Jun-21	\$30,692.63	\$7,673.16
Jul-18	\$22,415.31	\$15,907.26	Jul-21	\$30,692.63	\$7,673.16
Aug-18	\$22,415.31	\$15,907.26	Aug-21	\$30,692.63	\$7,673.16
Sep-18	\$29,927.14	\$7,853.63	Sep-21	\$30,692.63	\$7,673.16
Oct-18	\$37,614.64	\$0.00	Oct-21	\$38,747.04	\$0.00
Nov-18	\$37,614.64	\$0.00	Nov-21	\$38,747.04	\$0.00
Dec-18	\$22,568.78	\$15,045.85	Dec-21	\$40,666.76	\$0.00
Jan-19	\$30,091.71	\$7,522.93	Jan-22	\$40,666.76	\$0.00
Feb-19	\$20,688.05	\$16,926.59	Feb-22	\$40,666.76	\$0.00
Mar-19	\$20,688.05	\$16,926.59	Mar-22	\$40,666.76	\$0.00
Apr-19	\$20,688.05	\$16,926.59	Apr-22	\$40,066.76	\$0.00
May-19	\$20,688.05	\$16,926.59	May-22	\$40,066.76	\$0.00
Jun-19	\$20,688.05	\$16,926.59	Jun-22	\$40,066.76	\$0.00
Jul-19	\$22,568.78	\$15,907.26	Jul-22	\$32,284.29	\$8,071.07
Aug-19	\$22,568.78	\$15,907.26	Aug-22	\$26,230.98	\$14,124.38
Sep-19	\$28,210.98	\$9,403.66	Sep-22	\$34,302.06	\$6,053.30
Oct-19	\$20,853.14	\$17,061.66	Oct-22	\$26,409.11	\$14,220.29
Nov-19	\$20,853.14	\$17,061.66	Nov-22	\$32,503.52	\$8,125.88
Dec-19	\$30,331.84	\$7,582.96	Dec-22	\$39,799.58	\$9,949.90
Jan-20	\$20,853.14	\$17,061.66	Jan-23	\$32,303.80	\$17,445.68
Feb-20	\$22,748.88	\$15,165.92	Feb-23	\$32,303.80	\$17,445.68
Mar-20	\$20,853.14	\$17,061.66	Mar-23	\$32,303.80	\$17,445.68
Apr-20	\$28,436.10	\$9,478.70	Apr-23	\$32,303.80	\$17,445.68
May-20	\$28,436.10	\$9,478.70	May-23	\$32,303.80	\$17,445.68
Jun-20	\$20,853.14	\$17,061.66	Jun-23	\$32,303.80	\$17,445.68
Jul-20	\$28,436.10	\$9,478.70	Jul-23	\$32,303.80	\$17,445.68
Aug-20	\$22,748.88	\$15,165.92	Aug-23	\$32,303.80	\$17,445.68
Sep-20	\$30,331.84	\$7,582.96	Sep-23	\$27,657.21	\$22,628.63
Oct-20	\$38,365.78	\$0.00			
Nov-20	\$28,774.34	\$9,591.45			
Dec-20	\$36,447.49	\$1,918.29			



2.3.4. SUMMARY OF LITIGATIONS EXCEEDING \$150,000 DURING THE PAST 3 YEARS

Due to the care and diligence that FCC sites take in the daily operations for each community, we are proud to state that FCC Environmental Services Florida, LLC has not been involved in any claim exceeding \$150,000 within the past 3 years.

FCC Environmental Services

Item: **Comprehensive List of Government Clients**

Attachments

COMPREHENSIVE LIST OF GOVERNMENT CLIENTS.pdf

3. CHAPTER – COMPREHENSIVE LIST OF GOVERNMENT CLIENTS

FCC understands that excellent service is the key to our success and long-term partnerships with our many municipalities. We are proud to consistently provide timely and reliable collections, prompt and clear communications, and complete dedication to our partnerships and the commitment that we enact through the contract.

As such, we are proud to receive glowing references from our partners as it validates the hard work that our regional and local staff do to ensure that we supply the very best service to each of these areas.

3.1. ORANGE COUNTY, FL

Since January 2016, FCC has provided collection of solid waste and recyclables on a 10-year contract for Orange County, FL. Collection services provided to 87,649 residential households include solid waste, recycling, yard waste, and bulky waste. Annually FCC collects 119,000 tons of waste, with 31 automated side loaders, 17 rear loaders, and 2 clamshells all running on CNG fuel.



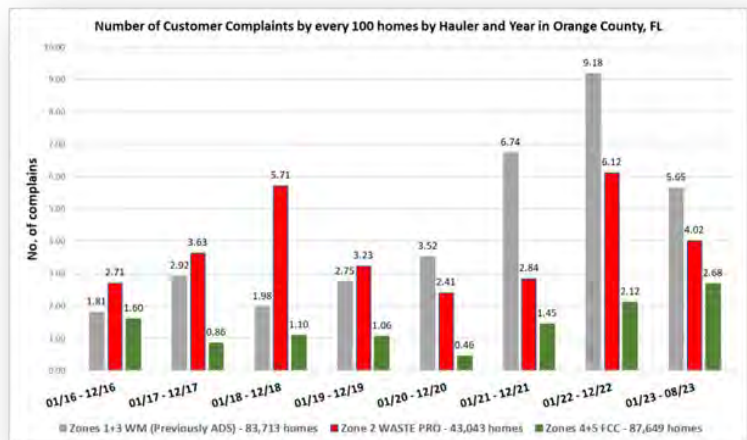
For this contract, Orange County transitioned from twice per week Solid Waste, rear load, hand pick curbside collection service and once per week recycling in 19G bins to once per week Solid Waste with fully automated side load service of 95G carts and once per week recycling in 95G carts with fully automated side load service.

To help communicate the service changes to all residents, FCC distributed door hangers twice prior to the start of the contract.

The current services for Orange County are as follows:

- 1x per week automated MSW collection of carts with ASL vehicles
- 1x per week automated recycling collection of carts with ASL vehicles
- 1x per week yard waste collection of up to 3 cy with rear load vehicles and grapple vehicles
- 1x per week bulk collection services of up to 3 cy with rear load vehicles

This contract is ongoing and expected to be completed in 2025. Since the start of the new collection services in Orange County, FL, FCC has become the best performing service provider among the three collection companies providing service to the County. FCC has continually been the best with the lowest number of service complaints. The adjacent table shows the number of complaints by every 100 homes received since the start of the Contract in Orange County; FL as provided by the Orange County Solid Waste Department.



FCC currently provides collection services to zone 4 and 5, Waste Management (Previously Advanced Disposal) to Zone 1 and 3, and Waste Pro to zone 2. As you can see, FCC has the highest level of customer satisfaction according to OCSW department data.

The below table is pertinent contact information for Orange County.

Name of Reference:	Orange County Solid Waste Division
Status of Contract:	ACTIVE
Reference's Address:	5901 Young Pine Rd, Orlando, FL 32829
Principle Contact Person For the Reference:	Josue Lugo
Phone Number for Contact Person:	(407) 836-6619
Email Address for Contact Person:	Josue.Lugo@ocfl.net
Residential Units	87,649
Contract Start	1-Jan-16
Contract End	31-Dec-25
Annual Contract Amount	\$11,000,000

3.2. POLK COUNTY, FL

FCC was able to successfully manage all challenges that arose during this transition including Hurricane Irma in September 2017. During this time, FCC’s team was able to quickly deploy and began to provide services before their start date to ensure that they could help serve Polk County citizens by hiring over 60 frontline and management personnel, purchase and receive over 50 pieces of equipment, and secure a facility capable of solid waste services. **Currently, FCC successfully provides weekly garbage, recycle, and yard waste collection to over 78,000 residents and collects approximately 98,900 residential MSW tons, and 17,300 recycling tons.**

The current services for Polk County are as follows:

- **1x per week automated MSW collection with ASL vehicles**
- **1x per week automated recycling collection with ASL vehicles**
- **1x per week yard waste collection with rear load vehicles and grapple vehicles**
- **1x per month bulk collection services with rear load vehicles**

Due to an ongoing excellent partnership with the County, FCC is proud to state that we **have recently renewed this contract for an additional 5 years, being ranked number 1 out of all bidding haulers.** With this renewal, FCC’s revenues are expected to grow by more than 50% and as part of our continuous focus on sustainability, our diesel fleet will be replaced by new CNG equipment. FCC is excited to continue to provide excellent collection services to Polk County residents until January 1, 2030.

The committee convened at approximately 1:32 p.m. All committee members were present. Selection Committee members scored each proposal in alphabetical order using the evaluation criteria and selection process, Elevation Level 2.

The scores are as follows:

Proposer	Score
FCC Environmental Services Florida LLC	80
GFL Solid Waste Southeast LLC	76
Coastal Waste & Recycling of Central FL, LLC	64
Waste Management Inc. of Florida	57

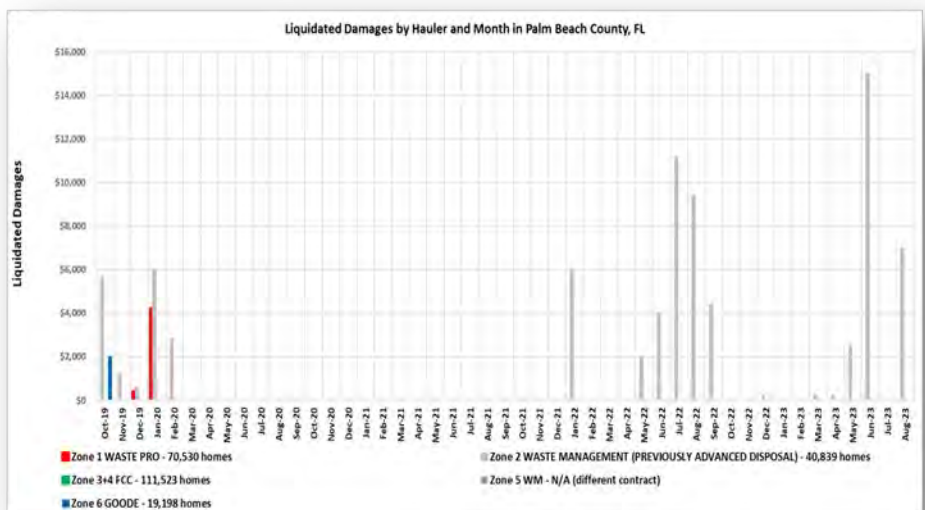
The below table is pertinent contact information for Polk County.

Name of Reference:	Polk County Waste & Recycling Division
Status of Contract:	ACTIVE
Reference's Address:	10 Environmental Loop, Winter Haven, FL 33880
Principle Contact Person For the Reference:	Brian Cogswell
Phone Number for Contact Person:	(863) 860-8224
Email Address for Contact Person:	briancogswell@polk-county.net
Residential Units	78,284
Contract Start	1-Oct-17
Contract End	30-Sep-24
Annual Contract Amount	\$11,000,000

3.3. PALM BEACH COUNTY, FL

In October 2019, FCC began solid waste services for Palm Beach County.

As part of the contract, Palm Beach County transitioned from twice per week MSW service with customer owned containers and bags to twice per week MSW service with residential carts. FCC partnered with the County to ensure that these changes were effectively communicated to the residents so that the new services could commence without trouble.



The current services are as follows:

- 2x per week manual MSW collection including carted material and bulk debris with rear load vehicles
- 1x per week manual dual-stream recycling collection with split body rear load vehicles
- 1x per week yard waste collection with rear load and grapple vehicles dependent on the size of material/pile

Within 8 months of being awarded the contract to the commencement date, FCC was able to order and receive over 90 pieces of equipment including specialized vehicles to allow dual stream recycling service, hired over 100 frontline and support personnel, and secure a facility within the County.

The transition of services consisted of delivering carts of various sizes to more than 116,523 households and working with incumbent haulers Republic Services and Waste Management to exchange more than 2,991 commercial customers to the FCC new containers. FCC collects and disposes of over 235,000 tons annually and currently services more than 116,523 households between zone 3 & 4 and more than 3,300 front load and roll off containers. FCC has been the only contracted hauler (out of 4) to not receive any liquidated damages since the start of the contract.

The below table is pertinent contact information for Palm Beach County.

Name of Reference:	Solid Waste Authority of Palm Beach County
Status of Contract:	ACTIVE
Reference's Address:	5920 N Jog Rd, West Palm Beach, FL 33412
Principle Contact Person For the Reference:	Paul Gonsalves
Phone Number for Contact Person:	(561) 697-2700
Email Address for Contact Person:	sgonsalves@swa.org
Residential Units:	116,523
Contract Start	1-Oct-19
Contract End	30-Sep-26
Annual Contract Amount	\$27,000,000

3.4. VOLUSIA COUNTY, FL

In April 2020, FCC began providing the collection of solid waste, dual-stream recyclable materials, and yard waste/Bulk for over 45,000 single-family homes in Volusia County FL. FCC collects and disposes over 63,500 tons annually.





The current services for Volusia County are as follows:

- 1x per week manual MSW and bulk collection with rear load vehicles
- 1x per week manual recycling collection with manual side load vehicles
- 1x per week yard waste collection with rear load vehicles.

With 6 months to prepare, FCC was able to successfully order and receive over 40 pieces of equipment, hire and train over 40 employees, and complete the purchase of a facility within the County from the former hauler.

As an additional hurdle, the Volusia contract was transitioned during the COVID-19 pandemic. During the pandemic, FCC was able to successfully hire all required employees which included existing hauler personnel to ensure that its employees received hiring priority. Throughout the entire process, FCC was able to follow all safety regulations and distance parameters to ensure that no person was at risk throughout the transition.

FCC’s success in this transition has carried over through the operational phase of this contract. Thanks to the dedication to our partner in Volusia County and commitment to excellent service, FCC has not been assessed any liquidated damages since the start of this contract.

The below table is pertinent contact information for Volusia County.

Name of Reference:	Volusia County Solid Waste Division
Status of Contract:	ACTIVE
Reference’s Address:	1990 Tomoka Farms Rd, Port Orange, FL 32128
Principle Contact Person For the Reference:	Regina Montgomery
Phone Number for Contact Person:	(386) 943-7889
Email Address for Contact Person:	RMontgomery@volusia.org
Residential Units	45,173
Contract Start	1-Apr-20
Contract End	30-Sep-27
Annual Contract Amount	\$11,000,000

3.5. CITY OF EDGEWOOD, FL

On January 4, 2021, FCC began providing Refuse, Recycling, Yard, and Bulk waste collection services to over 868 residences, and 106 franchised commercial collections within the City of Edgewood. This contract required FCC to work with the existing hauler to ensure that the commercial businesses within the City of Edgewood were not impacted due to the change of their service provider. FCC successfully delivered all required containers and worked with the commercial customers to ensure they received the level of service they required.

FCC has not been assessed any liquidated damages since the start of this contract.

The current services in the City of Edgewood are as follows:

- 2x per week carted MSW service with rear load vehicles
- 1x per week recycling service with rear load vehicles.
- 1x per week yard waste collection with rear load vehicles.

The below table is pertinent contact information for the City of Edgewood.

Name of Reference:	City of Edgewood
Status of Contract:	ACTIVE
Reference's Address:	405 Bagshaw Way, Edgewood FL 32809
Principle Contact Person For the Reference:	Sandy Riffle
Phone Number for Contact Person:	(407) 851-2920
Email Address for Contact Person:	sriffle@edgewood-fl.gov
Residential Units	868
Contract Start	1-Jan-21
Contract End	31-Dec-25
Annual Contract Amount	\$400,000

3.6. VILLAGE OF WELLINGTON, FL

On **December 31, 2021**, FCC began services for the Village of Wellington for the collection of waste, recyclables, yard, and bulk waste of over 24,000 residents and over 600 commercial customers.

The current services in the Village of Wellington are as follows:

- 2x per week carted MSW service with automatic side load vehicles
- 1x per week manual dual-stream recycling collection with split body rear load vehicles.
- 1x per week yard waste & bulk collection with rear load and grapple vehicles dependent on the size of material/pile.

With 7 months to prepare, FCC was able to order and receive over 15 pieces of equipment, hire and train over 20 employees, and extend the existing FCC yard and offices in Palm Beach County to support the Village of Wellington contract. FCC currently provides collection services to over **24,403 residents and 670 commercial customers**. FCC was able to successfully transition this Contract from Waste Management with an excellent recommendation from the Village. **FCC has not been assessed any liquidated damages since the start of this contract.**

The below table is pertinent contact information for the Village of Wellington.

Name of Reference:	Village of Wellington
Status of Contract:	ACTIVE
Reference's Address:	14001 Pierson Road Wellington, FL 33414
Principle Contact Person For the Reference:	Jesse Wright
Phone Number for Contact Person:	(561) 791-4078
Email Address for Contact Person:	jwright@wellingtonfl.gov
Residential Units	24,403
Contract Start	30-Dec-21
Contract End	30-Sep-31
Annual Contract Amount	\$8,000,000

3.7. HILLSBOROUGH COUNTY, FL

On June 3, 2021, FCC was awarded an 8 year and 8-month contract for the collection of one of three collection zones for residents of Hillsborough County, FL. FCC began providing services on January 31, 2022, to 111,575 residents within its zone. The current services for Hillsborough County are as follows:

- 2x per week semi-automated MSW collection automated side load vehicles.
- 1x per week semi-automated recycling collection with automated side load vehicles
- 1x per week yard waste collection with rear load vehicles.
- On-Call bulk services.

With 8 months to prepare, FCC was able to order and receive more than 100 pieces of frontline and spare equipment, hire more than 130 frontline and support personnel, as well as secure a facility including the construction of a CNG fueling station.



Additionally, FCC is one of the three exclusive haulers allowed to provide commercial collections within Hillsborough County. Allowed to begin delivering containers January 1, 2023, per the contract, FCC was

able to successfully transition each of these customers from 3 separate competitors to ensure that there was no interruption in service experienced. Currently, due to rapid growth within the County, FCC provides service to 116,972 residential units and more than 2,200 commercial customers. However, due to proper route planning and ample resources, FCC has been able to absorb this growth and continue satisfactory services without interruption.

Moreover, FCC was awarded the collection of Hillsborough County Facilities and School District with services started on November 1, 2022. FCC is providing services to over 300 frontload and roll-off locations. With less than 3 months to transition, FCC was able to facilitate the swapping of nearly 350 containers in order to make sure that collection services remained uninterrupted or delayed.

The below table is pertinent contact information for Hillsborough County.

Name of Reference:	Hillsborough County Solid Waste Division
Status of Contract:	ACTIVE
Reference's Address:	601 E. Kennedy Blvd, Tampa, FL 33602
Principle Contact Person For the Reference:	Damien Tramel
Phone Number for Contact Person:	(813) 663-3211
Email Address for Contact Person:	tramel@hcfigov.net
Residential Units	116,972
Contract Start	31-Jan-22
Contract End	30-Sep-30
Annual Contract Amount	\$20,000,000

3.8. CITY OF PORT ST. LUCIE, FL

In May 2022, FCC was awarded a 7-year contract to provide collection services for the City of Port St. Lucie. FCC started to provide services on September 5, 2022, to over 80,000 residents.

As part of the contract, the City of Port St. Lucie transitioned from twice per week manual MSW service with customer owned containers and bags to once per week automated MSW service with residential carts. Additionally, the City transitioned from weekly bulk collection to monthly collection and limited the amount of yard waste to 4 cubic yards per collection.



FCC partnered with the City extensively to ensure that these changes were effectively communicated to the residents so that the new services could commence without trouble.

The current services for the City of Port St. Lucie are as follows:

- 1x per week semi-automated MSW collection automated side load vehicles
- 1x per week semi-automated recycling collection with automated side load vehicles
- 1x per week yard waste collection with rear load vehicles
- 1x per month bulk collection with rear load vehicles

Additionally, FCC provides commercial collections within the City to over 1,200 customers. Within this extremely tight timeframe, FCC was able to successfully secure over 80 pieces of collection equipment and employ over 100 full time employees prior to the start of the contract. FCC has not been assessed any liquidated damages since the start of this contract.

With rapid growth in this area, FCC currently provides services to over 86,000 residents. Due to excellent route planning and ample resources, FCC has been able to absorb this growth without any delays in service.

The below table is pertinent contact information for the City of Port St. Lucie.

Name of Reference:	City of Port St. Lucie
Status of Contract:	ACTIVE
Reference's Address:	121 S.W. Port St. Lucie Boulevard
Principle Contact Person For the Reference:	Mariana Feldpausch
Phone Number for Contact Person:	(772) 259-1836
Email Address for Contact Person:	mfeldpausch@cityofpsl.com
Residential Units	86,000
Contract Start	5-Sep-22
Contract End	31-Aug-22
Annual Contract Amount	\$39,000,000

3.9. LAKE COUNTY, FL

On **October 3, 2022**, FCC agreed to an emergency contract with Lake County for the collection services of garbage, recycling, yard waste, and bulk collection for approximately **24,000 households**.

With only 6 weeks of time to prepare, FCC invested capital of \$12 million which included the ordering and acquisition of more than 20 pieces of equipment, hired and trained 29 new employees, and secured a facility equipped for solid waste operations.

The current services in the Lake County are as follows:

- **1x per week carted MSW service with automatic side load vehicles**
- **1x per week carted recycling collection with automatic side load vehicles.**
- **1x per week yard waste collection with rear load and grapple vehicles dependent on the size of material/pile.**
- **Bulk services on-call**

In addition to this impressive feat of starting in such a short time window, FCC was also able to order and receive **four specialized 4-wheel drive rear load vehicles** that are equipped to handle the unique terrain of Lake County. These trucks are able to provide excellent service to all private, non-paved, and sugar sand type of roadways at the curbside of these residents.



The below table is pertinent contact information for Lake County.

Name of Reference:	Lake County
Status of Contract:	ACTIVE
Reference's Address:	609 Disston Ave. Clermont, FL 34711
Principle Contact Person For the Reference:	Cari Christian
Phone Number for Contact Person:	(352) 343-9490
Email Address for Contact Person:	cari.christian@lakecountyfl.gov
Residential Units	23,916
Contract Start	3-Oct-22
Contract End	30-Sep-27
Annual Contract Amount	\$7,300,000

3.10. CITY OF PALM COAST, FL

Most recently, FCC has begun the collection services for the City of Palm Coast on **June 1st, 2023**. In preparation for services to nearly **40,000 residential units**, FCC purchased and received **34 pieces of CNG-fueled equipment**, hired, and trained over 40 employees, and further developed the existing Volusia County site to properly store and maintain the new contract.



The services that FCC provides to the City are as follows:

- **2x per week manual MSW/bulk collection with rear load vehicles**
- **1x per week manual recycling collection with rear load vehicles**
- **1x per week yard waste collection with rear load and grapple vehicles**

The below table is pertinent contact information for City of Palm Coast.

Name of Reference:	City of Palm Coast
Status of Contract:	ACTIVE
Reference's Address:	1 Wellfield Grade Palm Coast, FL 32137
Principle Contact Person For the Reference:	Alyssa Roscoe
Phone Number for Contact Person:	(386) 986-2394
Email Address for Contact Person:	aroscoe@palmcoastgov.com
Residential Units	39,800
Contract Start	1-Jun-23
Contract End	31-May-30
Annual Contract Amount	\$15,000,000

FCC Environmental Services

Item: **Approach for North Service District**

Attachments

APPROACH FOR NORTH SERVICE DISTRICT.pdf



4. CHAPTER – APPROACH (NORTH SERVICE DISTRICT)

4.1. SARASOTA COUNTY COLLECTION SERVICES

The purpose of this section is to highlight the factors that went into FCC’s proposed collection plan for Sarasota County and to provide in detail the proposed collection plan. A detailed description of the service and available resources that will be fully dedicated to Sarasota County residents and businesses is developed below and through Chapter 4.

Upon reviewing the current level of service as well as the contents of the RFP, FCC has determined the **optimal number of resources** that are required to collect solid waste within the County for curbside service of Class I & II customers, Site Service for Class II customers, and commercial collection services.

FCC has designed its routes to work an average of 10 hours per day, allowing for extra time for any unforeseen events during the collection day. The routes have been designed to provide a balanced service throughout the week in order to provide Sarasota County with the most competitive price and to ensure that the commencement of the contract is a seamless transition. A chart of the service schedule has been provided below.

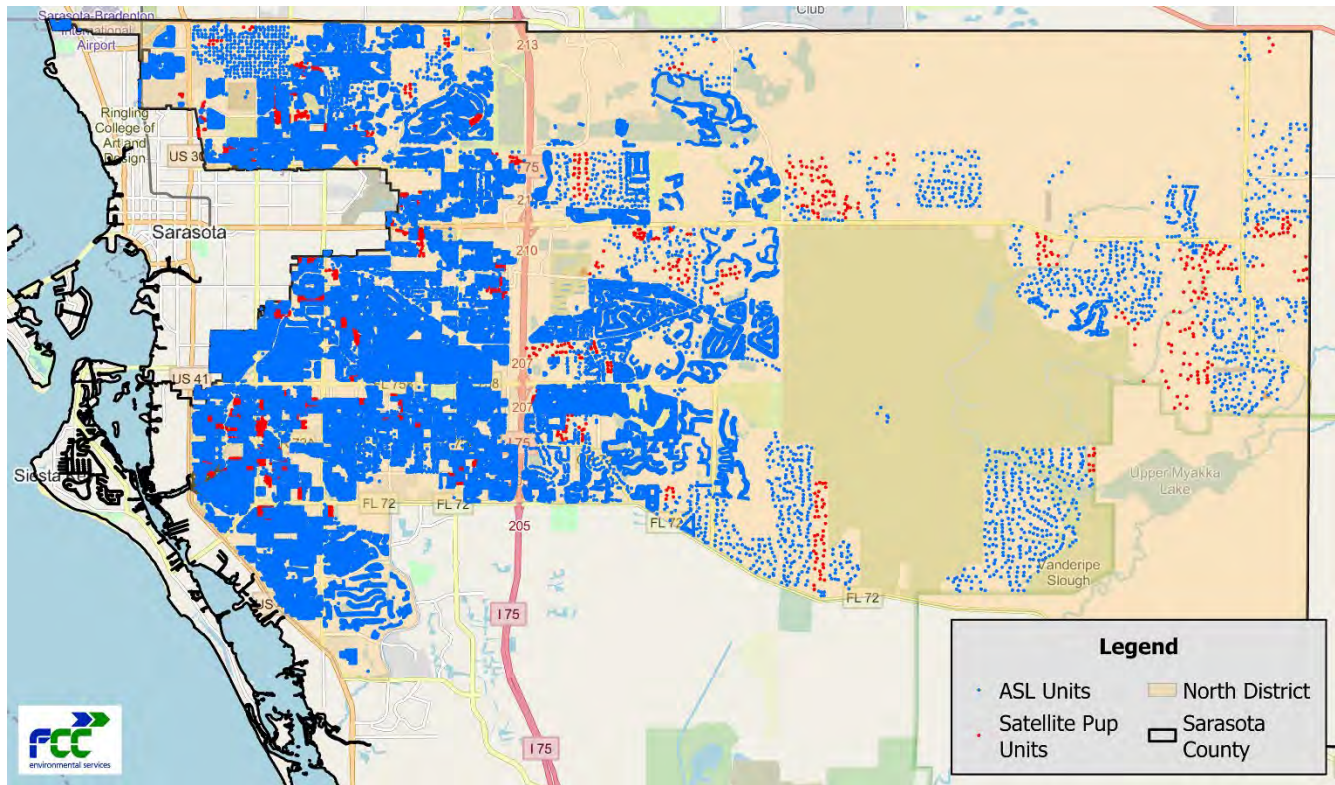
SARASOTA COUNTY SERVICES (SCOPE) NORTH DISTRICT												
		Working days						Frequency of collection	Collection Team Composition			Routes
		Mo	Tu	We	Th	Fr	Sa		Driver	Helper	Truck equipment	
RESIDENTIAL COLLECTION	SOLID WASTE	X	X	X	X	X		Once a Week	1	1	Satellite Rear Load Truck	1
		X	X	X	X	X		Once a Week	1		Automated Side Load (ASL)	14
	RECYCLING SF/MF	X	X	X	X	X		Once a Week	1	1	Satellite Rear Load Truck	1
		X	X	X	X	X		Once a Week	1		Automated Side Load (ASL)	12
	YARD WASTE	X	X	X	X	X		Once a Week	1	1	Rear Load (REL)	9
	BULK WASTE/WHITE GOODS/EWASTE/TIRES/USED OIL	X	X	X	X	X		4 times a year	1	1	Stake Body Truck	1
		X	X	X	X	X		4 times a year	1		Grapple Truck	1
	HELP ROUTE	X	X	X	X	X		When needed	1	1	Rear Load (REL)	1
CART MAINTENANCE	X	X	X	X	X		When needed	1		Stake Body Truck	2	
COMMERCIAL REL		X	X	X	X	X		When needed	1	1	Rear Load (REL)	1
COMMERCIAL/MULTI-FAMILY	FRONT LOAD COLLECTION	X	X	X	X	X		When needed	1		Frontloader Truck	7
							X	When needed	1		Frontloader Truck	2
	ROLL-OFF	X	X	X	X	X		When needed	1		Roll-Off Truck	4
	CONTAINERS MAINTENANCE	X	X	X	X	X		When needed	1		Fork-Style Dumpster Delivery Truck	1
TOTAL NUMBER OF ROUTES											57	

The following information represents the detail that FCC analyzed in order to produce the optimal number of routes to provide the very best service to the County and maintain a **high level of customer service** while **maximizing the resources provided to the contract**. In order to safely ensure the completion of all services for the County, FCC has optimized the household count per route to allow additional time for any unforeseen circumstances.

SUMMARY OF SERVICE CALCULATION														
Item	Time (hrs)			Max. # of pick ups per Day and per Route	% of Set out	# of hhhd/ route/ day	Freq. of collect.	# of Working Days per week	# of hhhd/ working day	# of Tons per day	# of Routes per day	# of Tons/ Route/ Load		
	Daily working Hours	# of trips to the landfill	Effective collection time											
North District	SOLID WASTE	PUP	10.00	2	6.08	300	100%	300	1	5	302	4	1	2.05
		ASL	10.00	2	6.08	898	100%	898	1	5	12,553	171	14	6.09
	RECYCLING	PUP	10.00	2	6.08	365	85%	429	1	5	386	2	1	0.88
		ASL	10.00	2	6.71	883	85%	1,039	1	5	12,470	57	12	3.18
	YARD WASTE	REL	10.00	2	6.08	359	25%	1,436	1	5	12,855	57	9	3.17
	BULK WASTE & WHITE GOODS		10.00					1,484	4 Times per Year	5	12,855		2	
	COMMERCIAL	Front Loader	10.00	3	6.56	108	100%	108	1	5	704	171	7	9.77
		ROLL-OFF	10.00	4.50	4.38	4	100%	4	1	5	15	56	4	3.12

4.2. ANALYSIS OF SARASOTA COUNTY

Analyzing the current level of service is vital to identify existing service deficiencies to ensure that Sarasota County residents receive the best service possible.



Although FCC has spent countless hours properly analyzing the contents of the RFP to design the best services, FCC has gone further than the data within the RFP documents and conducted several scouting trips to Sarasota County so that we can be confident that our services were individually developed with the County in mind. As a dedicated partner, FCC takes the unique terrain of the County (Siesta Key, narrow roadways of manufactured home communities, dead ends with no ability to turn around, etc.) into account so that our collection plan will be the very best service specifically for Sarasota County. Below is a table of example areas that resulted from FCC’s scouting trips.

Example Area	Area Name	Opportunity Identified	Solution Proposed
	<p><i>Seward Dr</i></p>	<p>Open Roadways with ample space for Carts/Containers</p>	<p>Proposing ASL vehicles for MSW/REC in order to allow for efficient collection of carted material.</p>
	<p><i>Grand Cayman St.</i></p>	<p>Long, unpaved roadway resulting in dead end</p>	<p>Proposing Rear Load Pup-Style vehicles so that carts can be collected on either side of the street without multiple trips, reducing unnecessary safety risk.</p>
	<p><i>Brae Burn Ave</i></p>	<p>Open Roadways with ample space for Carts/Containers</p>	<p>Proposing ASL vehicles for MSW/REC in order to allow for efficient collection of carted material.</p>
	<p><i>Gocio Rd</i></p>	<p>Dead end roadway with residential units on either side of the street</p>	<p>Proposing Rear Load Pup-Style vehicles so that carts can be collected on either side of the street without multiple trips, reducing unnecessary safety risk.</p>
	<p><i>Lords Dr.</i></p>	<p>Dead end roadway with residential units on either side of the street</p>	<p>Proposing Rear Load Pup-Style vehicles so that carts can be collected on either side of the street without multiple trips, reducing unnecessary safety risk.</p>

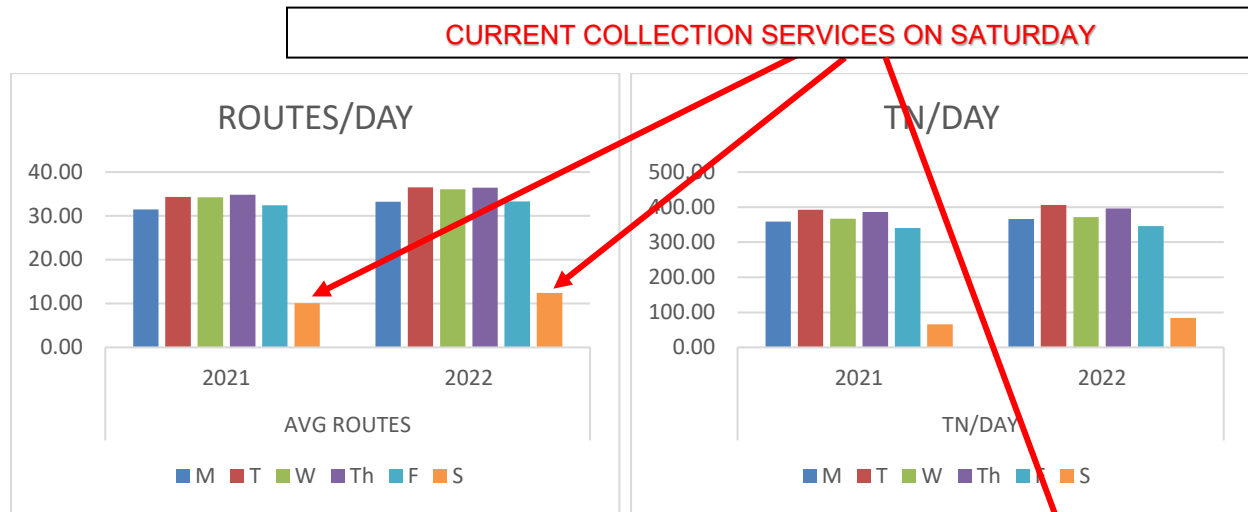
Analyzing the current level of service is vital to identify existing service deficiencies and ensuring the County residents receive the best service possible. To propose the correct level of service, FCC staff performed multiple site visits analyzing existing routes and services that were provided by the incumbent.

Additionally, we have reviewed and analyzed all the information provided within the RFP (addendums, tonnage, scale tickets, commercial and residential accounts, etc..).

4.3. RESIDENTIAL COLLECTION SERVICES

4.3.1. CURRENT RESIDENTIAL SOLID WASTE SERVICE ANALYSIS

FCC has carefully reviewed the trend of the different streams with the scale tickets provided. The charts below show the analysis carried out each collection day/month with the average number of routes per day, average tonnage per day obtained during 2021-2022 to calculate the minimum number of manual routes necessary for the County.



	DAYS/YEAR		AVG ROUTES		TN/DAY		AVG TRIP		TN/TRIP	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
M	51	50	31.51	33.22	358.86	366.08	1.37	1.29	8.33	8.52
T	51	52	34.33	36.54	392.81	406.15	1.37	1.31	8.35	8.46
W	52	51	34.29	36.10	366.90	371.41	1.30	1.24	8.25	8.31
Th	51	50	34.80	36.42	386.31	395.96	1.48	1.41	7.51	7.72
F	52	52	32.44	33.33	340.23	345.66	1.30	1.28	8.04	8.09
S	51	50	10.10	12.40	66.27	84.09	1.22	1.16	5.37	5.82
Su	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
AVG	51.40	51.00	29.60	31.40	318.79	328.99	1.36	1.30	7.94	8.07

Through this analysis and considering that there are only 5 holidays included within the RFP, it has become evident that **Saturdays have been utilized to catch up the regular schedule collection**. In order to perform the collection services in adherence to the collection **schedule of Monday through Friday**, FCC has considered the total number of routes from Monday through Friday plus the Saturday routes divided by 5 collection days.

	DAYS/YEAR		AVG ROUTES	
	2021-2022	2021-2022	2021-2022	2021-2022
M	51		32.36	
T	52		35.45	
W	52		35.18	
Th	51		35.60	
F	52		32.88	
S	51		11.24	
Average Monday Through Friday			34.29	
Increase due to Saturdays			2.18	
Total Adding Saturdays			36.48	

From this, we obtained that the minimum level of service for the entire county is **an average of 36-37 manual routes per day**.

If we breakdown the minimum number of manual routes needed per area considering the current number of units to provide carted collection, we obtain:

Scale Tickets	North District	South District	Both Districts
	64,277	74,037	138,314
Current Performance (Manual)	758	758	758
Current GBG Routes (Manual)	16.95	19.53	36.48
Proposed Performance (Automated)	897	907	902
Proposed GBG Routes (Automated)	14.34 (*)	16.33 (*)	30.66 (*)

(*) The fraction of the GBG routes, represents what has been assigned to the PUP/Satellite Route

With solid waste transitioning from manual rear load collection to automated cart collection for most single-family residential customers, **a higher performance for each Automated route can be considered when compared to the current Manual collection.**

4.3.2. PROPOSED SOLID WASTE RESIDENTIAL COLLECTION SERVICES

After a concise survey and analysis of Sarasota County, FCC will perform garbage collections for Curbside Class I and Class II customers serviced with carts with a total of **14 collection routes** that will consist of 1 Driver and a 28 CY automated side load (ASL) vehicle **and 1 PUP collection route** that will consist of 1 Driver, 1 Helper, and a PUP Rear load vehicle.

ASL equipment offers a much more efficient service, which in turn allows more homes to be serviced per route, and less time in which our vehicles are spent on the County's streets. Additionally, these ASL's will allow our employees to operate in a much safer environment, especially along busy roadways throughout the County.

4.3.3. CURRENT RESIDENTIAL RECYCLING SERVICE ANALYSIS

CURRENT COLLECTION SERVICES ON SATURDAY



	DAYS/YEAR		AVG ROUTES		TN/DAY		AVG TRIP		TN/TRIP	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
M	39	12	1.79	1.17	8.15	4.79	1.01	1.07	4.47	3.84
T	43	7	2.26	1.14	6.94	2.71	1.08	1.00	2.84	2.37
W	41	2	2.44	1.50	11.31	4.19	1.02	1.33	4.55	2.09
Th	51	49	21.73	21.22	124.64	122.33	1.21	1.22	4.73	4.72
F	52	50	22.69	21.62	117.98	119.43	1.15	1.22	4.51	4.54
S	5	7	18.40	12.86	104.37	66.35	1.17	1.19	4.83	4.34
Su	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
AVG	45.20	24.00	11.46	17.61	61.01	98.54	1.17	1.22	4.56	4.60



Regarding the information analyzed we have obtained that the number of tons collected is not consistent to the ones provided in the RFP. This is mainly due to the disposal tickets provided from Monday through Wednesday that contain a much lower tonnage compared to Thursday/Friday.

Single stream recycling Ton analysis per day			
DAY	TN/DAY		
M	3.71	RFP Tons/year	32,355.52
T	3.08	CALCULATED Tons/year	13,303.92
W	4.58		
Th	122.28		
F	116.41		
S	9.58		
Su			

Through this analysis it appears that all recycling is collected on the scheduled collection days (Monday Through Friday) and Saturdays are only utilized for holiday make -up.

	DAYS/YEAR	AVG ROUTES
	2021-2022	2021-2022
M	26	1.65
T	25	2.10
W	22	2.40
Th	50	21.48
F	51	22.17
S	6	15.17
Average Thursday Through Friday		21.83
Increase due to Saturdays		0.35
Total Adding Saturdays		22.18

From this, with the assumption that Thursday and Friday have the correct number of current routes, we obtain that the minimum level of service for the entire County is an average of 22-23 routes per day.

If we breakdown the minimum number of needed routes per area considering the current number of units to provide carted collection, we obtain:

Scale Tickets	North District	South District	Both Districts
	64,277	74,037	138,314
Current Performance (Manual)	1,247	1,247	1,247
Current RCY Routes (Manual)	10.31	11.87	22.18
Proposed Performance (Automated)	1,039	1,031	1,035
Proposed RCY Routes (Automated)	12.37 (*)	14.36 (*)	26.73 (*)

(*) The fraction of the RCY routes, represents what has been assigned to the PUP/Satellite Route

Given that the RFP requires that the **density does not exceed 300 pounds per cubic yard** (approximately 4 tons/trip), a lower performance for each Automated route must be considered.

4.3.4. PROPOSED RECYCLABLE MATERIAL RESIDENTIAL COLLECTION SERVICES

FCC will perform recycle collections (Curbside Class I and Class II customers) and Class II customers serviced with carts with a total of 12 collection routes comprised of 1 Driver and a 28 CY Automated Side Load (ASL) and 1 PUP collection route that will consist of 1 Driver, 1 Helper, and 1 PUP Rear load vehicle. This represents a 26.09% increase from the current service route analysis.

In addition to servicing the difficult to access areas (dead ends, narrow roadways, etc.), FCC's Pup route will also be responsible for collecting class II customers that utilize carts.

4.3.5. CURRENT RESIDENTIAL YARD TRASH SERVICE ANALYSIS

CURRENT COLLECTION SERVICES ON SATURDAY



	DAYS/YEAR		AVG ROUTES		TN/DAY		AVG TRIP		TN/TRIP	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
M	51	50	14.90	14.42	109.51	119.42	1.21	1.29	6.08	6.42
T	51	52	15.08	15.40	113.71	126.47	1.20	1.36	6.30	6.03
W	52	51	14.81	15.59	108.90	121.92	1.16	1.30	6.34	6.04
Th	51	50	15.33	15.56	124.09	134.50	1.28	1.39	6.33	6.22
F	52	51	14.90	15.33	121.15	132.34	1.26	1.37	6.47	6.28
S	48	49	8.08	10.57	46.73	61.36	1.07	1.14	5.41	5.10
Su	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
AVG	51.40	50.80	13.91	14.50	104.65	116.32	1.21	1.32	6.23	6.08

Through this analysis and considering that there are only 5 holidays included within the RFP, it has become evident that **Saturdays have been utilized to catch up the regular scheduled collection**. In order to perform the collection services in adherence to the collection schedule of Monday through Friday, FCC has considered the total number of routes from Monday through Friday plus the Saturday routes divided by 5 collection days.

	DAYS/YEAR		AVG ROUTES	
	2021-2022	2021-2022	2021-2022	2021-2022
M	51	50	14.66	14.66
T	52	51	15.24	15.24
W	52	51	15.19	15.19
Th	51	50	15.45	15.45
F	52	51	15.12	15.12
S	49	49	9.34	9.34
Average Monday Through Friday			15.13	15.13
Increase due to Saturdays			1.74	1.74
Total Adding Saturdays			16.88	16.88

From this, we obtain that the minimum level of service for the entire county is **an average of 16-17 routes per day**. If we breakdown the minimum number of needed routes per area considering the current number of units to provide carted collection, we obtain:

Scale Tickets	North District	South District	Both Districts
		64,277	74,037
Current Performance (Manual)	1,639	1,639	1,639
Current YW Routes (Manual)	7.84	9.04	16.88
Proposed Performance (Automated)	1,428	1,481	1,456
Proposed YW Routes (Automated)	9.00	10.00	19.00

With Yard Waste being collected manually, FCC has proposed a lower performance in order to better protect our employees (driver/helper) from becoming overworked (heat stressed, etc.) as well as ensure that each route can be finished safely and comfortably within 10 hours.

4.3.6. PROPOSED YARD TRASH COLLECTION SERVICES

FCC will collect all yard trash with a total of **9 collection routes** that will consist of 1 Driver, 1 Helper and 1 25 CY Rear load vehicle. This represents a **14.80% increase** from the current service route maps provided and the same number of routes required from the disposal tickets analysis.

4.3.7. HELP ROUTE

In order to further ensure the successful completion of the proposed routes for each line of business, **FCC has proposed 1 help route to support each service district within the County.** This route has the sole purpose of supporting the frontline routes by allowing our MSW, Recycling, and Yard Waste vehicles to focus on the completion of the current day's services. From collection of misses, to aiding routes that have encountered delays, this route will provide the necessary assistance so that FCC can provide the excellent level of service to Sarasota.

4.3.8. CART MAINTENANCE

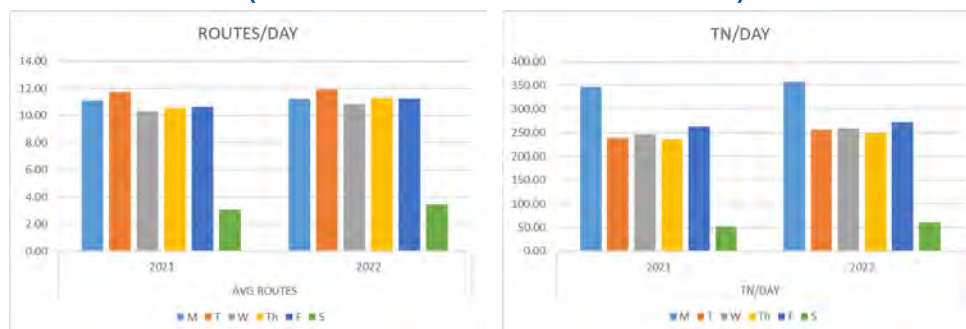
FCC has proposed **2 cart maintenance routes. These routes will be dedicated to the residential customers and businesses that utilize carts.** These routes will consist of 1 Driver and 1 stake body truck delivery vehicle which will be responsible for all residential cart deliveries, repairs, and removals. This cart maintenance vehicle will have a readily available supply of spare container parts (wheels, lids, stickers, etc.) as well as the necessary tools so that FCC personnel will have the ability to repair every cart possible on site to avoid any unnecessary removals and service interruptions.

If in the event that a cart is worn beyond repair, FCC cart maintenance routes will be trained to always have a spare container on the vehicle so that the broken container can be swapped for one that is functional and clean to ensure that the customer can maintain their desired services. Additionally, FCC's cart maintenance drivers will be extensively trained on the correct operation and process of our RFID handheld scanners so that each time a cart is delivered or removed from a residence, this change is accurately reflected within the customer database for Sarasota County.

4.4. COMMERCIAL/MULTIFAMILY COLLECTION SERVICES

FCC will ensure that all multifamily and commercial MSW collection is separated so that all solid waste disposal is accurate and that it does not affect the disposal billing of the County. FCC will be responsible for the billing and disposal of commercial accounts.

4.4.1. CURRENT-FEL (COMMERCIAL AND MULTIFAMILY) SERVICE ANALYSIS



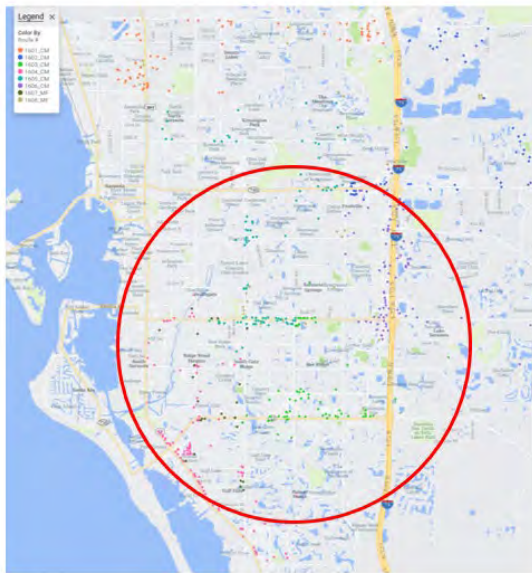
	DAYS/YEAR		AVG ROUTES		TN/DAY		AVG TRIP		TN/TRIP	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
M	51	50	11.10	11.22	346.68	357.49	2.42	2.39	12.89	13.35
T	51	52	11.71	11.92	238.89	257.00	1.92	1.98	10.61	10.88
W	52	51	10.31	10.80	246.64	259.68	2.11	2.09	11.36	11.52
Th	51	50	10.55	11.28	236.66	250.46	2.02	2.02	11.09	10.99
F	52	52	10.65	11.23	263.54	271.27	2.10	2.01	11.78	12.02
S	51	51	3.04	3.41	53.93	60.41	1.43	1.34	12.45	13.17
Su	1	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
AVG	51.40	51.00	9.53	9.98	230.46	242.46	2.08	2.05	11.63	11.84
		AVG 5 Days	11.5	12.0						
		AVG 5 Days	11.7							

From this, we obtain that the minimum level of service for the entire scope (Commercial and Multifamily) is **an average of 11-12 routes per day.** If we breakdown the number of minimum routes needed per area considering the current yearly amount of cubic yards collected, we obtain the totals to the right.

Scale Tickets	North District	South District	Both Districts
		1,031,718	762,201
Current Performance (Cy/Route)	589	589	589
Current FEL Routes	6.73	4.98	11.71
Proposed Performance (Cy/Route)	567	489	525
Proposed FEL Routes	7.00	6.00	13.00

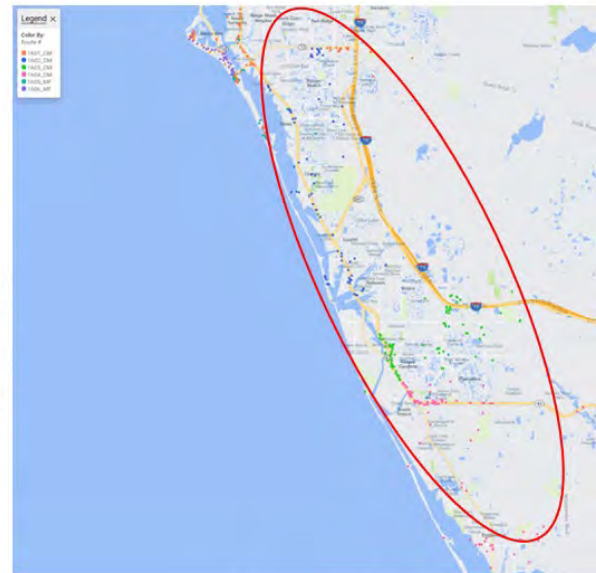
Due to the different density of each area, a lower performance for FEL routes is considered for the South District.

NORTH DISTRICT



Higher density

SOUTH DISTRICT



Lower density

	North District	South District
Avg Miles Between Lifts	0.72	1.04
Avg Time (min) Between Lifts	2.04	2.68

To further verify the proposed number of routes, FCC has designed the FEL routes with routing software that considers over 100 parameters to confirm the correct number of optimized routes. From this, we have concluded the number of routes to be **a total of 7 Routes for the North District (5 for Commercial and 2 for Multifamily)** and **a total of 6 Routes for the South District (4 for Commercial and 2 for Multifamily).**

4.4.2. PROPOSED FRONT LOAD COLLECTION SERVICES

Following the survey of Sarasota County, FCC will perform front load collections with a total of **7 collection routes to service all customers with front load containers (5 routes for Commercial and 2 routes for Multifamily)**. These collection routes will consist of 1 Driver and 1 front end load vehicle. **On Saturday, FCC will utilize 2 of these collection routes** in order to satisfy the needs of the high-frequency customers within the County. After analyzing the density of commercial customers as well as parameters such as traffic, container size, and pounds per yard, FCC has considered approximately **108 lifts per route per day** which will provide ample and efficient service for Sarasota County

4.4.3. CONTAINER MAINTENANCE

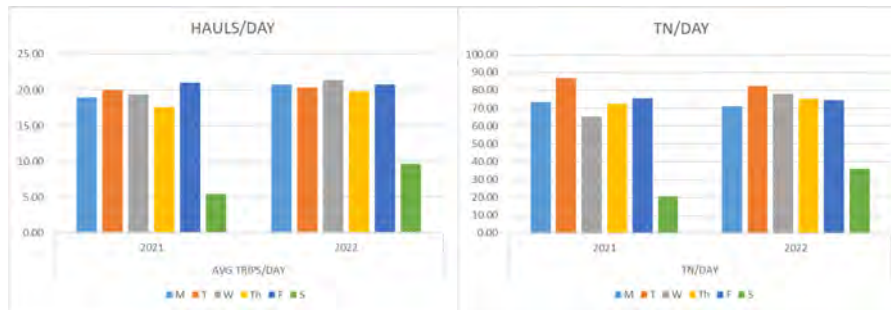
FCC has proposed **1 container maintenance route consisting of 1 Driver and 1 fork-style commercial container delivery that will be fully dedicated to the commercial and multifamily accounts**. This route will be responsible for all commercial container deliveries, repairs, and removals.



This container maintenance vehicle will have the ability to make small repairs at the customer locations to avoid any unnecessary removals and service interruptions.

If in the event that a container is worn beyond repair, FCC's container maintenance route will be trained to bring a spare container on the vehicle so that the broken container can be swapped for one that is functional and clean to ensure that the customer can maintain their desired services.

4.4.4. CURRENT ROLL OFF SERVICE ANALYSIS



	DAYS/YEAR		AVG HAULS/DAY		TN/DAY		TN/HAUL	
	2021	2022	2021	2022	2021	2022	2021	2022
M	51	50	18.94	20.78	73.35	71.19	3.87	3.43
T	51	52	19.96	20.31	86.70	82.34	4.34	4.05
W	52	51	19.42	21.39	65.19	77.81	3.36	3.64
Th	51	50	17.61	19.86	72.26	75.17	4.10	3.79
F	52	52	21.02	20.81	75.37	74.32	3.59	3.57
S	43	43	5.44	9.63	20.68	36.12	3.80	3.75
Su	0	0	0.00	0.00	0.00	0.00	0.00	0.00
AVG	51.40	51.00	17.40	19.04	66.82	70.42	3.84	3.70
		AVG 5 Days	20.3	22.3				
		AVG 5 Days	21.28					



By analyzing the average number of roll off hauls per day based on the provided scale tickets, we obtain that the minimum level of service for the entire scope is **an average of 21-22 hauls per day.** If we breakdown the number of hauls per service district and apply this to the current yearly number of pulls provided within the scale tickets, we obtain the totals to the right.

Scale Tickets	North District	South District	Both Districts
Current ROL Hauls	3,812	1,634	5,446
Proposed Performance (Hauls/Route)	4	3	3.5
Proposed ROL Routes	4.00	2.00	6.00

Due to the difference in number of hauls and overall density per each service district, a lower performance for ROL routes is considered for the South District.

4.4.5. PROPOSED ROLL OFF COLLECTION SERVICES

For roll off collection services, FCC has proposed **4 collection routes** consisting of 1 Driver and 1 Roll Off vehicle. FCC is prepared to acquire the optimal equipment once the necessary information is provided during the transition to ensure that all open top and compact containers for Sarasota County are serviced in a safe and efficient manner.

4.5. TRANSITION PLAN

4.5.1. DRAFT TRANSITION PLAN

FCC believes in absolute and dedicated partnership with every community in which we provide service. Although we have the experience to provide a seamless transition, FCC will continuously work with Sarasota County Staff to ensure that the ongoing operational execution meets the needs and standards as set between Sarasota County and FCC. To ensure satisfaction, FCC will maintain regular communication and meetings to identify and implement improvements to the collection plan that has been designed for the County.

FCC is committed to an excellent performance by the start date of October 1, 2024, through the entirety of the contract. As such, the below draft transition plan will be further developed if FCC is awarded with the contract. All proposed equipment and number of dedicated vehicles will be acquired prior to October 1, 2024, to fulfill work outlined in the Scope. Included below is the draft transition plan and FCC's commitment of when they will be tentatively met.

FUNCTIONAL AREA	TASK/COMMENTS	TIMELINE	RESPONSIBLE GROUP
Collection Plan	Provide the Director with a Collection Plan that follows section 25 outlined within the Draft Franchise Agreement subject to the Director's approval	Approximately 3 weeks after the Effective Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Transition Plan	Provide the Director with the revised and approved Transition Plan	Approximately 4 weeks after the Effective Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Order Placement Documentation	Provide documentation demonstrating that all necessary dedicated Collection Vehicles and equipment have been ordered and will be delivered to FCC's local facility no later than June 15th, 2024	Approximately 6 weeks after the Effective Date or as decided upon by FCC and the County	FCC Procurement Team
Preliminary Distribution Plan	Provide the Director with a preliminary plan to distribute mechanical containers for commercial customers and multi-family customers and carts for new residents	Approximately 8 weeks after the Effective Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Distribution Plan	Provide the Director with an updated, detailed plan for the distribution of all garbage carts (if applicable), and recycling carts	Approximately 9 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team



SARASOTA COUNTY, FL
ITN NO. 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION SERVICES

FUNCTIONAL AREA	TASK/COMMENTS	TIMELINE	RESPONSIBLE GROUP
Safety Plan	Provide the Director with a written safety plan covering all aspects of FCC's operations under the agreement with St Johns County	Approximately 9 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Contingency Plan	Provide the Director with a written contingency plan that details FCC's procedures in the event that an emergency or other situation disrupts the normal operations	Approximately 9 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Notice for Commencement of Collection Services	Provide the Director with digital copy(ies) of the notice that FCC intends to publish in the local newspaper as well as brochures and informational materials to be provided to customers	Approximately 8 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Meeting with County on Progress of Transition Plan	FCC Personnel will meet with County Director to discuss the status of the transition plan and the progress of its implementation	Approximately 6 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Confirmed Receipt of All Carts	Confirm in writing to the Director that all carts necessary for collection services have been received at FCC's local yard	Approximately 4 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Confirmed Receipt of Vehicles and Equipment	Confirm in writing to the Director that all vehicles and equipment necessary for collection services have been received at FCC's local yard	Approximately 4 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Onsite Vehicle/Equipment Preparation	Prepare "Birth Certificate" for assets, conduct internal PDI, register and insure each asset. Confirm in writing to the Director that all vehicles have been registered, licensed, tagged, and are ready to perform collection service	Approximately 3 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Procurement Team
Asset Inventory List	FCC will provide a vehicle list that identifies the make, model, year, tare weight, license plate #, and identification number for each vehicle to the County Director	Approximately 3 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Procurement Team
Delivery of Notice for Commencement of Collection Services	Confirm with the County Director that the County-approved notices, brochures, and informational materials have been delivered to all Customers	Approximately 2 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Verify All Employees in Place	Confirm with the County Director that all personnel needed for services have been hired and trained	Approximately 2 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Route Managers and Employees Run Routes	Route Managers and Drivers run routes to become familiar with the areas for seamless collection on commencement date	Approximately 2 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Site Management Team
Confirmation of All Carts distribution	Confirm with the County Director that all Carts (Garbage and Recycling) and other Collection Containers have been delivered	Approximately 2 calendar days before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team

4.5.2. SMOOTH TRANSITION - COMMUNICATION KEY LESSONS

FCC will partner with Sarasota County to focus on public outreach efforts toward collection and customer service. As a new service provider, we will focus on informing customers of all available services and maximizing their knowledge and participation in recycling and to communicate any needs or complaints which will help County to achieve the following goals:

- **Transitioning to a new collection program** with well-maintained and aesthetically pleasing roads and green spaces.
- **Safety** to our personnel and communities and ensuring **excellent service.**
- **Encouraging and facilitating the recovery, reuse, and recycling** of material within the waste stream.
- **Increase participation of curbside recycling** consistent with the County's goals for the solid waste program.
- **Maximizing the volume of recyclable material and participation through resident education**, therefore promoting a reduction of source waste.

4.5.2.1. NOTICE FOR COMMENCEMENT OF SERVICE

FCC is absolutely committed to meeting the deadlines set forth within the RFP of delivering a letter or other direct notice to each Commercial Customer concerning FCC's collection services at least 30 calendar days prior to the commencement date. Additionally, FCC will ensure that notices concerning collection services for Residential Customers will be designed, printed, and delivered at least 10 calendar days prior to the commencement date. This notice will provide the following information:

- Identify each collection day for the multiple services
- Summarize Set Out requirements for each service
- Display contact information such as telephone number, email address, and company website to contact FCC.
- Other educational and promotional material that is deemed necessary by Sarasota County and FCC

FCC will provide the County Director with a digital copy of the notice that is intended to be published in the local newspaper concerning the commencement of services. FCC will also provide a digital copy of brochures and information materials to the Director for approval. These copies will be submitted at least 7 weeks before the commencement date or as agreed upon between Sarasota County and FCC. Additionally, approximately 2 weeks prior to the commencement date or as agreed upon, FCC will confirm in writing to the Director that County-approved notices, brochures, and informational materials have been delivered to all Customers.

4.5.2.2. NOTICES TO CURRENT CUSTOMERS

These notices will include a summary of the information provided on the notices for commencement of service as well as pertinent information that will prove beneficial to the collection of each material. Any new information developed will be posted on FCC's website for Sarasota County so that customers may always have access.

4.5.2.3. NOTICES FOR NEW CUSTOMERS

For each new customer within Sarasota County, FCC will design, print, and deliver/mail the above information contained within the Notice for Commencement of Service so that these Residential/Commercial Customers may receive all information that has previously been provided. These Customers will also be made aware of the website so that they may readily have this information available.

4.5.2.4. NOTICES CONCERNING PERMANENT CHANGES IN COLLECTION SCHEDULES

If a situation should occur that requires a permanent change in collection schedules throughout the County, FCC will take an active approach and will submit a draft of the notice for update to the Director for review and approval at least 30 days prior to the proposed changes. Once the notice has been approved, FCC will adhere to the following parameters based upon which type of Customer is affected:

- Commercial Customers will receive their notice at least 5 days before the changes are put into place.
- Residential Customers will receive 2 notices – 1 notice at least 14 days prior and 1 notice at least 7 days prior the proposed change.
- The information describing the proposed changes will be posted on FCC's website for Sarasota County at least 15 days before the permanent change.
- The notice will be published in the largest circulating newspaper within the County at least 5 days prior to the permanent change.

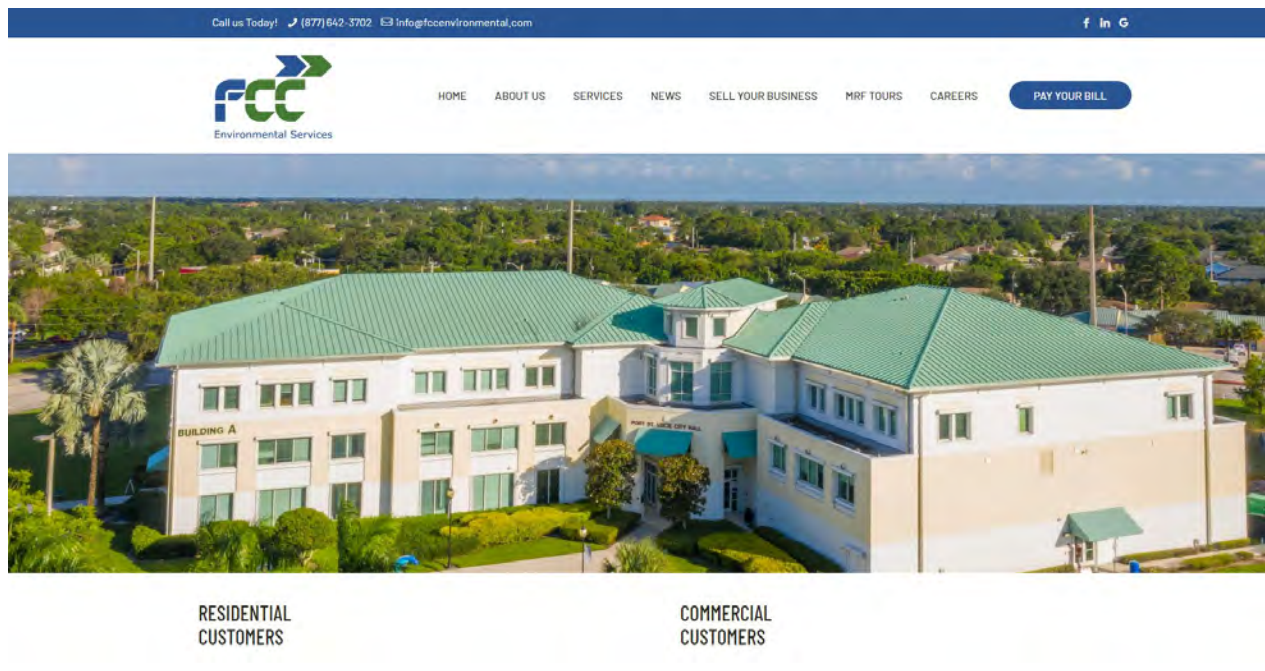
4.5.2.5. NOTICES FOR HOLIDAYS

As further evidence of a dedicated partner to Sarasota County, FCC will publish a notice to Customers that will be affected by a change in their collection due to holiday. Additionally, FCC will post this notice on the website developed for Sarasota County so that customers are made away of this temporary change.

4.5.2.6. WEBSITE FOR SARASOTA COUNTY

Along with the recent enhancements to our online capabilities, FCC will collaborate with the County staff to develop a customized Sarasota County webpage with meaningful service information, photos, contact information and resources that reflect the interests of the community. Using FCC’s local website, the residents will easily find Sarasota County-specific service information and recycling education at the click of a button, anytime, anywhere (See the example below developed for the City of Port St. Lucie <https://fccenvironmental.com/psl/>)

For both the Commercial and Residential Customer Notices for Commencement of Service, FCC will ensure that this information is available on our website developed for Sarasota County at least 30 days prior to the commencement date.



We will also mail a service FAQ postcard and comprehensive welcome package to all residents at the beginning of the Contract. The service FAQ postcard will focus on key services such as MSW and Recycling contained to the cart, the on-call Bulk collection of up to 10 cubic yards, and any other information that Sarasota County and FCC deem important to communicate. The welcome package will contain service information, rates, a collection schedule, and recycling guide. Additionally, we will provide recycling education through the website, mail outs, and cart tags so residents will know exactly what and how to recycle. FCC will continue to provide proactive service notifications throughout the Agreement. Samples of each of these materials are included throughout FCC’s proposal document

4.5.2.7. CHANGE IN PROVIDER AND SERVICE COMMUNICATION



In our experience for a smooth transition as a **committed partner**, FCC has carefully developed routes that will produce the very best service optimized for maximum efficiency and safety. If the new routing results in day changes, FCC will ensure that all services are routed to that day in order to simplify the process for all residents as outlined within the RFP. FCC will also supply educational flyers to all residents affected by the reroute so that they may easily understand what day their services are being changed to. Below are examples of those communications to FCC's current partners.



4.5.2.8. PROACTIVE COMMUNICATION/EDUCATIONAL MATERIAL

Public education and community outreach programs will be developed and implemented in partnership with Sarasota County and FCC for any updates or emphasis needed. Such programs will include information on recycling and waste reduction, in support of the County.



More than 100 years of experience in this business has taught FCC that one of the key factors to be successful in the recycling world is to educate the population on how they should separate and segregate their recyclable material.



FCC will help the County to prepare a Plan for Education initiatives in the community. Our company is well known in the cities and counties where we operate for its commitment and efforts to support and increase its neighbor's awareness and education on sustainable practices, recycling campaigns, local school sponsorship and seminars, local contests for children recycling consciousness improvement, etc.

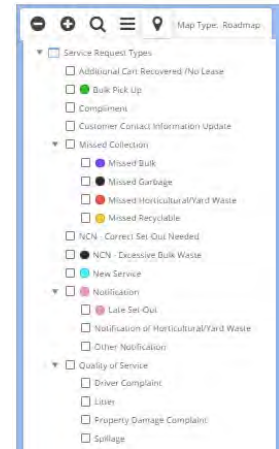


The objectives of this communication plan are:

- Spreading the pride of living in a clean and model Sarasota County
- Promoting the waste management system and co-responsibility of all involved agents
- Increasing environmental education of citizens through activities directed at each target audience
- Achieving involvement/collaboration of citizens in improving services
- Provide a definition of all materials to be collected
- Increase recycling rates which could avoid cost of municipal waste processing and disposal
- Providing knowledge on the specifics of the services, informing in each area about the frequencies and hours of collection and procedures for setting out the materials

4.6. CUSTOMER SERVICE

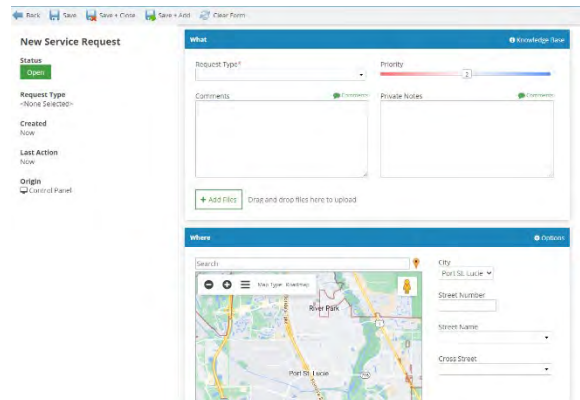
FCC will utilize the **platform Q-Alert** as the primary communication tool for services within Sarasota County. All dedicated personnel will be extensively trained on the system so that all communications for residents and County staff are provided efficiently and with ease. FCC fully believes that in order to build a valued partnership, transparency and communication are key. Therefore, **FCC is proud to provide County staff untethered access to the system so that work orders can be directly submitted**, and reports can be processed whenever the County desires.



Q-Alert offers customization of all reports and types of categories for recording information so that all data can be exported in a fashion that best meets the requirements within the RFP. FCC will meet with County staff prior to the implementation of the Q-Alert system and develop the complaints/notifications that will be offered for Sarasota County residents to communicate.

With the Q-Alert system, FCC will have the ability to supply all customer-centric reports as described within the RFP such as **Non-Collection Notice Log, Customer Call Log, Number of Missed Collections and Legitimate Complaints Log, and the Bulk Waste, White Goods, E-Waste, and Tires Log**. All information recorded within the system can easily be exported as an excel or pdf format which can be submitted directly to County staff.

Furthermore, FCC will have **municipal links as well as mobile application capability to the Q-Alert program for residents to directly submit any complaints or inquiries** without having to call into our local customer service. The residents will be contained to the complaint/notification categories that have been developed previously, so that **all communications can be received and resolved in “real time” by FCC personnel**. These links can be supplied to any web page and can be given to the County to appear on their government site in addition to the FCC webpage in order to open as many avenues as possible for communication.



Through the use of this system, Q Alert allows FCC representatives **to accept and track citizen complaints, address complaints, and provide daily reports to the County that summarize all complaints and actions taken to successfully resolve each complaint** as outlined within the RFP.

4.6.1. DEDICATED CUSTOMER SERVICE TO THE COUNTY

In the abstract, to FCC, great **local customer service** is a service that continuously communicates with the customer, works with the customer to achieve any specific goal, and provides a timely and reliable service that the customer can count on and expect. In order to provide this level of customer service, FCC **will provide Sarasota County a solely dedicated service phone number for all residents to communicate any inquiries or requests**. Since each of our Customer Service Representatives will be **fully dedicated** to the County contract, these individuals will have extensive knowledge on the specific parameters for all services including class I, class II, and commercial customers.

As a committed partner, FCC will prioritize those Customer Service Representatives that work with the incumbents to avoid any displacement from occurring. Furthermore, FCC will prioritize employment of local individuals who will have a sense of pride in supporting their community as well as understanding the area at a fundamental level.

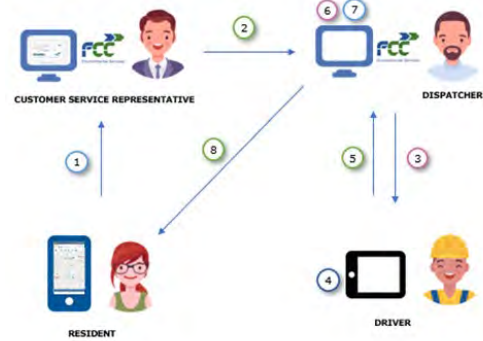
FCC implements customer service procedures at all levels of the organization from the Drivers to the Managers so that the same consistent message can be delivered to all customers and avoid any confusion or missteps.

Our CSRs will receive extensive training on the contract requirements for all lines of business (MSW, Recycle, Yard Waste, Bulk) and type of customer container (personal container, County provided cart, recycling bins) as well as the operation of the Q-Alert program to enter all call notes.



Incoming calls will be answered by the next available CSR. Each CSR will provide the service needed until the issue is resolved and the customer is satisfied. All necessary work orders will be entered into Q-Alert and assigned to Driver's/Manager's tablet if applicable. For example:

1. A resident has called in a miss pickup.
2. CSR will create the miss pickup ticket in Q-Alert.
3. Dispatcher will research the miss pickup and assign the work order to the proper route Driver.
4. Driver receives the notification on their tablet.
5. Driver closes the notification once the service has been recovered.
6. Dispatcher will be able to see the work order be completed in real time and verify the collection through the 3rd Eye GPS.
7. All necessary notes will be added to the work order in Q-Alert and closed.
8. Customer automatically notified by email/text that work order is resolved.



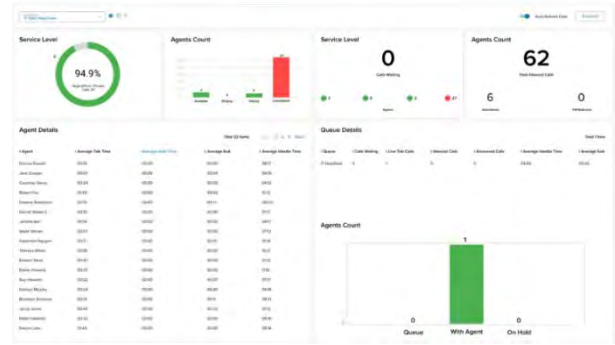
FCC has proposed an ample number of CSRs to receive and resolve all customer calls as designated within the RFP. However, in the event that there is a surplus of call volume, the calls will flow to Dispatch, then Sales, until finally on-site Managers (General Manager, Operations Manager, Fleet Manager, etc.).



Customer Service Call-Flow Outline



In order to ensure that customer service expectations are upheld throughout the duration of the contract, FCC management is able to **analyze all call log information** including the average duration of calls, total number of calls received per day, number of calls put on hold, duration of total on hold time, calls lost, etc.



Additionally, FCC management will be able to analyze individual CSR information including average call length, number of calls received, calls missed, etc.

4.6.2. CUSTOMER SERVICE – COMPLAINT RESOLUTION

FCC’s local site is committed to continuously verifying all services to ensure that expectations are met, and Sarasota County residents are satisfied. If FCC can’t complete verification for any reason, FCC will err on the side of caution and make a courtesy collection in the same manner as a verified miss.



In the specific event of a missed collection complaint reported and verified, FCC make every attempt to resolve the issue as soon as possible. Missed collections will be collected as stated within the agreement, and FCC will put emphasis to recover quickly, safely, and efficiently. In the event of a verified “Late Set,” FCC may still dispatch a truck for a courtesy service provided such dispatch does not endanger the completion of the then currently scheduled routes.

All missed collections are verified by Route Managers. A Root Cause Analysis is completed to ensure proper procedures are followed and to limit these missed collections. Drivers, Helpers, and customer service representatives are then coached to improve processes and communication with the customers to ensure satisfaction.

For commercial services, FCC has implemented a communication procedure for any potential service interruptions such as blocked containers, contamination, or excess waste. In this process, the driver is to immediately call into dispatch and provide a detailed description on what is preventing the service (type/color of car blocking container, type/amount of contamination seen in container, amount of excess waste on container/type).

Driver is then instructed to seek an onsite representative if applicable to remove the source for service interruption. As this occurs, dispatch will attempt to contact the customer by phone to explain the current interruption of service and ask if the issue can be resolved so that the driver can resume service. If the issue is not able to be resolved by driver or dispatch, and every reasonable attempt has been made, then the location will be marked as “unable to be serviced” and driver will resume with the route.

4.7. SERVICE VERIFICATION AND ASSET MANAGEMENT

4.7.1. REHRIG VISION RFID SOFTWARE

FCC has a vast knowledge and experience of utilizing RFID software to verify collection services, having implemented Rehrig Vision in Orange County and WISTAR in City of Port St. Lucie for inventory management as well as Eremos and Sonrai in Polk County for service verification.

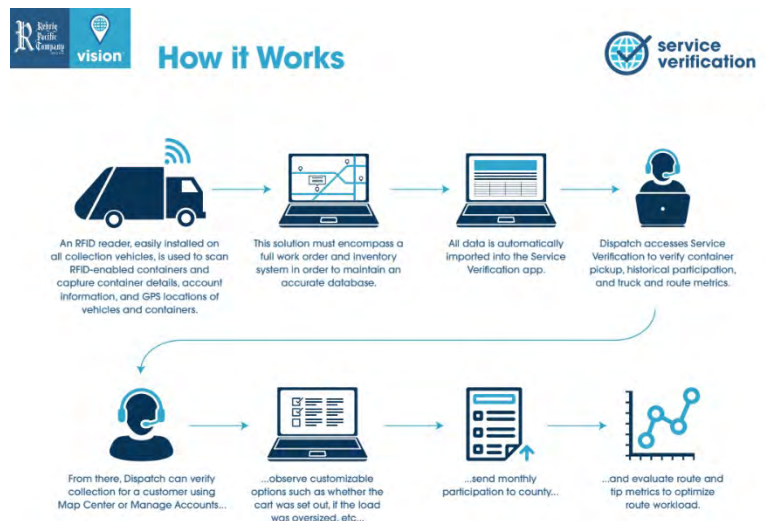


As it pertains to the Sarasota County agreement, FCC will utilize Rehrig Vision to record RFID data for all service options that contain carts. In addition to FCC having **extensive in-depth knowledge of Vision system,** the fact that Sarasota County is currently utilizing the system makes Vision the ideal RFID software.

Due to actual contract use, FCC understands how effective the Vision system can be when verifying individual service events.

From the customer portal, our Dispatchers will be able to easily search for a service address and select the historical tip data from the assigned carts. Information for each cart tip includes where and at what time the service occurred. If the historical data does not include any tip data for the date in question, then that means the cart has not been serviced to this point.

With this information, FCC personnel will be able to export percentage of routes complete and percentage of routes incomplete reports based upon this service verification data.



Dispatchers will also have the ability to open up a map of all service vehicles. In addition to the current location of the vehicles, flags of recorded RFID tags will show where each of the vehicles have been for service.

Using this portion of the Vision service, Dispatchers will have the ability to see which sections of routes have been completed and, by comparing this with 3rd eye GPS, can understand where the route will be heading next for collection.

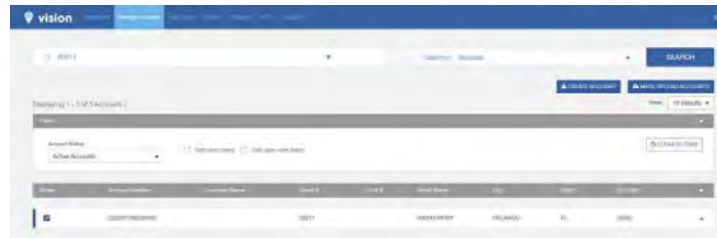
FCC has additionally established a process to test the accuracy and functionality of each vehicle’s RFID equipment prior to the start of route collection. Each morning, after FCC personnel has completed their pre-trip process, all Route Drivers performing MSW and Recycle collections are instructed to lift a test cart before leaving the yard. The hardware inside the cab flashes either green, meaning that the RFID tag was read successfully or red, meaning that the scanner was not able to read the RFID tag. If the system flashes red, then the driver will have the ability to have the system repaired or switch into a spare vehicle, minimizing the service delay and loss of RFID data.

As a secondary confirmation of the system working, the tip of the test cart sends a data point to the Vision portal so that FCC and County staff can see that each RFID system is functional in real time.

Each morning, FCC’s dispatch checks the portal’s summary table to ensure that tips have been collected before then checking the mapping feature to ensure that GPS is accurately capturing the lift point of each cart.

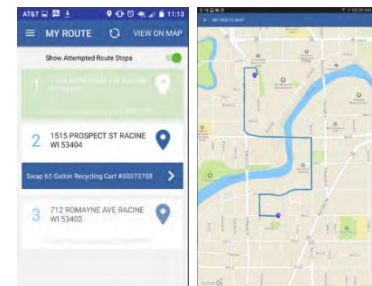
By utilizing this procedure, FCC can ensure that our RFID data will be consistent, reliable, and accurate throughout the entire term of the contract. As a committed partner and a show of transparency, Sarasota County staff will be given untethered access to the Vision system so that they may run reports or examine data at any point in time.

Furthermore, FCC will utilize the Vision RFID system to manage all inventory and assets. Our dispatchers will be trained to properly input all cart requests including deliveries, repairs, replacements, and removals into the Vision software.



Once the work orders are received, FCC is able to use the Vision portal to create efficient routes for all available cart maintenance crews. Using a tablet system and handheld scanner, cart maintenance Drivers are able to scan available carts into inventory before loading them onto the truck.

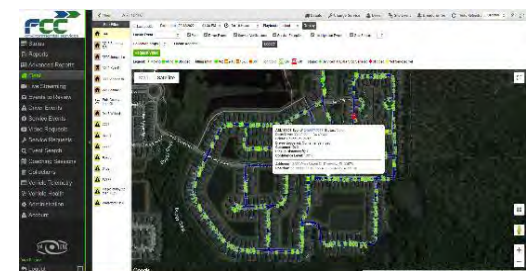
When a driver reaches a location for service, they will then scan the new cart to the specific work order. The scanner collects the RFID bar code directly into the work order which then pairs this unique code with the serial number on the container.



At the end of the day, when cart maintenance drivers confirm their services for the day, the work orders are transferred over to our dispatch team within the portal. Our Dispatchers confirm that everything is uniform and accurate within the system so that all RFID data can be confidently utilized for service verification.

4.7.2. 3RD EYE GPS SOFTWARE

As a true community partner, FCC believes that communication and visibility to the services it provides is critical so that the residents and the County can monitor FCC’s performance. **As a value-added service, FCC outfits all its trucks with the AWTI 3rdEye Camera system.** This allows FCC **to track trucks on route, monitor “real time” performance,** while providing similar historical data to verify service from previous routes. Through FCC’s web-based 3rd Eye portal, we can track real time any information pertaining to the movement of each of our pieces of equipment.



To aid service verification efforts, each route driver can utilize the onboard 3rd Eye cameras to record service issues such as blocked access or late set outs.

This information is crucial for not only daily route performance and service completion, but it is also an important tool to identify routing concerns to improve efficiency and conducting damage claim investigations.

Additionally, FCC will give County Staff untethered access to utilize **Positive Service Verification** features of 3rdEye, which provides photos of confirmed service and breadcrumb GPS tracking. Positive Service Verification allows the County as well as FCC staff to see verification of service on a house-by-house basis. All service points are confirmed via GPS, time stamped and paired with an image of the location.

In addition to this format, FCC will provide County Staff with an interface where they can track all collection vehicles providing service.

4.8. INFORMATION MANAGEMENT AND REPORTING

FCC understands that accurate and responsive data must work in tandem with timely and consistent collections in order to provide an overall excellent service to Sarasota County. As described within FCC’s customer service chapter, the Q-Alert system proposed will have the ability to produce several reports described within the RFP such as **Non-Collection Notice Log, Customer Call Log, Number of Missed Collections and Legitimate Complaints Log, and Bulk Waste, White Goods, E-Waste, and Tires Log.** To produce the other reports described within the RFP, FCC will utilize our operational software, Navusoft and routing software, Zignex.

4.8.1. NAVUSOFT SOFTWARE

In order to provide excellent service efficiently, FCC understands that a software is needed to more accurately track pertinent operational metrics and communicate clear and immediate updates to any services needed on a daily basis.

Therefore, in order to accomplish the high standard of consistent improvement, **FCC utilizes Navusoft as our operational software.** With Navusoft, FCC is able to track and record all routing data including completion times, disposal tons per waste stream, completed units, exceptions occurred during service, recycling service leads for commercial customers, etc. With this information, FCC is able to analyze routes to ensure that optimal efficiency is achieved each and every day. Additionally, this information helps FCC forecast the need for additional equipment due to growth both in the number of units collected and the volume of material.

ROUTE	TRUCK	SERVICE	EXCEPTIONS	PERSONAL
5001	101	0	0	0
5002	102	0	0	0
5003	103	0	0	0
5004	104	0	0	0
5005	105	0	0	0
5006	106	0	0	0
5007	107	0	0	0
5008	108	0	0	0
5009	109	0	0	0
5010	110	0	0	0
5011	111	0	0	0
5012	112	0	0	0
5013	113	0	0	0
5014	114	0	0	0
5015	115	0	0	0
5016	116	0	0	0
5017	117	0	0	0
5018	118	0	0	0
5019	119	0	0	0
5020	120	0	0	0
5021	121	0	0	0
5022	122	0	0	0
5023	123	0	0	0
5024	124	0	0	0
5025	125	0	0	0
5026	126	0	0	0
5027	127	0	0	0
5028	128	0	0	0
5029	129	0	0	0
5030	130	0	0	0

Additionally, Navusoft gives FCC the ability to **track the status of each route in “real time”** by having drivers confirm service in their onboard tablet. By confirming service or providing an exception (blocked container, nonconforming material, etc.), FCC dispatch and management will track the progress of each route and identify any routes that may need assistance well in advance before they are at risk of noncompletion.

Through the use of an onboard tablet solution in every truck, FCC will be able to submit additional work orders directly to intended routes once a call for service is received. For example, if a miss was to be called in, FCC dispatch will identify the route that is nearest to the location and create a work order for recovery.

An alert will be generated on the tablet once the work order is assigned for the driver to acknowledge. Once the driver has recovered the missed pick up and completes the work order on the tablet, the assigned order will show as closed within the portal, allowing dispatch to instantly recognize that the miss has been resolved.

FCC personnel will further utilize this system to record all maintenance data on our fleet including driver-performed pre and post trips, completed repair detail, and preventative maintenance process confirmation in order to ensure that our proposed vehicles will always be ready and available to provide services for Sarasota County.

With the Navusoft system’s ability to record this data, FCC will have the ability to provide several reports described within the RFP such as tonnages by waste stream, program recyclables log, reconciliation of scale tickets, equipment maintenance log, and all commercial customer data including termination for non-payment, declination of recycling services, and current service detail.

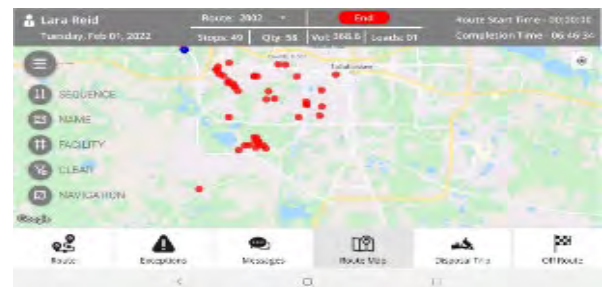
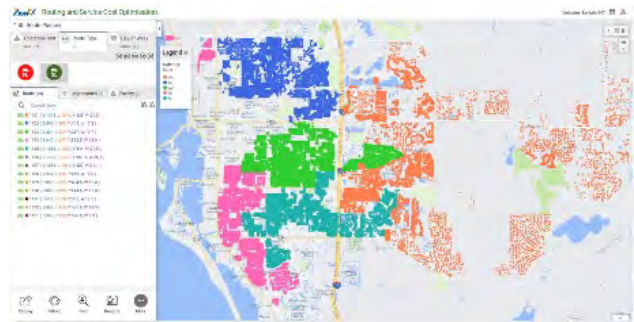
4.8.2. ZIGNEX ROUTING SYSTEM

It is FCC’s philosophy to use technology to enhance the services it provides. One of the tools FCC has implemented to achieve this is Zignex Routing Software. The use of routing software is critical in FCC’s operations as it has a direct impact on labor, operational, and transportation costs FCC. The use of this software will allow FCC to use its resources adequately and in turn, provide an improved level of service to the County. FCC leverages this software with input from Drivers and staff to effectively route the services within Sarasota County.

FCC’s route optimization software provides accurate data that will be provided to the County Staff. It allows for routing with over 100 parameters and ensures consistent collection for the residents. The use of this tool has allowed FCC to effectively train its drivers on how to effectively service their routes while maintaining a high level of safety by following FCC’s Collection Rules to Live By.

Additionally, FCC’s routing system comes integrated with a turn-by-turn navigation solution which is provided to all drivers. This system allows the drivers to safely navigate through their routes, ensuring that a safe and efficient collection is provided to the residents of Sarasota County. Tools such as these provides Sarasota County with the systems to be able to gauge the level of service and work with FCC to ensure that its residents continually receive an exceptional level of service.

With Zignex, FCC will have the ability to provide current route maps in a GIS format as outlined within the RFP.





4.8.3. EXAMPLE REPORTS

Tonnage Reports by Waste Stream / Reconciliation of Scale Tickets / Recyclables Program Log

*Note – By selecting different filters such as recyclables, Navusoft can provide disposal detail in pdf and excel to fulfill these reports

Disposal Detail										Page 3 of 4
Date	Ticket #	Route	Driver	Material	Quantity	UOM	Rate	Fee 1	Fee 2	Total Cost
McCommas Landfill										
09/07/2023 01:08 PM	01-00163	6003	Johnathan Wesley	Trash	3.22	tons				
09/07/2023 11:59 AM	4951803	5002	Gregory McCoy	Trash	9.85	tons				
09/07/2023 11:22 AM	4951723	5009	Kerry Cartwright	Trash	15.51	tons				
09/07/2023 10:33 AM	4951626	5010	Feliciano Gurusquieta	Trash	13.04	tons				
09/07/2023 10:06 AM	0495153	5005	Jeffrey Gutierrez	Trash	10.13	tons				
Total				Weight	1,406.44 tons	Volume	0.00 cuyds	Cost	\$ 197.31	
Republic Services - Lewisville Landfill										
09/12/2023 12:17 PM	1727699	5009	Saul Jasso	Municipal Solid Waste	29,300.00	lbs				
Total				Weight	14.65 tons	Volume	0.00 cuyds	Cost		
WM - Skyline Landfill										
09/13/2023 03:49 AM	3458553	5009	Kerry Cartwright	Municipal Solid Waste	3.07	tons				
Total				Weight	3.07 tons	Volume	0.00 cuyds	Cost		
Republic Services - Camelot Landfill										
09/12/2023 11:26 AM	1727685	5008	Bernardino Trevino	Municipal Solid Waste	7.78	tons				
09/12/2023 11:05 AM	1418	5001	Wilberto Puerto Bonilla	Trash	11.59	tons				
09/12/2023 06:41 AM	1727603	5001	Ismael Salazar	Trash	8.05	tons				
09/11/2023 11:52 AM	1727452	5009	Kerry Cartwright	Trash	28,320.00	lbs				
09/09/2023 11:04 AM	1727231	5008	Bernardino Trevino	Municipal Solid Waste	10.20	tons				
09/09/2023 06:23 AM	1727136	5007	Ismael Salazar	Trash	8.44	tons				
09/08/2023 06:27 AM	1726921	5007	Ismael Salazar	Trash	8.75	tons				
09/07/2023 10:19 AM	1726764	5008	Bernardino Trevino	Trash	10.32	tons				
Total				Weight	79.29 tons	Volume	0.00 cuyds	Cost		

David Ramirez - 09/13/2023 8:42 AM



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Delays in Daily Collection Schedule

**Note – FCC utilizes a daily crew out report that tracks truck and personnel assignment and consistently updates this throughout the day as circumstances arise. Disabled trucks or shortage of staff that lasts for more than 2 hours will be recorded and shared with the County in every instance.*

FRIDAY		12/9/2022		ABSENT	
GARBAGE					
Route #	Truck #	Driver	Helper or Trainee	Name	Scheduled Unscheduled
1501	10042	Rosalinda Faz		Joel Gracia	Scheduled
1502	10052	Joe Castro		Latasha Chambers	Scheduled
1503	10049	Derrick Boone		Jose Hernandez	Scheduled
1504	20016	Larry Cobb		Brenda Irizarry	Scheduled
1505	10055	James Payne		Diego Hincapie	Scheduled
1506	10033	Angel Sierra			
1507	10044	Robin Calix			
1508	10054	Richard Cruz			
1509	10034	Jose Cardona			
1510	10035	Diego Moreno		10040	20018
1511	10161	Tyrone Pennant			20020
1512	10048	Brandon Harris			
1513	20019	Daniel Colon			20027
1514	10041	Alonzo Coone			20030
1515	10051	Rommel Ortega			
1516	10053	Pablo Corral			
1517	10045	Jose Barrionuevo			
1518	10162	Roman Nelson			
PUP Truck	20032	Amy Frost			

Non-Collection Notice Log/Customer Call Log/ Missed Collections and Legitimate Complaints Log/Bulk Waste, White Goods, E-Waste, and Tires Log

**Note – By developing customized Request Types, FCC and County staff will have the ability to export similar reports to the below that includes customer detail, date of notification, and relevant notes so that all reports can be fulfilled with ease.*

1 of 53

Untitled Report 9/29/2023 2:43 P

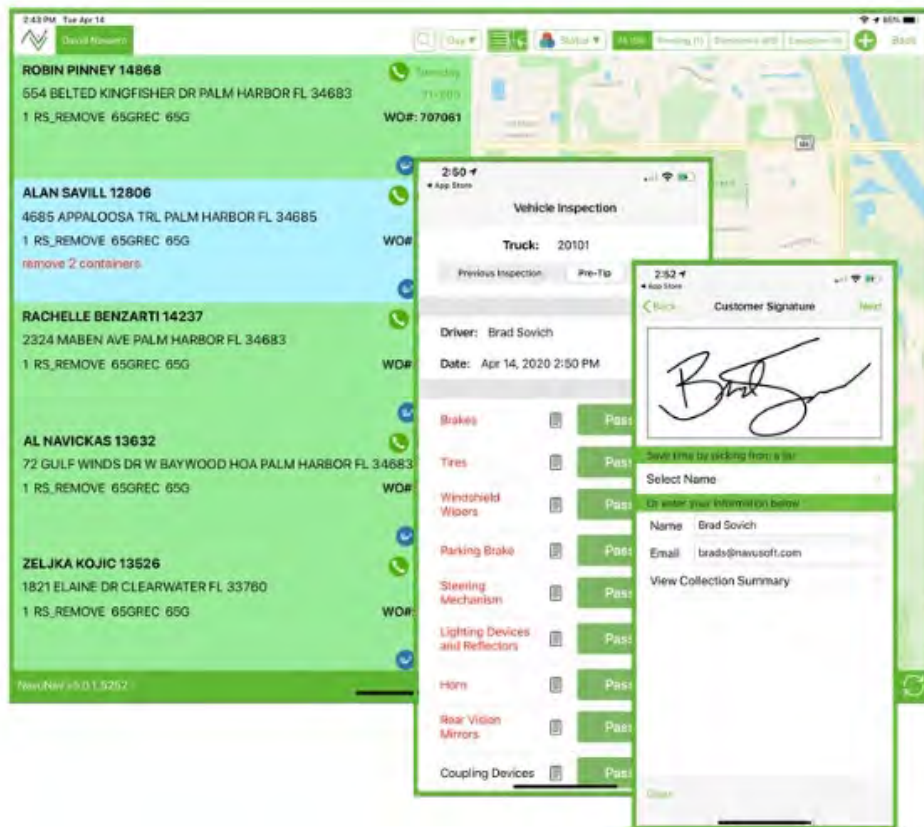
Request ID	Activity Date	Request Type	Submitter Address	Submitter City	Request Comments
22316	9/10/2021 12:49 P	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/10/2021 12:50 P	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/13/2021 10:57 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/14/2021 10:23 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/29/2021 3:07 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/29/2021 7:04 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22317	9/10/2021 12:55 P	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22317	9/13/2021 7:52 A	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22317	9/14/2021 11:36 A	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22317	11/17/2021 1:51 P	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22318	9/10/2021 1:35 P	Solid Waste Miscellaneous	1917 SE FLORESTA DR	Port St. Lucie	Mr. Paul BREZNIAK called to report his and his neighborhoods yard waste has not been collected in a month.
22318	9/10/2021 1:47 P	Solid Waste Miscellaneous	1917 SE FLORESTA DR	Port St. Lucie	Mr. Paul BREZNIAK called to report his and his neighborhoods yard waste has not been collected in a month.

Number of Missed Collections and Legitimate Complaints

**Note – From the export of all recorded data and filtered down to the missed collection and legitimate complaints, FCC can deliver tables that show these customer interactions by any period of time.*

Row Labels	6-Oct	7-Oct	8-Oct	9-Oct	10-Oct	11-Oct	12-Oct	13-Oct	15-Oct
Driver Complaint	4			4	3	4	3	2	
Litter							1		
Missed Bulk					2	2	1		
Missed Garbage	12	2	1	5	7	2	9	5	1
Missed Horticultural/Yard Waste	3		1	1	4	3	1	1	
Missed Recyclable	3		1	1	3	17	6	7	1
Property Damage Complaint							1		
Grand Total	22	2	3	11	19	28	22	15	2

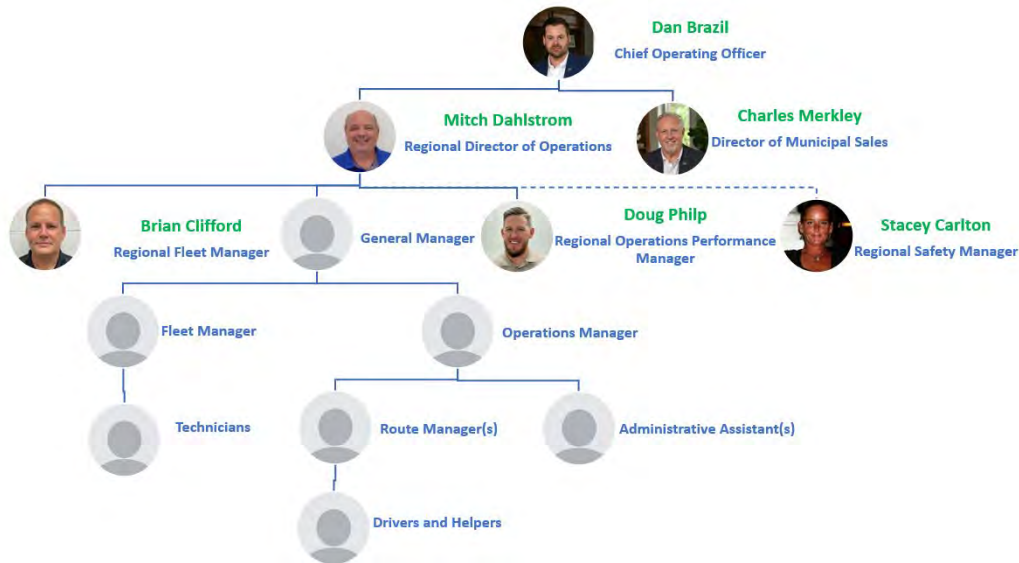
Equipment Maintenance Log



4.9. ORGANIZATION

FCC’s senior management team has many years of solid waste experience across the country, making them the best individuals to start this agreement. Specifically, the senior management team has a wealth of experience in the successful transition of large municipal contracts including the development of a facility and implementation of a qualified local management team.

As such, once the agreement is executed, this team will be fully dedicated in interviewing and hiring the most qualified managers to oversee the success of the County’s collection services and maintain a close partnership and constant productive communication with County staff. As with every contract, FCC will place a priority to hire as many of the incumbent’s employees as possible and will work with the incumbent for a transition of these employees to ensure that services for the remainder of the current agreement are not affected. To show the level of support as well as personnel that will be dedicated solely to the services of Sarasota County, FCC has provided an organization chart of our company below.



Charles Merkley will act as FCC’s main point of contact during the transition of services and remain a direct point of contact to the County throughout the duration of the agreement. FCC’s General Manager will be the County’s day-to-day point of contact for the County once hired and throughout the duration of the agreement.

4.10. STAFFING

FCC is aware that in addition to hiring, training, and providing employees with the necessary tools, the correct number of employees must be hired to properly service the County. That is why FCC is proposing the right amount of personnel needed to ensure that the County can receive the best level of service.

FCC will have 93 front-line employees providing services. Included to the right is the personnel table identifying the number and types of personnel by service:

Type	Count
Lead/Swing Driver	5
Driver FEL	7
Driver ROL	4
Driver ASL	26
Driver REL	13
Driver Grapple	1
Cart Maint. Driver-Non CDL	4
Helper Temp	14
General Manager	1
Fleet Manager	1
Ops Manager	1
Route Manager	4
Technician	7
Administrative Assistant	6
Total	93

In order to provide excellent collection services, **all site staff that have been proposed will be completely local and 100% dedicated to the Sarasota County agreement.** All drivers proposed will be full-time employees for FCC and will receive industry-leading benefits on their first day of employment.

People are the core of our business and services. FCC has been successful in all of its new contracts due to the quality of employees it hires, and the training it provides for employees to continue to grow professionally. **FCC has carefully researched and determined the number of resources and staff needed to service the County.**

4.10.1. HIRING

FCC has a dedicated team of HR professionals that have vast experience sourcing and recruiting new talent. A shortlist of FCC’s recent contract commencements and the number of personnel required for each of those operations is a testament to that fact. FCC’s HR team utilizes all forms of media to include local newspapers, trade magazines, radio, and online recruiting companies such as Indeed.com and LinkedIn to “get the word out.”

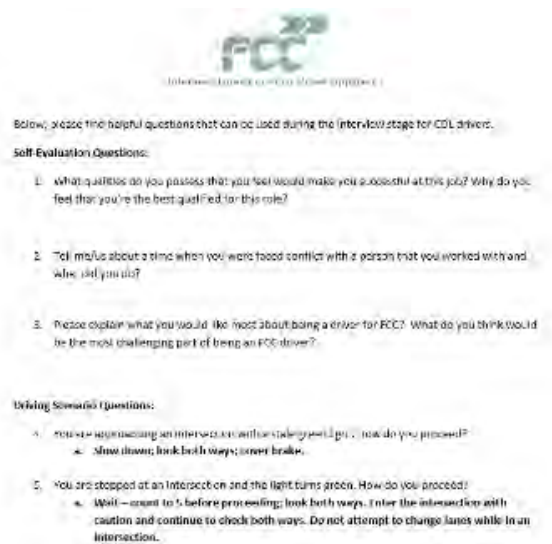
All applicants are required to complete an application, provide necessary documentation such as driver’s license, social security card, and depending upon the position they are applying for, additional documents.

FCC has transitioned multiple contracts where it has worked with the incumbent haulers, to give priority to employees who would be displaced. As with FCC’s previous transitions, will give priority to all employees which meet FCC’s employment standards. FCC will ensure that all employees from the incumbent hauler can fill out applications and complete all onboarding materials during hours that will not interfere with the current operations.

This allows for FCC to select interview and hire employees, without affecting the incumbent’s collection services within the County. Once the application is completed and reviewed; an interview is completed. During this time, if the applicant is applying for a driver position, for example, we utilize several documents, including our safety questionnaire and hazard identification sheet.

FCC utilizes a third-party administrator (TPA) who investigates the applicant’s previous work history; verifies social security information; conducts a criminal and background check and submits a report for our Human Resources Department to review and determine if the applicant meets the criteria for the position in which they applied. For our CDL drivers, we also have a driver evaluation form that we use, which is an internal form that utilizes a point system based upon violations and accidents while operating a motor vehicle.

We also employ the DOT Pre-Employment Screening Program (PSP) which is a voluntary system that provides information from the FMCSA records for drivers who have a CDL and who provide authorization to FCC.





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Along with the verification of past employment, criminal history, etc., we also have a very thorough job description list that we use during the interview to ensure that the applicant has clear knowledge and understanding of the job duties for which he/she is applying; a section of this list is below:

JOB TITLE: Residential Rear-Loader Driver/Helper
 PURPOSE: To drive a rear-loader truck on residential routes to collect and transport solid waste to landfills for disposal. Assists in physically loading waste. Responsible for safely, efficiently, and courteously serving customers.

Job Duties	Methods, Procedures, Equipment, Material	Skills, Abilities, Knowledge	Physical Requirements (Typical)	Output Productivity	Working Conditions	Essential/Marginal
Performs daily pre- and post-trip inspections. Completes and submits the vehicle condition report at the end of the shift.	Walk around visual inspection to check for water, oil, fuel, and hydraulic system leaks. Inspects safety equipment, gauges, fluid levels and checks to ensure that all equipment and systems are operational. After startup, checks gauges and controls.	Knowledge of the truck and its components, and the basic maintenance requirements for safe operation. Ability to read complete vehicle condition reports.	Walking, bending, climbing, crouching, visually inspecting around and under the truck and its components.	Daily, less than 2% of the day.	Outdoors in all weather conditions.	Essential
Drives the rear-load truck along residential routes to collect waste and, when the truck is full, to the landfill for disposal.	Drives a heavy diesel rear-load truck. Frequent stops. Climbs in and out of truck cab, as needed, to help load residential waste.	Must meet the following requirements: 1.) Class A or B CDL; 2.) One year or equivalent commercial truck driving experience and 3.) In the most recent 36 month period, as verified by a current MVR: a. no more than two-2 moving violations or accidents, b. no suspension or revocation due to a moving violation or accident, and c. no DUI - driving under the influence- convictions. Must demonstrate ability to maneuver truck into and out of minimum clearance spaces, using mirrors to back distances up to approximately 120 feet.	Must have a valid DOT medical card. Sufficient stamina for driving a heavy truck, equipped with a 5 or 7-speed manual transmission, climbing in and out of the truck cab to assist in loading residential waste. Grasping, gripping controls. Able to work utilizing safety equipment, including hearing protection, steel-toed workshoes, utility gloves, reflective vest, and safety glasses.	Approximately 50-60% of work day. Work day varies from 6-12, depending on route type, day of week and seasonal variation. Summer schedule typically requires 55-60 hours per week. Winter schedule is typically 40-48 hours per week.	Outdoors and in an un-air conditioned truck cab, all weather conditions.	Essential

4.10.2. SAFETY TRAINING

The goal at FCC is to ensure that we train and develop our employees so that they can complete their daily tasks safely and efficiently, while continuously improving and raising their skills, knowledge, and ability to be the best employees.

We create, promote, and foster individual and organizational effectiveness by developing and offering an array of innovative and diverse training topics that support the organization's commitment to employee development, partnership, and overall organizational enrichment.

We adjust our training curriculum based upon trends, regulations, and company protocol.

i. New Hire Orientation

All employees attend New Hire Orientation Training upon hire and before operating any company-owned equipment. The orientation is comprised of the following:

- a. Review of FCC policies and procedures.
- b. Review of Regulatory Training requirements as outlined by OSHA, DOT, FMCSA, and other regulatory agencies.
- c. Review of Safe Operations of equipment, which includes but is not limited to the operation of Commercial Motor Vehicles; Forklifts, Service Vehicles, and dollies or other equipment that may be utilized to safely complete the required tasks.
- d. Defensive Driving Techniques. This is an interactive program based upon the classroom curriculum but includes behind-the-wheel training.

ii. On-The-Job Training

- a. Employees complete a two-week on-the-job training, utilizing a specialized training curriculum based upon the equipment that will be operated.
- b. New employees are assigned a mentor or driver trainer who will work with the newly hired employee to ensure that he/she completes the orientation and has full knowledge and understanding of the regulatory, customer, and company requirements.
- c. Employees continue through the new hire orientation program for 90 days.

- d. Senior Management will review the records and conduct periodic interviews to ensure that the employee is fully engaged, capable, and trained before being released to work on their assigned task/route/duty.
- e. The program consists of checklists; questionnaires and observations as well as final review and sign-off from Management that the new employee has completed the training successfully. A sample of the outline is shown to the right.

Item to be completed	Responsible Person	Due Date	Date Completed
Operations/Safety Rules & Procedures	Management	Upon Assignment	
Professional Truck Driving – Defensive Driving Course – TBD	Management	Upon Assignment	
Facility Tour Checklist	System Trainer	First Day	
Meeting Management Team	System Trainer	First Day	
Meet support staff	System Trainer	First Day	
Shop / Dispatch Observation	Route Manager	Upon Assignment	
(1) Driver OJT Form	New Driver	Daily	
(2) Driver OJT Form	New Driver	Daily	
(3) Driver OJT Form	New Driver	Daily	
(4) Driver OJT Form	New Driver	Daily	
(5) Driver OJT Form	New Driver	Daily	
(6) Driver OJT	New Driver	Daily	
Familiarization Checklist	System Trainer	Within first week	
Solo Route Assignment	Management	Upon Assignment	
Driver Questionnaire	Management	Upon Assignment	
Final Review	Safety	Upon Assignment	

iii. Periodic Safety Training-Weekly; Monthly and Annual

- a. All employees are required to attend safety training as outlined in our Safety, Health, and Compliance programs.
- b. Such training can include but is not limited to daily tailgate meetings, monthly specific safety topics and annual training. Other training or meetings may be held based upon seasonal activity, weather events or customer requirements.
- c. A 12-month training calendar is utilized, and examples of such topics include: Back to School Safety Awareness; DOT Compliance, such as fit for duty; OSHA training for Personal Protective Equipment.
- d. All training is documented and maintained.
- e. An annual review of the training programs is conducted to ensure compliance with regulatory, customer, or company requirements.

iv. Re-training due to illness, injury, accident, or absence

Our goal is to ensure that all employees return safely to the FCC facility at the end of the workday and therefore at the company’s discretion, we may require employees to complete re-training as necessary. Retraining can include classroom; behind the wheel or one on one review of materials.

4.10.3. CONTRACT TRAINING

FCC understands that the key to providing industry-leading service is to have all personnel obtain an in depth understanding of the service expectations that are held within the contract. Therefore, it is imperative that training occurs with all levels of the site team. To start, the drivers that will be directly providing the services must understand what is acceptable to collect, what is not acceptable, and appropriate tagging procedures. An advantage that FCC has over all other competition is that they are well versed in the current level of service for the County. However, there will be variances in the new collection agreement, and it is the priority of our management to make sure these are well established with all personnel.

i. Weekend Classes

In order to avoid any disturbance in the current service, FCC will hold weekend classes to educate employees on the variances in the new contract. Detailed handouts will be created and given to the staff so that they may later reference the changes in the event that there is any doubt. These classes would not be held until the beginning of the new contract is within 30 days, as FCC does not want to damage the current service with any of the new potential changes.





ii. Morning Huddles

Another step that FCC will take to teach the staff is through the use of morning huddles. The anticipating opening minutes to each day provides a perfect opportunity for management to reiterate a key piece of information regarding the contract. These huddles are handled in an open question format, allowing employees to speak on the subject which in turn confirms their knowledge of the contract requirements.

iii. On Route Observations

Conducting observations on employees is a major component of all managers' job duties to ensure safety policies are being followed and service levels are being maintained. While observing a driver, managers will use this opportunity to reinforce any changes through positive recognition of following the new procedures or immediate coaching to rectify an opportunity to operate within the new guidelines.

iv. Dispatch and Management

Prior to the weekend classes for frontline employees, dispatch and management will look over the contract to identify all variations to the current agreement. Highlighted areas of focus will include alterations to service, procedures for tagging, communication requirements with residents and the County, response time needed for certain events, etc.

With management and dispatch understanding these key areas, this provides additional support to all personnel in understanding the differing levels of service expected. Managers will utilize this knowledge in all the above-mentioned trainings and aspects so that they are true leaders for their employees in every facet.

Dispatch will have a specific focus on the communication guidelines within the contract as they will be the primary recipients of this communication from residents and County staff and will be responsible to then dispatch the needs from these interactions to the route drivers in a timely manner so that service is rendered.

4.10.4. RETAINING NECESSARY EMPLOYEES

As a leader in the waste industry, FCC is aware of the challenges in the current labor market. In order to mitigate these challenges, FCC conducts continuous area-specific wage studies in order to better understand the market and offer a competitive wage. Additionally, FCC offers a sign-on bonus for all new employees which is paid in increments over the first year of employment. This strategy helps attract candidates and promotes stability within the site.

Another large component of FCC that helps attract and retain employees is our emphasis on the work/life balance. FCC develops each of our routes to take an average of 10 hours per day to complete, which gives our employees an opportunity to enjoy their personal life outside of work.

Finally, as a commitment to developing our employees, FCC offers a program that aids and supports non-CDL employees to attain their license. With this program, FCC is proud to help our employees reach their goal with financial aid and direct training with experienced driver trainers so that they can be successful in this endeavor.

4.11. LOCATION OF FCC FACILITY FOR SARASOTA COUNTY

FCC strives to have our local site within Sarasota County and continues to make every effort to identify and secure property in order to do so. Additionally, FCC has already identified several locations for our local facility in adjacent counties to that of Sarasota County and has LOIs in place to execute the purchase once agreed upon with the County and contract is awarded.

If FCC’s storage and maintenance facility is located outside of Sarasota County, then we will ensure that a customer service office is secured within the County in order to provide a local option to residents.

4.12. RESOURCES -VEHICLES/EQUIPMENT

It is important to **emphasize** that for FCC, the **proposed resources (trucks and employees) are key**. All vehicles in our fleet of trucks for Sarasota County will be equipped with **AWTI 3rd Eye GPS and Camera system** as well and all vehicles responsible for cart service will be equipped with **Rehrig’s Vision RFID system**.

FCC will provide and maintain an ample fleet of vehicles and any other necessary equipment during the entire period of the Contract to perform the work and render the Services. In addition, FCC will:

- Provide all equipment necessary for the effective collection (Side Loaders, Rear Loaders, etc.)
- Keep all equipment clean, neat in appearance, and in good repair through effective equipment maintenance services
- Minimize all equipment of excessive noise, odor, leakage, or emissions
- Clearly identify each vehicle and piece of equipment with FCC’s name and identification number
- Provide ample spare equipment to ensure that Service shall always remain uninterrupted
- Secure all solid waste, recycling, vegetative waste, and bulky waste so that no material is spilled, leaked, or lost from the vehicle during transit to the appropriate disposal site as specified by Sarasota County
- Be responsible for any property damage claims or environmental cleanups caused by FCC vehicles, equipment, and/or employees
- Supply Sarasota County with an updated, comprehensive list of all equipment and equipment detail

The brands and models may change. Our procurement team will ensure that all fully dedicated equipment for Sarasota County is secured and will begin to monitor their arrival status at the signing of the contract. **All vehicles will be in place and ready to begin collections prior to the commencement date of October 1st, 2024.** With these types of equipment, FCC will have the ability to maximize the efficiency and safety of all curbside collections. Our quality level of service is ensured to be maintained due to our extensive preventative maintenance process as described in our technical approach. Below is a chart depicting the type of equipment that FCC will order including style of truck, year, make, model, fuel type, and the collection crew required to operate the equipment.

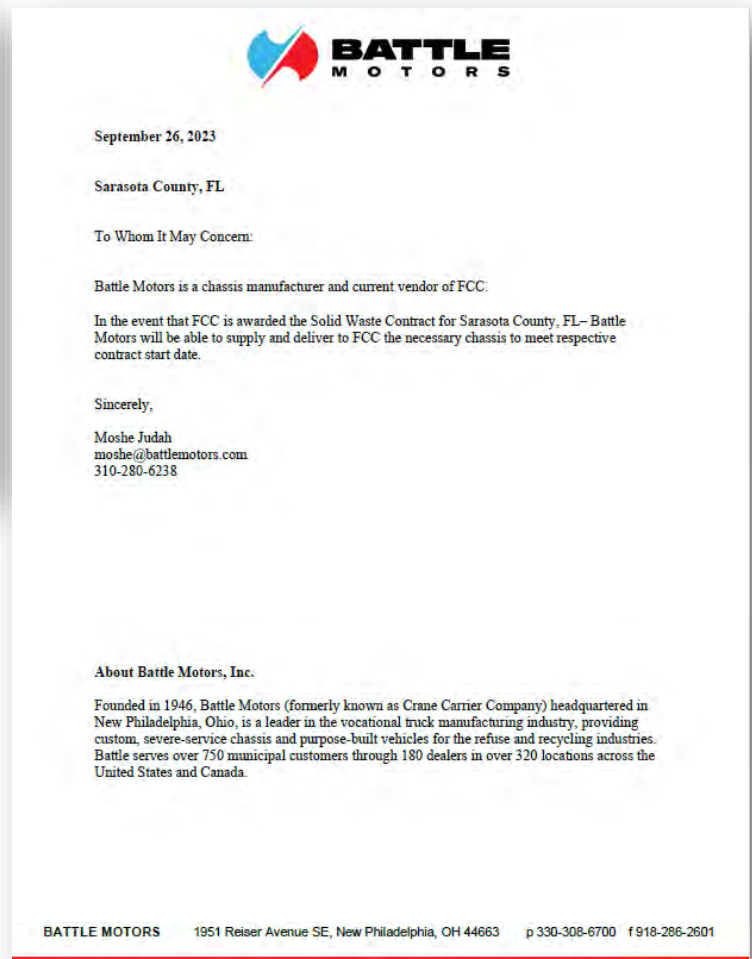
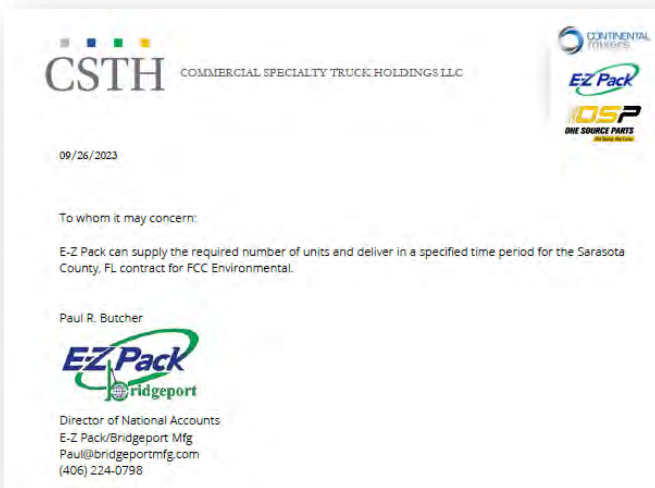
STYLE OF TRUCK	YEAR/MAKE/MODEL	SNAPSHOT	NORTH SERVICE DISTRICT		STYLE OF TRUCK	YEAR/MAKE/MODEL	SNAPSHOT	NORTH SERVICE DISTRICT	
			FRONTLINE	SPARE				FRONTLINE	SPARE
CNG Rear Load (REL)	2024 Mack GUB13 (or similar)		11	2	Flatbed Stake Body	2024 Ford F550 (or similar)		3	1
CNG Automated Side Load (ASL)	2024 Mack MRU633 (or similar)		26	5	CNG Front Load (FEL)	2024 Amrep HX450FL (or similar)		7	2
CNG Grapple Truck	2024 Freightliner Peterson (or similar)		1	1	CNG Roll Off	2024 Freightliner 114SD (or similar)		4	1
CNG Satellite Small Rear Load	2024 Quantum MD (or similar)		2	1	CNG Fork-Style Container Delivery	2024 Gailbreath CH8000 (or similar)		1	
TOTAL EQUIPMENT								55	13
SPARE RATIO								23.64%	

All vehicles will be **fully dedicated to the County** contract **including enough spare trucks** to guarantee the delivery of the service in any situation, based upon our breadth and depth of experience in waste collection.

FCC understands the importance of available equipment needed to provide the necessary services without interruptions. Therefore, **we have proposed an equipment spare ratio of equipment of 23.64% which is significantly higher than the industry standard at 14%.**

4.12.1.1. OBTAINING OF NECESSARY EQUIPMENT

As a commitment to all of our service partners, FCC has developed excellent relationships with equipment manufacturers. Through these relationships, **FCC has ensured that we will have the ability to order and receive all equipment needed to provide fantastic service to Sarasota County** as it relates to the Equipment and Transition Plan sections of our proposal.





4.13. SCHEDULE/TIMELINE

As a company, FCC is proud of our track record of successful transitions. As a core principle to each transition, our staff remains focused on the needs of the County and stays adaptable and flexible so that every need is prioritized properly, and each transition point is completed. As such, all schedules and timelines listed below may be adapted to fit the County’s schedule and will ensure that our personnel are available to meet those requests.

TITLE	DETAIL	TIMELINE
Contact List	List of Key Transition Personnel Including, but not limited to: service transition project manager, education and outreach coordinator, and operations manager (or similarly titled)	FCC will supply this list to County staff as soon as the contract is awarded and update once every key member is successfully onboarded
Transition Meeting and Call Schedule	Proposed Meeting and Call Schedule including, but not limited to meeting with administrative agents, County staff, and outgoing Franchisee Leading up to the Commencement Date	As a basic structure to transition meeting and call schedule, FCC proposes: Award date to 6 months prior: Once per Month 6 months to 2 months: Once Every Other Week 2 months to Commencement Date: Once per Week FCC is agreeable to change this structure to fit any desirable schedule of the County in order to ensure a successful transition.
Operations/Vehicle Maintenance Facility	Schedule for establishing an operations/vehicle maintenance facility meeting the requirements of Section 15.2	FCC has identified several locations suitable for an operations/vehicle maintenance facility and are prepared to execute as soon as contract is awarded
Customer Service Office	Schedule for setting up a customer service office meeting the requirements of 15.1 and having equipment and staffing in place to begin receiving calls	All equipment will be operational and all staff hired and trained on necessary systems/equipment at least 1 month prior to the commencement date
Roll Cart Request System	Schedule for Developing and Implementing a System for Curbside Customers to request a specific size Roll Cart and / or Recycling Cart as required in Section 4.	Meet with County to develop agreed upon requests for Q Alert so that all requests are uniform and immediately received at least 6 months prior to commencement date
Roll Cart A&D	Schedule for Roll Cart A&D including cart purchase, production, shipment, and acceptance dates; days and hours of operations; and completion of A&D. A&D plan should identify A&D contractor and contact information and describe staging areas, A&D route schedule, number of crews, expected number of carts delivered per crew per day, method for assigning carts to addresses, data points to be collected at time of A&D, and upload frequency of data into central A&D database.	Although RFP has stated that County will be responsible for A&D prior to the commencement of contract, if it is negotiated that FCC is responsible, then a plan for completion of A&D will be given to County at least 6 months prior to commencement date
Roll Cart Swaps	Schedule for roll cart swaps including plan for receiving swap requests, initiating exchanges, and maintaining asset management database	FCC will have all site staff trained on Q-Alert (or similar) Customer Service system to receive cart requests as well as maintaining an accurate asset database at least 1 month prior to commencement
Collection Containers	Schedule for providing manufacturer’s detailed specifications documenting that all Collection Containers meet the specifications required herein. Schedule for purchasing all other Collection Containers, equipping Collection Containers with Radio Frequency Identification (RFID) tags (if applicable) and removing/replacing all Collection Containers owned by outgoing franchisee.	FCC will purchase all commercial containers as soon as an updated count is received and work with outgoing franchisee on a replacement plan that will ensure all containers are in place at least 1 month prior to commencement
Fleet	Schedule for purchase and delivery of all vehicles, and for ensuring that all vehicles are street legal (registered, insured, licensed, and tagged). For all new purchases, Franchisee shall provide a list of vehicles, manufacturer, purchase order, and documentation of anticipated delivery date, along with periodic updates from the manufacturer.	Vehicles will be purchased as soon as contract is awarded. FCC will provide an initial list of vehicle detail and update with each transition meeting with the County to ensure all equipment is in place prior to commencement.
Collection Plan	Schedule for providing the Collection Plan that details vehicles, equipment, service levels, schedules, routes in Geographic Information System	Provide to the County within 3 weeks of contract award, giving ample time to revise to best suit the County
Safety Plan	Schedule for providing a written copy of a safety plan covering all aspects of operations under the Agreement as required in Section 12.6.	At least 9 weeks prior to the Commencement Date or as agreed upon by FCC and County staff
Education and Outreach	Schedule to assist the County with informing Class I, Class II, and Commercial Customers about Collection Services, container delivery, and Collection schedules prior to the Commencement Date. This shall include attaching relevant information, provided by the County, to all Roll Carts during A&D.	Meetings with County staff to develop materials as soon as possible once contract is awarded with intention to have completed 6 months prior to commencement or as agreed upon by FCC and County staff
Staffing & Training	Schedule for obtaining necessary labor and training staff on equipment and routes.	Initial Hiring of Senior Site Staff will occur 5-7 months prior to commencement and all necessary hiring / training to be conducted and completed within 1-2 months of commencement date or as agreed upon by FCC and County staff
Routing	Schedule for developing Solid Waste, Recyclables, and Yard Trash routes, identifying obstacles such as low trees, narrow roadways, and overhead wires, and conducting dry-runs of Collection Routes.	Routes provided to the County by May 2024 or as agreed upon with FCC and County staff
Service Verification System	Schedule for providing and testing RFID (if applicable) or other real time service verification system as agreed to by the County during negotiations. Schedule for onsite training for County staff on the use of web-based service verification system by appropriately trained professional personnel.	All vehicles will be installed and tested with the selected RFID/verification system as soon as received prior to commencement. Training to be conducted at least 1 month prior to commencement so as to avoid confusion with any current systems

FCC Environmental Services

Item: **Approach for South Service District**

Attachments

APPROACH FOR SOUTH SERVICE DISTRICT.pdf



4. CHAPTER – APPROACH (SOUTH SERVICE DISTRICT)

4.1. SARASOTA COUNTY COLLECTION SERVICES

The purpose of this section is to highlight the factors that went into FCC’s proposed collection plan for Sarasota County and to provide in detail the proposed collection plan. A detailed description of the service and available resources that will be fully dedicated to Sarasota County residents and businesses is developed below and through Chapter 4.

Upon reviewing the current level of service as well as the contents of the RFP, FCC has determined the optimal number of resources that are required to collect solid waste within the County for curbside service of Class I & II customers, Site Service for Class II customers, and commercial collection services.

FCC has designed its routes to work an average of 10 hours per day, allowing for extra time for any unforeseen events during the collection day. The routes have been designed to provide a balanced service throughout the week in order to provide Sarasota County with the most competitive price and to ensure that the commencement of the contract is a seamless transition. A chart of the service schedule has been provided below.

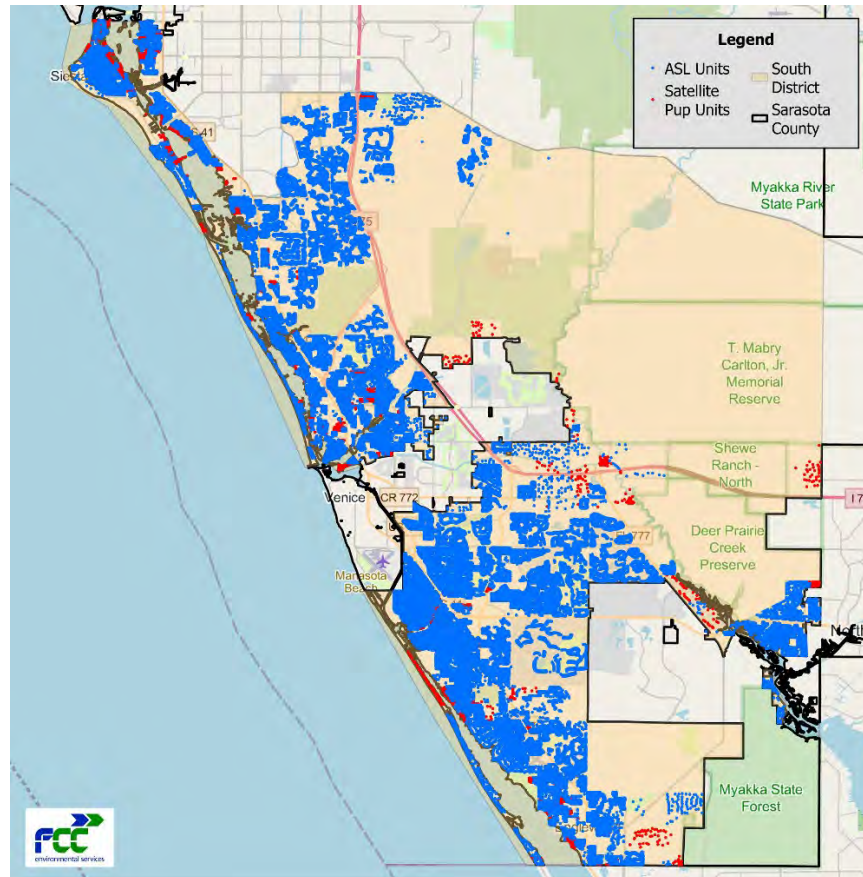
SARASOTA COUNTY SERVICES (SCOPE) SOUTH DISTRICT												
		Working days						Frequency of collection	Collection Team Composition			Routes
		Mo	Tu	We	Th	Fr	Sa		Driver	Helper	Truck equipment	
RESIDENTIAL COLLECTION	SOLID WASTE	X	X	X	X	X		Once a Week	1	1	Satellite Rear Load Truck	1
		X	X	X	X	X		Once a Week	1		Automated Side Load (ASL)	16
	RECYCLING SF/MF	X	X	X	X	X		Once a Week	1	1	Satellite Rear Load Truck	1
		X	X	X	X	X		Once a Week	1		Automated Side Load (ASL)	14
	YARD WASTE	X	X	X	X	X		Once a Week	1	1	Rear Load (REL)	10
	BULK WASTE/WHITE GOODS/EWASTE/TIRES/USED OIL	X	X	X	X	X		4 times a year	1	1	Stake Body Truck	1
		X	X	X	X	X		4 times a year	1		Grapple Truck	1
	HELP ROUTE	X	X	X	X	X		When needed	1	1	Rear Load (REL)	1
CART MAINTENANCE	X	X	X	X	X		When needed	1		Stake Body Truck	2	
COMMERCIAL REL		X	X	X	X	X		When needed	1	1	Rear Load (REL)	1
COMMERCIAL/MULTI-FAMILY	DUMPSTERS FEL	X	X	X	X	X		When needed	1		Frontloader Truck	6
							X	When needed	1		Frontloader Truck	1
	ROLL-OFF	X	X	X	X	X		When needed	1		Roll-Off Truck	2
	CONTAINERS MAINTENANCE	X	X	X	X	X		When needed	1		Fork-Style Dumpster Delivery Truck	1
TOTAL NUMBER OF ROUTES											58	

The following information represents the detail that FCC analyzed in order to produce the optimal number of routes to provide the very best service to the County and maintain a **high level of customer service** while **maximizing the resources provided to the contract**. In order to safely ensure the completion of all services for the County, FCC has optimized the household count per route to allow additional time for any unforeseen circumstances.

SUMMARY OF SERVICE CALCULATION															
Item			Time (hrs)			Max. # of pick ups per Day and per Route	% of Set out	# of hhld/ route/ day	Freq. of collect.	# of Working Days per week	# of hhld/ working day	# of Tons per day	# of Routes per day	# of Tons/ Route/ Load	
			Daily working Hours	# of trips to the landfill	Effective collection time										
South District	SOLID WASTE	PUP	10.00	2	6.08	300	100%	300	1	5	296	4	1	2.01	
		ASL	10.00	2	6.08	907	100%	907	1	5	14,511	197	16	6.16	
	RECYCLING	PUP	10.00	2	6.08	438	85%	515	1	5	370	2	1	0.85	
		ASL	10.00	2	6.71	873	85%	1,028	1	5	14,437	66	14	3.15	
	YARD WASTE	REL	10.00	2	6.08	327	22%	1,486	1	5	14,807	66	10	3.28	
	BULK WASTE & WHITE GOODS		10.00						1,710	4 Times per Year	5	14,807			
	COMMERCIAL	Front Loader	10.00	3	6.81	107	100%	107	1	5	620	125	6	8.35	
		ROLL-OFF	10.00	4.50	4.63	4	100%	4	1	5	6	24	2	2.68	

4.2. ANALYSIS OF SARASOTA COUNTY

Analyzing the current level of service is vital to identify existing service deficiencies to ensure that Sarasota County residents receive the best service possible.



Although FCC has spent countless hours properly analyzing the contents of the RFP to design the best services, FCC has gone further than the data within the RFP documents and conducted several scouting trips to Sarasota County so that we can be confident that our services were individually developed with the County in mind. As a dedicated partner, FCC takes the unique terrain of the County (Siesta Key, narrow roadways of manufactured home communities, dead ends with no ability to turn around, etc.) into account so that our collection plan will be the very best service specifically for Sarasota County. Below is a table of example areas that resulted from FCC’s scouting trips.

Example Area	Area Name	Opportunity Identified	Solution Proposed
	<i>Olive St</i>	Open roadways with ample space for carts/containers	Proposing ASL vehicles for MSW/REC in order to allow for efficient collection of carted material.
	<i>Avenue A</i>	Communities with narrow roadways, making it difficult to service containers without posing risk of property damage to canopies of nearby homes	Proposing Rear Load Pup-Style vehicles for in order to allow for efficient collection of carted material without risk of damage to property.
	<i>3rd St S</i>	Communities with narrow roadways, making it difficult to service containers without posing risk of property damage to canopies of nearby homes.	Proposing Rear Load Pup-Style vehicles for in order to allow for efficient collection of carted material without risk of damage to property.
	<i>Guildler St</i>	Dead end roadway with residential units on either side of the street.	Proposing Rear Load Pup-Style vehicles so that carts can be collected on either side of the street without multiple trips, reducing unnecessary safety risk.
	<i>Alleyways near Elisio St.</i>	Communities with narrow alleyways, making it difficult to service containers without posing risk of property damage to personal lawns and pavers of nearby driveways.	Proposing Rear Load Pup-Style vehicles for in order to allow for efficient collection of carted material without risk of damage to property.

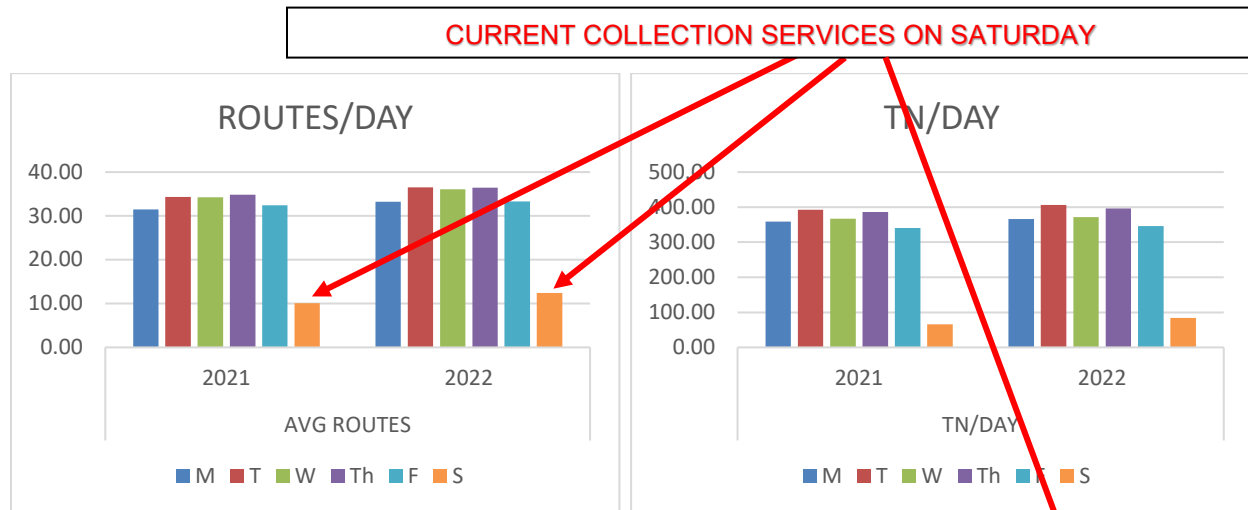
Analyzing the current level of service is vital to identify existing service deficiencies and ensuring the County residents receive the best service possible. To propose the correct level of service, FCC staff performed multiple site visits analyzing existing routes and services that were provided by the incumbent.

Additionally, we have reviewed and analyzed all the information provided within the RFP (addendums, tonnage, scale tickets, commercial and residential accounts, etc..).

4.3. RESIDENTIAL COLLECTION SERVICES

4.3.1. CURRENT RESIDENTIAL SOLID WASTE SERVICE ANALYSIS

FCC has carefully reviewed the trend of the different streams with the scale tickets provided. The charts below show the analysis carried out each collection day/month with the average number of routes per day, average tonnage per day obtained during 2021-2022 to calculate the minimum number of manual routes necessary for the County.



	DAYS/YEAR		AVG ROUTES		TN/DAY		AVG TRIP		TN/TRIP	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
M	51	50	31.51	33.22	358.86	366.08	1.37	1.29	8.33	8.52
T	51	52	34.33	36.54	392.81	406.15	1.37	1.31	8.35	8.46
W	52	51	34.29	36.10	366.90	371.41	1.30	1.24	8.25	8.31
Th	51	50	34.80	36.42	386.31	395.96	1.48	1.41	7.51	7.72
F	52	52	32.44	33.33	340.23	345.66	1.30	1.28	8.04	8.09
S	51	50	10.10	12.40	66.27	84.09	1.22	1.16	5.37	5.82
Su	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
AVG	51.40	51.00	29.60	31.40	318.79	328.99	1.36	1.30	7.94	8.07

Through this analysis and considering that there are only 5 holidays included within the RFP, it has become evident that Saturdays have been utilized to catch up the regular schedule collection. In order to perform the collection services in adherence to the collection schedule of Monday through Friday, FCC has considered the total number of routes from Monday through Friday plus the Saturday routes divided by 5 collection days.

	DAYS/YEAR		AVG ROUTES	
	2021-2022	2021-2022	2021-2022	2021-2022
M	51		32.36	
T	52		35.45	
W	52		35.18	
Th	51		35.60	
F	52		32.88	
S	51		11.24	
Average Monday Through Friday			34.29	
Increase due to Saturdays			2.18	
Total Adding Saturdays			36.48	

From this, we obtained that the minimum level of service for the entire county is an average of 36-37 manual routes per day.

If we breakdown the minimum number of manual routes needed per area considering the current number of units to provide carted collection, we obtain:

Scale Tickets	North District	South District	Both Districts
		64,277	74,037
Current Performance (Manual)	758	758	758
Current GBG Routes (Manual)	16.95	19.53	36.48
Proposed Performance (Automated)	897	907	902
Proposed GBG Routes (Automated)	14.34 (*)	16.33 (*)	30.66 (*)

(*) The fraction of the GBG routes, represents what has been assigned to the PUP/Satellite Route

With solid waste transitioning from manual rear load collection to automated cart collection for most single-family residential customers, **a higher performance for each Automated route can be considered when compared to the current Manual collection.**

4.3.2. PROPOSED SOLID WASTE RESIDENTIAL COLLECTION SERVICES

After a concise survey and analysis of Sarasota County, FCC will perform garbage collections for Curbside Class I and Class II customers serviced with carts with a total of **16 collection routes** that will consist of 1 Driver and a 28 CY automated side load (ASL) vehicle **and 1 PUP collection route** that will consist of 1 Driver, 1 Helper, and a PUP Rear load vehicle.

ASL equipment offers a much more efficient service, which in turn allows more homes to be serviced per route, and less time in which our vehicles are spent on the County's streets. Additionally, these ASL's will allow our employees to operate in a much safer environment, especially along busy roadways throughout the County.

4.3.3. CURRENT RESIDENTIAL RECYCLING SERVICE ANALYSIS

CURRENT COLLECTION SERVICES ON SATURDAY



	DAYS/YEAR		AVG ROUTES		TN/DAY		AVG TRIP		TN/TRIP	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
M	39	12	1.79	1.17	8.15	4.79	1.01	1.07	4.47	3.84
T	43	7	2.26	1.14	6.94	2.71	1.08	1.00	2.84	2.37
W	41	2	2.44	1.50	11.31	4.19	1.02	1.33	4.55	2.09
Th	51	49	21.73	21.22	124.64	122.33	1.21	1.22	4.73	4.72
F	52	50	22.69	21.62	117.98	119.43	1.15	1.22	4.51	4.54
S	5	7	18.40	12.86	104.37	66.35	1.17	1.19	4.83	4.34
Su	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
AVG	45.20	24.00	11.46	17.61	61.01	98.54	1.17	1.22	4.56	4.60



Regarding the information analyzed we have obtained that the number of tons collected is not consistent to the ones provided in the RFP. This is mainly due to the disposal tickets provided from Monday through Wednesday that contain a much lower tonnage compared to Thursday/Friday.

Single stream recycling Ton analysis per day			
DAY	TN/DAY		
M	3.71	RFP Tons/year	32,355.52
T	3.08	CALCULATED Tons/year	13,303.92
W	4.58		
Th	122.28		
F	116.41		
S	9.58		
Su			

Through this analysis it appears that all recycling is collected on the scheduled collection days (Monday Through Friday) and Saturdays are only utilized for holiday make -up.

	DAYS/YEAR	AVG ROUTES
	2021-2022	2021-2022
M	26	1.65
T	25	2.10
W	22	2.40
Th	50	21.48
F	51	22.17
S	6	15.17
Average Thursday Through Friday		21.83
Increase due to Saturdays		0.35
Total Adding Saturdays		22.18

From this, with the assumption that Thursday and Friday have the correct number of current routes, we obtain that the minimum level of service for the entire County is an average of 22-23 routes per day.

If we breakdown the minimum number of needed routes per area considering the current number of units to provide carted collection, we obtain:

Scale Tickets	North District	South District	Both Districts
	64,277	74,037	138,314
Current Performance (Manual)	1,247	1,247	1,247
Current RCY Routes (Manual)	10.31	11.87	22.18
Proposed Performance (Automated)	1,039	1,031	1,035
Proposed RCY Routes (Automated)	12.37 (*)	14.36 (*)	26.73 (*)

(*) The fraction of the RCY routes, represents what has been assigned to the PUP/Satellite Route

Given that the RFP requires that the density does not exceed 300 pounds per cubic yard (approximately 4 tons/trip), a lower performance for each Automated route must be considered.

4.3.4. PROPOSED RECYCLABLE MATERIAL RESIDENTIAL COLLECTION SERVICES

FCC will perform recycle collections (Curbside Class I and Class II customers) and Class II customers serviced with carts with a total of 14 collection routes comprised of 1 Driver and a 28 CY Automated Side Load (ASL) and 1 PUP collection route that will consist of 1 Driver, 1 Helper, and 1 PUP Rear load vehicle. This represents a 26.36% increase from the current service route analysis.

In addition to servicing the difficult to access areas (dead ends, narrow roadways, etc.), FCC's Pup route will also be responsible for collecting class II customers that utilize carts.

4.3.5. CURRENT RESIDENTIAL YARD TRASH SERVICE ANALYSIS

CURRENT COLLECTION SERVICES ON SATURDAY



	DAYS/YEAR		AVG ROUTES		TN/DAY		AVG TRIP		TN/TRIP	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
M	51	50	14.90	14.42	109.51	119.42	1.21	1.29	6.08	6.42
T	51	52	15.08	15.40	113.71	126.47	1.20	1.36	6.30	6.03
W	52	51	14.81	15.59	108.90	121.92	1.16	1.30	6.34	6.04
Th	51	50	15.33	15.56	124.09	134.50	1.28	1.39	6.33	6.22
F	52	51	14.90	15.33	121.15	132.34	1.26	1.37	6.47	6.28
S	48	49	8.08	10.57	46.73	61.36	1.07	1.14	5.41	5.10
Su	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
AVG	51.40	50.80	13.91	14.50	104.65	116.32	1.21	1.32	6.23	6.08

Through this analysis and considering that there are only 5 holidays included within the RFP, it has become evident that **Saturdays have been utilized to catch up the regular scheduled collection**. In order to perform the collection services in adherence to the collection schedule of Monday through Friday, FCC has considered the total number of routes from Monday through Friday plus the Saturday routes divided by 5 collection days.

	DAYS/YEAR		AVG ROUTES	
	2021-2022	2021-2022	2021-2022	2021-2022
M	51	50	14.66	14.66
T	52	51	15.24	15.24
W	52	51	15.19	15.19
Th	51	50	15.45	15.45
F	52	51	15.12	15.12
S	49	49	9.34	9.34
Average Monday Through Friday			15.13	15.13
Increase due to Saturdays			1.74	1.74
Total Adding Saturdays			16.88	16.88

From this, we obtain that the minimum level of service for the entire county is **an average of 16-17 routes per day**. If we breakdown the minimum number of needed routes per area considering the current number of units to provide carted collection, we obtain:

Scale Tickets	North District	South District	Both Districts
		64,277	74,037
Current Performance (Manual)	1,639	1,639	1,639
Current YW Routes (Manual)	7.84	9.04	16.88
Proposed Performance (Automated)	1,428	1,481	1,456
Proposed YW Routes (Automated)	9.00	10.00	19.00

With Yard Waste being collected manually, FCC has proposed a lower performance in order to better protect our employees (driver/helper) from becoming overworked (heat stressed, etc.) as well as ensure that each route can be finished safely and comfortably within 10 hours.

4.3.6. PROPOSED YARD TRASH COLLECTION SERVICES

FCC will collect all yard trash with a total of **10 collection routes** that will consist of 1 Driver, 1 Helper and 1 25 CY Rear load vehicle. This represents a **10.61% increase** from the current service route maps provided and the same number of routes required from the disposal tickets analysis.

4.3.7. HELP ROUTE

In order to further ensure the successful completion of the proposed routes for each line of business, **FCC has proposed 1 help route to support each service district within the County.** This route has the sole purpose of supporting the frontline routes by allowing our MSW, Recycling, and Yard Waste vehicles to focus on the completion of the current day's services. From collection of misses, to aiding routes that have encountered delays, this route will provide the necessary assistance so that FCC can provide the excellent level of service to Sarasota.

4.3.8. CART MAINTENANCE

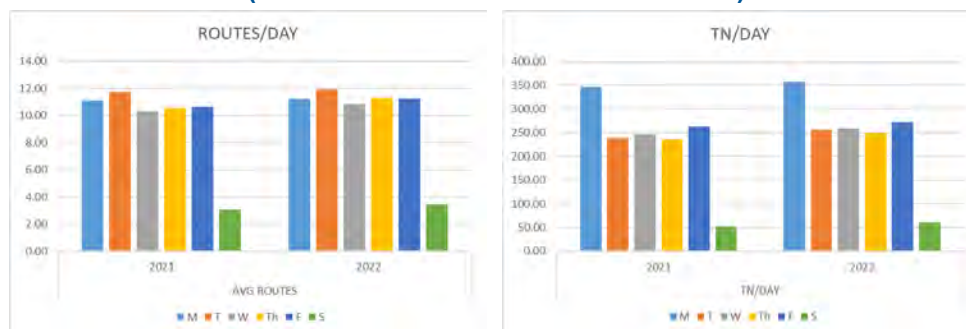
FCC has proposed **2 cart maintenance routes. These routes will be dedicated to the residential customers and businesses that utilize carts.** These routes will consist of 1 Driver and 1 stake body truck delivery vehicle which will be responsible for all residential cart deliveries, repairs, and removals. This cart maintenance vehicle will have a readily available supply of spare container parts (wheels, lids, stickers, etc.) as well as the necessary tools so that FCC personnel will have the ability to repair every cart possible on site to avoid any unnecessary removals and service interruptions.

If in the event that a cart is worn beyond repair, FCC cart maintenance routes will be trained to always have a spare container on the vehicle so that the broken container can be swapped for one that is functional and clean to ensure that the customer can maintain their desired services. Additionally, FCC's cart maintenance drivers will be extensively trained on the correct operation and process of our RFID handheld scanners so that each time a cart is delivered or removed from a residence, this change is accurately reflected within the customer database for Sarasota County.

4.4. COMMERCIAL/MULTIFAMILY COLLECTION SERVICES

FCC will ensure that all multifamily and commercial MSW collection is separated so that all solid waste disposal is accurate and that it does not affect the disposal billing of the County. FCC will be responsible for the billing and disposal of commercial accounts.

4.4.1. CURRENT-FEL (COMMERCIAL AND MULTIFAMILY) SERVICE ANALYSIS



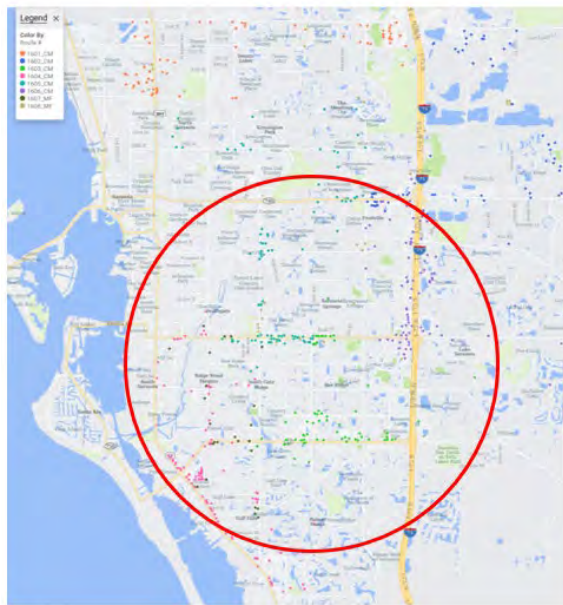
	DAYS/YEAR		AVG ROUTES		TN/DAY		AVG TRIP		TN/TRIP	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
M	51	50	11.10	11.22	346.68	357.49	2.42	2.39	12.89	13.35
T	51	52	11.71	11.92	238.89	257.00	1.92	1.98	10.61	10.88
W	52	51	10.31	10.80	246.64	259.68	2.11	2.09	11.36	11.52
Th	51	50	10.55	11.28	236.66	250.46	2.02	2.02	11.09	10.99
F	52	52	10.65	11.23	263.54	271.27	2.10	2.01	11.78	12.02
S	51	51	3.04	3.41	53.93	60.41	1.43	1.34	12.45	13.17
Su	1	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
AVG	51.40	51.00	9.53	9.98	230.46	242.46	2.08	2.05	11.63	11.84
		AVG 5 Days	11.5	12.0						
		AVG 5 Days	11.7							

From this, we obtain that the minimum level of service for the entire scope (Commercial and Multifamily) is **an average of 11-12 routes per day.** If we breakdown the number of minimum routes needed per area considering the current yearly amount of cubic yards collected, we obtain the totals to the right.

Scale Tickets	North District	South District	Both Districts
	1,031,718	762,201	1,793,919
Current Performance (Cy/Route)	589	589	589
Current FEL Routes	6.73	4.98	11.71
Proposed Performance (Cy/Route)	567	489	525
Proposed FEL Routes	7.00	6.00	13.00

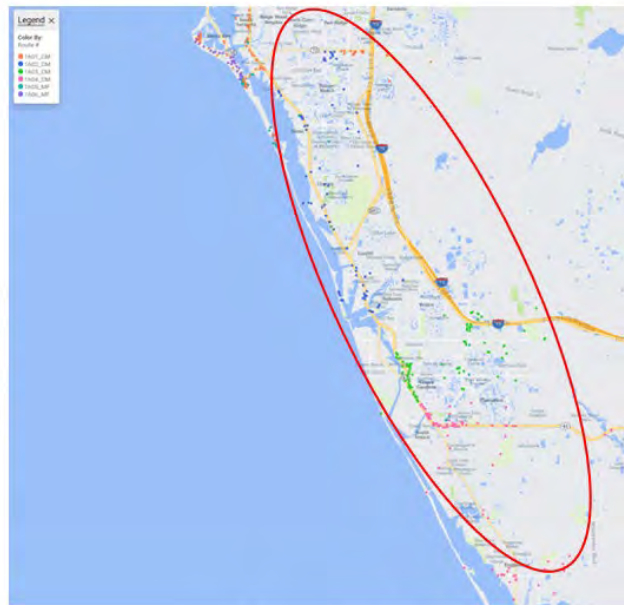
Due to the different density of each area, a lower performance for FEL routes is considered for the South District.

NORTH DISTRICT



Higher density

SOUTH DISTRICT



Lower density

	North District	South District
Avg Miles Between Lifts	0.72	1.04
Avg Time (min) Between Lifts	2.04	2.68

To further verify the proposed number of routes, FCC has designed the FEL routes with routing software that considers over 100 parameters to confirm the correct number of optimized routes. From this, we have concluded the number of routes to be **a total of 7 Routes for the North District (5 for Commercial and 2 for Multifamily)** and **a total of 6 Routes for the South District (4 for Commercial and 2 for Multifamily).**

4.4.2. PROPOSED FRONT LOAD COLLECTION SERVICES

Following the survey of Sarasota County, FCC will perform front load collections with a total of **6 collection routes to service all customers with front load containers (4 routes for Commercial and 2 routes for Multifamily)**. These collection routes will consist of 1 Driver and 1 front end load vehicle. **On Saturday, FCC will utilize 1 of these collection routes** in order to satisfy the needs of the high-frequency customers within the County. After analyzing the density of commercial customers as well as parameters such as traffic, container size, and pounds per yard, FCC has considered approximately **103 lifts per route per day** which will provide ample and efficient service for Sarasota County

4.4.3. CONTAINER MAINTENANCE

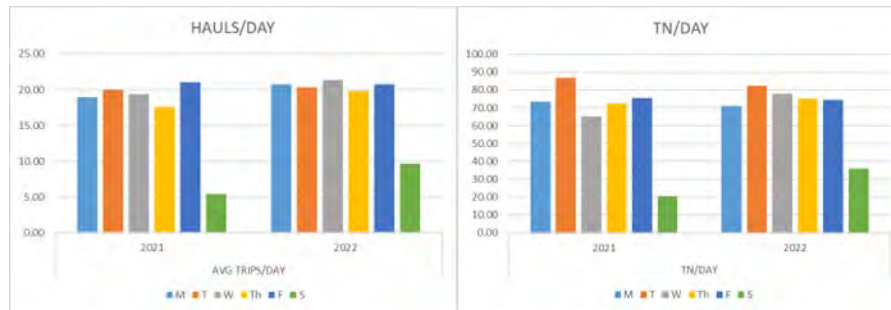
FCC has proposed **1 container maintenance route consisting of 1 Driver and 1 fork-style commercial container delivery that will be fully dedicated to the commercial and multifamily accounts**. This route will be responsible for all commercial container deliveries, repairs, and removals.

This container maintenance vehicle will have the ability to make small repairs at the customer locations to avoid any unnecessary removals and service interruptions.



If in the event that a container is worn beyond repair, FCC's container maintenance route will be trained to bring a spare container on the vehicle so that the broken container can be swapped for one that is functional and clean to ensure that the customer can maintain their desired services.

4.4.4. CURRENT ROLL OFF SERVICE ANALYSIS



	DAYS/YEAR		AVG HAULS/DAY		TN/DAY		TN/HAUL	
	2021	2022	2021	2022	2021	2022	2021	2022
M	51	50	18.94	20.78	73.35	71.19	3.87	3.43
T	51	52	19.96	20.31	86.70	82.34	4.34	4.05
W	52	51	19.42	21.39	65.19	77.81	3.36	3.64
Th	51	50	17.61	19.86	72.26	75.17	4.10	3.79
F	52	52	21.02	20.81	75.37	74.32	3.59	3.57
S	43	43	5.44	9.63	20.68	36.12	3.80	3.75
Su	0	0	0.00	0.00	0.00	0.00	0.00	0.00
AVG	51.40	51.00	17.40	19.04	66.82	70.42	3.84	3.70
		AVG 5 Days	20.3	22.3				
		AVG 5 Days	21.28					



By analyzing the average number of roll off hauls per day based on the provided scale tickets, we obtain that the minimum level of service for the entire scope is **an average of 21-22 hauls per day**. If we breakdown the number of hauls per service district and apply this to the current yearly number of pulls provided within the scale tickets, we obtain the totals to the right.

Scale Tickets	North District	South District	Both District
	3,812	1,634	5,446
Current ROL Hauls	3,812	1,634	5,446
Proposed Performance (Hauls/Route)	4	3	3.5
Proposed ROL Routes	4.00	2.00	6.00

Due to the difference in number of hauls and overall density per each service district, a lower performance for ROL routes is considered for the South District.

4.4.5. PROPOSED ROLL OFF COLLECTION SERVICES

For roll off collection services, FCC has proposed **2 collection routes** consisting of 1 Driver and 1 Roll Off vehicle. FCC is prepared to acquire the optimal equipment once the necessary information is provided during the transition to ensure that all open top and compact containers for Sarasota County are serviced in a safe and efficient manner.

4.5. TRANSITION PLAN

4.5.1. DRAFT TRANSITION PLAN

FCC believes in absolute and dedicated partnership with every community in which we provide service. Although we have the experience to provide a seamless transition, FCC will continuously work with Sarasota County Staff to ensure that the ongoing operational execution meets the needs and standards as set between Sarasota County and FCC. To ensure satisfaction, FCC will maintain regular communication and meetings to identify and implement improvements to the collection plan that has been designed for the County.

FCC is committed to an excellent performance by the start date of October 1, 2024, through the entirety of the contract. As such, the below draft transition plan will be further developed if FCC is awarded with the contract. All proposed equipment and number of dedicated vehicles will be acquired prior to October 1, 2024, to fulfill work outlined in the Scope. Included below is the draft transition plan and FCC's commitment of when they will be tentatively met.

FUNCTIONAL AREA	TASK/COMMENTS	TIMELINE	RESPONSIBLE GROUP
Collection Plan	Provide the Director with a Collection Plan that follows section 25 outlined within the Draft Franchise Agreement subject to the Director's approval	Approximately 3 weeks after the Effective Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Transition Plan	Provide the Director with the revised and approved Transition Plan	Approximately 4 weeks after the Effective Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Order Placement Documentation	Provide documentation demonstrating that all necessary dedicated Collection Vehicles and equipment have been ordered and will be delivered to FCC's local facility no later than June 15th, 2024	Approximately 6 weeks after the Effective Date or as decided upon by FCC and the County	FCC Procurement Team
Preliminary Distribution Plan	Provide the Director with a preliminary plan to distribute mechanical containers for commercial customers and multi-family customers and carts for new residents	Approximately 8 weeks after the Effective Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Distribution Plan	Provide the Director with an updated, detailed plan for the distribution of all garbage carts (if applicable), and recycling carts	Approximately 9 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team



SARASOTA COUNTY, FL
ITN NO. 232452VG SOLID WASTE, RECYCLABLE MATERIALS, AND YARD TRASH COLLECTION SERVICES

FUNCTIONAL AREA	TASK/COMMENTS	TIMELINE	RESPONSIBLE GROUP
Safety Plan	Provide the Director with a written safety plan covering all aspects of FCC's operations under the agreement with St Johns County	Approximately 9 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Contingency Plan	Provide the Director with a written contingency plan that details FCC's procedures in the event that an emergency or other situation disrupts the normal operations	Approximately 9 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Notice for Commencement of Collection Services	Provide the Director with digital copy(ies) of the notice that FCC intends to publish in the local newspaper as well as brochures and informational materials to be provided to customers	Approximately 8 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Meeting with County on Progress of Transition Plan	FCC Personnel will meet with County Director to discuss the status of the transition plan and the progress of its implementation	Approximately 6 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Confirmed Receipt of All Carts	Confirm in writing to the Director that all carts necessary for collection services have been received at FCC's local yard	Approximately 4 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Confirmed Receipt of Vehicles and Equipment	Confirm in writing to the Director that all vehicles and equipment necessary for collection services have been received at FCC's local yard	Approximately 4 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Onsite Vehicle/Equipment Preparation	Prepare "Birth Certificate" for assets, conduct internal PDI, register and insure each asset. Confirm in writing to the Director that all vehicles have been registered, licensed, tagged, and are ready to perform collection service	Approximately 3 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Procurement Team
Asset Inventory List	FCC will provide a vehicle list that identifies the make, model, year, tare weight, license plate #, and identification number for each vehicle to the County Director	Approximately 3 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Procurement Team
Delivery of Notice for Commencement of Collection Services	Confirm with the County Director that the County-approved notices, brochures, and informational materials have been delivered to all Customers	Approximately 2 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Verify All Employees in Place	Confirm with the County Director that all personnel needed for services have been hired and trained	Approximately 2 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team
Route Managers and Employees Run Routes	Route Managers and Drivers run routes to become familiar with the areas for seamless collection on commencement date	Approximately 2 weeks before the Commencement Date or as decided upon by FCC and the County	FCC Site Management Team
Confirmation of All Carts distribution	Confirm with the County Director that all Carts (Garbage and Recycling) and other Collection Containers have been delivered	Approximately 2 calendar days before the Commencement Date or as decided upon by FCC and the County	FCC Senior/Site Management Team

4.5.2. SMOOTH TRANSITION - COMMUNICATION KEY LESSONS

FCC will partner with Sarasota County to focus on public outreach efforts toward collection and customer service. As a new service provider, we will focus on informing customers of all available services and maximizing their knowledge and participation in recycling and to communicate any needs or complaints which will help County to achieve the following goals:

- **Transitioning to a new collection program** with well-maintained and aesthetically pleasing roads and green spaces.
- **Safety** to our personnel and communities and ensuring **excellent service.**
- **Encouraging and facilitating the recovery, reuse, and recycling** of material within the waste stream.
- **Increase participation of curbside recycling** consistent with the County's goals for the solid waste program.
- **Maximizing the volume of recyclable material and participation through resident education**, therefore promoting a reduction of source waste.

4.5.2.1. NOTICE FOR COMMENCEMENT OF SERVICE

FCC is absolutely committed to meeting the deadlines set forth within the RFP of delivering a letter or other direct notice to each Commercial Customer concerning FCC's collection services at least 30 calendar days prior to the commencement date. Additionally, FCC will ensure that notices concerning collection services for Residential Customers will be designed, printed, and delivered at least 10 calendar days prior to the commencement date. This notice will provide the following information:

- Identify each collection day for the multiple services
- Summarize Set Out requirements for each service
- Display contact information such as telephone number, email address, and company website to contact FCC.
- Other educational and promotional material that is deemed necessary by Sarasota County and FCC

FCC will provide the County Director with a digital copy of the notice that is intended to be published in the local newspaper concerning the commencement of services. FCC will also provide a digital copy of brochures and information materials to the Director for approval. These copies will be submitted at least 7 weeks before the commencement date or as agreed upon between Sarasota County and FCC.

Additionally, approximately 2 weeks prior to the commencement date or as agreed upon, FCC will confirm in writing to the Director that County-approved notices, brochures, and informational materials have been delivered to all Customers.

4.5.2.2. NOTICES TO CURRENT CUSTOMERS

These notices will include a summary of the information provided on the notices for commencement of service as well as pertinent information that will prove beneficial to the collection of each material. Any new information developed will be posted on FCC's website for Sarasota County so that customers may always have access.

4.5.2.3. NOTICES FOR NEW CUSTOMERS

For each new customer within Sarasota County, FCC will design, print, and deliver/mail the above information contained within the Notice for Commencement of Service so that these Residential/Commercial Customers may receive all information that has previously been provided. These Customers will also be made aware of the website so that they may readily have this information available.

4.5.2.4. NOTICES CONCERNING PERMANENT CHANGES IN COLLECTION SCHEDULES

If a situation should occur that requires a permanent change in collection schedules throughout the County, FCC will take an active approach and will submit a draft of the notice for update to the Director for review and approval at least 30 days prior to the proposed changes. Once the notice has been approved, FCC will adhere to the following parameters based upon which type of Customer is affected:

- Commercial Customers will receive their notice at least 5 days before the changes are put into place.
- Residential Customers will receive 2 notices – 1 notice at least 14 days prior and 1 notice at least 7 days prior the proposed change.
- The information describing the proposed changes will be posted on FCC's website for Sarasota County at least 15 days before the permanent change.

- The notice will be published in the largest circulating newspaper within the County at least 5 days prior to the permanent change.

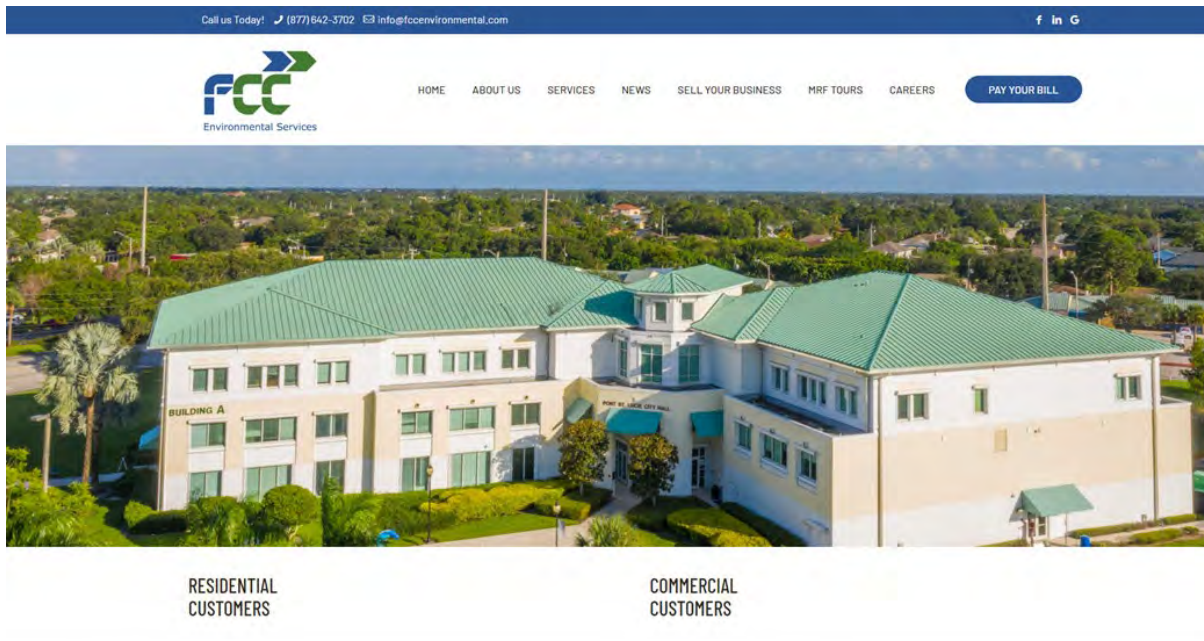
4.5.2.5. NOTICES FOR HOLIDAYS

As further evidence of a dedicated partner to Sarasota County, FCC will publish a notice to Customers that will be affected by a change in their collection due to holiday. Additionally, FCC will post this notice on the website developed for Sarasota County so that customers are made away of this temporary change.

4.5.2.6. WEBSITE FOR SARASOTA COUNTY

Along with the recent enhancements to our online capabilities, FCC will collaborate with the County staff to **develop a customized Sarasota County webpage** with meaningful service information, photos, contact information and resources that reflect the interests of the community. Using FCC's local website, the residents will easily find Sarasota County-specific service information and recycling education at the click of a button, anytime, anywhere (See the example below developed for the City of Port St. Lucie <https://fccenvironmental.com/psl/>)

For both the Commercial and Residential Customer Notices for Commencement of Service, FCC will ensure that this information is available on our website developed for Sarasota County at least 30 days prior to the commencement date.



We will also **mail a service FAQ postcard** and comprehensive **welcome package** to all residents at the beginning of the Contract. The service FAQ postcard will focus on key services such as MSW and Recycling contained to the cart, the on-call Bulk collection of up to 10 cubic yards, and any other information that Sarasota County and FCC deem important to communicate. The welcome package will contain service information, rates, a collection schedule, and recycling guide. Additionally, we will provide recycling education through the website, mail outs, and cart tags so residents will know exactly what and how to recycle. FCC will continue to provide proactive service notifications throughout the Agreement. Samples of each of these materials are included throughout FCC's proposal document

4.5.2.7. CHANGE IN PROVIDER AND SERVICE COMMUNICATION



In our experience for a smooth transition as a **committed partner**, FCC has carefully developed routes that will produce the very best service optimized for maximum efficiency and safety. If the new routing results in day changes, FCC will ensure that all services are routed to that day in order to simplify the process for all residents as outlined within the RFP. FCC will also supply educational flyers to all residents affected by the reroute so that they may easily understand what day their services are being changed to. Below are examples of those communications to FCC's current partners.



4.5.2.8. PROACTIVE COMMUNICATION/EDUCATIONAL MATERIAL

Public education and community outreach programs will be developed and implemented in partnership with Sarasota County and FCC for any updates or emphasis needed. Such programs will include information on recycling and waste reduction, in support of the County.



More than 100 years of experience in this business has taught FCC that one of the key factors to be successful in the recycling world is to educate the population on how they should separate and segregate their recyclable material.



FCC will help the County to prepare a Plan for Education initiatives in the community. Our company is well known in the cities and counties where we operate for its commitment and efforts to support and increase its neighbor's awareness and education on sustainable practices, recycling campaigns, local school sponsorship and seminars, local contests for children recycling consciousness improvement, etc.

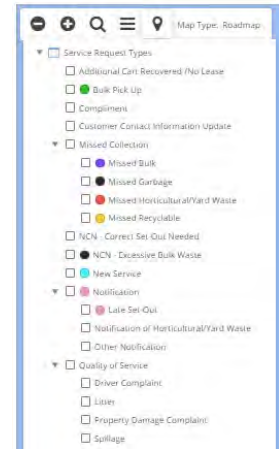


The objectives of this communication plan are:

- Spreading the pride of living in a clean and model Sarasota County
- Promoting the waste management system and co-responsibility of all involved agents
- Increasing environmental education of citizens through activities directed at each target audience
- Achieving involvement/collaboration of citizens in improving services
- Provide a definition of all materials to be collected
- Increase recycling rates which could avoid cost of municipal waste processing and disposal
- Providing knowledge on the specifics of the services, informing in each area about the frequencies and hours of collection and procedures for setting out the materials

4.6. CUSTOMER SERVICE

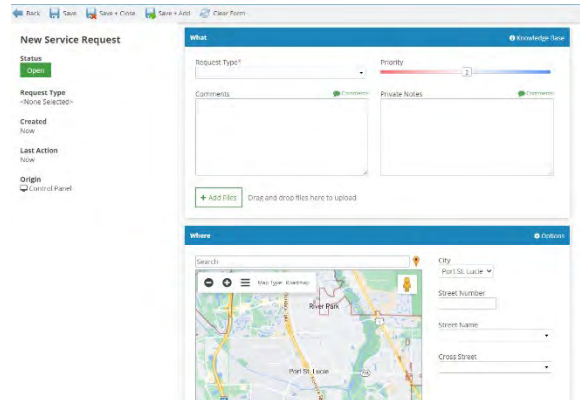
FCC will utilize the **platform Q-Alert** as the primary communication tool for services within Sarasota County. All dedicated personnel will be extensively trained on the system so that all communications for residents and County staff are provided efficiently and with ease. FCC fully believes that in order to build a valued partnership, transparency and communication are key. Therefore, **FCC is proud to provide County staff untethered access to the system so that work orders can be directly submitted**, and reports can be processed whenever the County desires.



Q-Alert offers customization of all reports and types of categories for recording information so that all data can be exported in a fashion that best meets the requirements within the RFP. FCC will meet with County staff prior to the implementation of the Q-Alert system and develop the complaints/notifications that will be offered for Sarasota County residents to communicate.

With the Q-Alert system, FCC will have the ability to supply all customer-centric reports as described within the RFP such as **Non-Collection Notice Log, Customer Call Log, Number of Missed Collections and Legitimate Complaints Log, and the Bulk Waste, White Goods, E-Waste, and Tires Log**. All information recorded within the system can easily be exported as an excel or pdf format which can be submitted directly to County staff.

Furthermore, FCC will have **municipal links as well as mobile application capability to the Q-Alert program for residents to directly submit any complaints or inquiries** without having to call into our local customer service. The residents will be contained to the complaint/notification categories that have been developed previously, so that **all communications can be received and resolved in “real time” by FCC personnel**. These links can be supplied to any web page and can be given to the County to appear on their government site in addition to the FCC webpage in order to open as many avenues as possible for communication.



Through the use of this system, Q Alert allows FCC representatives **to accept and track citizen complaints, address complaints, and provide daily reports to the County that summarize all complaints and actions taken to successfully resolve each complaint** as outlined within the RFP.

4.6.1. DEDICATED CUSTOMER SERVICE TO THE COUNTY

In the abstract, to FCC, great **local customer service** is a service that continuously communicates with the customer, works with the customer to achieve any specific goal, and provides a timely and reliable service that the customer can count on and expect. In order to provide this level of customer service, FCC **will provide Sarasota County a solely dedicated service phone number for all residents to communicate any inquiries or requests**. Since each of our Customer Service Representatives will be **fully dedicated** to the County contract, these individuals will have extensive knowledge on the specific parameters for all services including class I, class II, and commercial customers.

As a committed partner, FCC will prioritize those Customer Service Representatives that work with the incumbents to avoid any displacement from occurring. Furthermore, FCC will prioritize employment of local individuals who will have a sense of pride in supporting their community as well as understanding the area at a fundamental level.

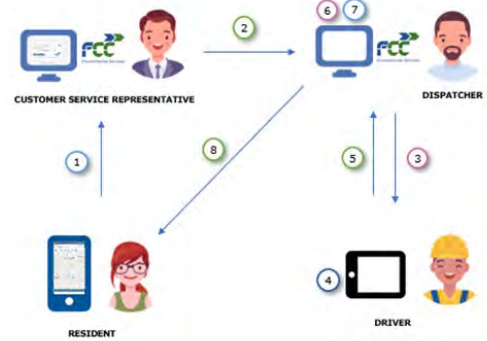
FCC implements customer service procedures at all levels of the organization from the Drivers to the Managers so that the same consistent message can be delivered to all customers and avoid any confusion or missteps.

Our CSRs will receive extensive training on the contract requirements for all lines of business (MSW, Recycle, Yard Waste, Bulk) and type of customer container (personal container, County provided cart, recycling bins) as well as the operation of the Q-Alert program to enter all call notes.



Incoming calls will be answered by the next available CSR. Each CSR will provide the service needed until the issue is resolved and the customer is satisfied. All necessary work orders will be entered into Q-Alert and assigned to Driver's/Manager's tablet if applicable. For example:

1. A resident has called in a miss pickup.
2. CSR will create the miss pickup ticket in Q-Alert.
3. Dispatcher will research the miss pickup and assign the work order to the proper route Driver.
4. Driver receives the notification on their tablet.
5. Driver closes the notification once the service has been recovered.
6. Dispatcher will be able to see the work order be completed in real time and verify the collection through the 3rd Eye GPS.
7. All necessary notes will be added to the work order in Q-Alert and closed.
8. Customer automatically notified by email/text that work order is resolved.



FCC has proposed an ample number of CSRs to receive and resolve all customer calls as designated within the RFP. However, in the event that there is a surplus of call volume, the calls will flow to Dispatch, then Sales, until finally on-site Managers (General Manager, Operations Manager, Fleet Manager, etc.).



Customer Service Call-Flow Outline



In order to ensure that customer service expectations are upheld throughout the duration of the contract, FCC management is able to **analyze all call log information** including the average duration of calls, total number of calls received per day, number of calls put on hold, duration of total on hold time, calls lost, etc.



Additionally, FCC management will be able to analyze individual CSR information including average call length, number of calls received, calls missed, etc.

4.6.2. CUSTOMER SERVICE – COMPLAINT RESOLUTION

FCC’s local site is committed to continuously verifying all services to ensure that expectations are met, and Sarasota County residents are satisfied. If FCC can’t complete verification for any reason, FCC will err on the side of caution and make a courtesy collection in the same manner as a verified miss.



In the specific event of a missed collection complaint reported and verified, FCC make every attempt to resolve the issue as soon as possible. Missed collections will be collected as stated within the agreement, and FCC will put emphasis to recover quickly, safely, and efficiently. In the event of a verified “Late Set,” FCC may still dispatch a truck for a courtesy service provided such dispatch does not endanger the completion of the then currently scheduled routes.

All missed collections are verified by Route Managers. A Root Cause Analysis is completed to ensure proper procedures are followed and to limit these missed collections. Drivers, Helpers, and customer service representatives are then coached to improve processes and communication with the customers to ensure satisfaction.

For commercial services, FCC has implemented a communication procedure for any potential service interruptions such as blocked containers, contamination, or excess waste. In this process, the driver is to immediately call into dispatch and provide a detailed description on what is preventing the service (type/color of car blocking container, type/amount of contamination seen in container, amount of excess waste on container/type).

Driver is then instructed to seek an onsite representative if applicable to remove the source for service interruption. As this occurs, dispatch will attempt to contact the customer by phone to explain the current interruption of service and ask if the issue can be resolved so that the driver can resume service. If the issue is not able to be resolved by driver or dispatch, and every reasonable attempt has been made, then the location will be marked as “unable to be serviced” and driver will resume with the route.

4.7. SERVICE VERIFICATION AND ASSET MANAGEMENT

4.7.1. REHRIG VISION RFID SOFTWARE

FCC has a vast knowledge and experience of utilizing RFID software to verify collection services, having implemented Rehrig Vision in Orange County and WISTAR in City of Port St. Lucie for inventory management as well as Eremos and Sonrai in Polk County for service verification.

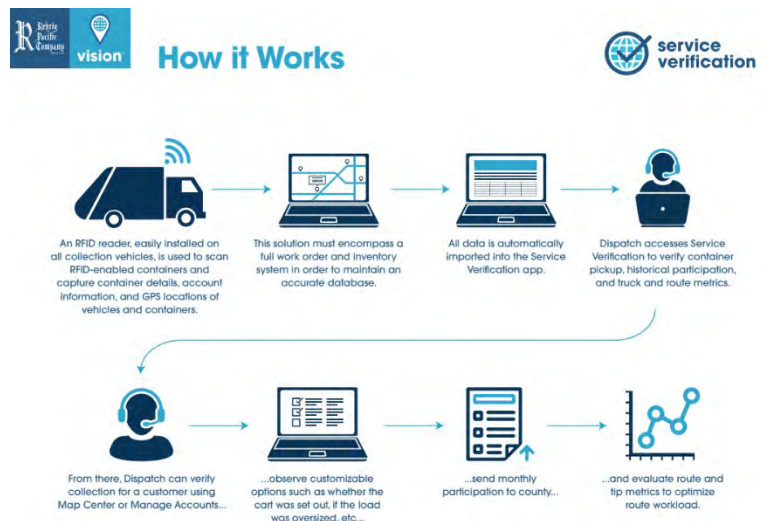


As it pertains to the Sarasota County agreement, FCC will utilize Rehrig Vision to record RFID data for all service options that contain carts. In addition to FCC having **extensive in-depth knowledge of Vision system,** the fact that Sarasota County is currently utilizing the system makes Vision the ideal RFID software.

Due to actual contract use, FCC understands how effective the Vision system can be when verifying individual service events.

From the customer portal, our Dispatchers will be able to easily search for a service address and select the historical tip data from the assigned carts. Information for each cart tip includes where and at what time the service occurred. If the historical data does not include any tip data for the date in question, then that means the cart has not been serviced to this point.

With this information, FCC personnel will be able to export percentage of routes complete and percentage of routes incomplete reports based upon this service verification data.



Dispatchers will also have the ability to open up a map of all service vehicles. In addition to the current location of the vehicles, flags of recorded RFID tags will show where each of the vehicles have been for service.

Using this portion of the Vision service, Dispatchers will have the ability to see which sections of routes have been completed and, by comparing this with 3rd eye GPS, can understand where the route will be heading next for collection.

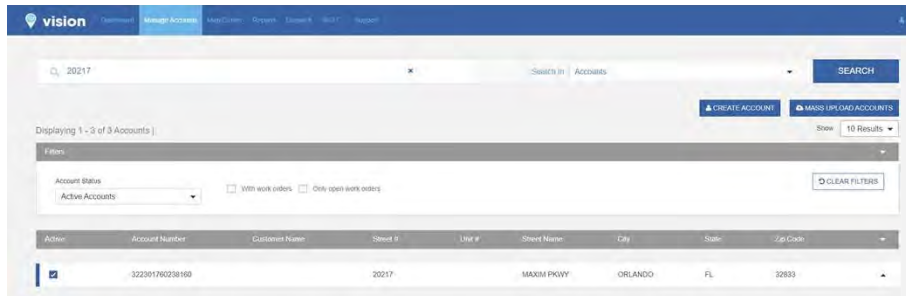
FCC has additionally established a process to test the accuracy and functionality of each vehicle’s RFID equipment prior to the start of route collection. Each morning, after FCC personnel has completed their pre-trip process, all Route Drivers performing MSW and Recycle collections are instructed to lift a test cart before leaving the yard. The hardware inside the cab flashes either green, meaning that the RFID tag was read successfully or red, meaning that the scanner was not able to read the RFID tag. If the system flashes red, then the driver will have the ability to have the system repaired or switch into a spare vehicle, minimizing the service delay and loss of RFID data.

As a secondary confirmation of the system working, the tip of the test cart sends a data point to the Vision portal so that FCC and County staff can see that each RFID system is functional in real time.

Each morning, FCC’s dispatch checks the portal’s summary table to ensure that tips have been collected before then checking the mapping feature to ensure that GPS is accurately capturing the lift point of each cart.

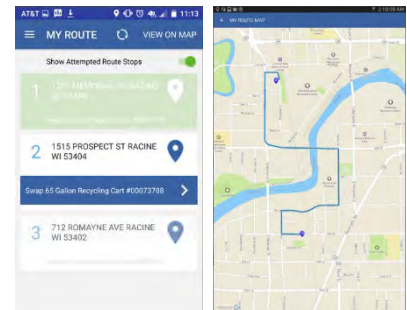
By utilizing this procedure, FCC can ensure that our RFID data will be consistent, reliable, and accurate throughout the entire term of the contract. As a committed partner and a show of transparency, Sarasota County staff will be given untethered access to the Vision system so that they may run reports or examine data at any point in time.

Furthermore, FCC will utilize the Vision RFID system to manage all inventory and assets. Our dispatchers will be trained to properly input all cart requests including deliveries, repairs, replacements, and removals into the Vision software.



Once the work orders are received, FCC is able to use the Vision portal to create efficient routes for all available cart maintenance crews. Using a tablet system and handheld scanner, cart maintenance Drivers are able to scan available carts into inventory before loading them onto the truck.

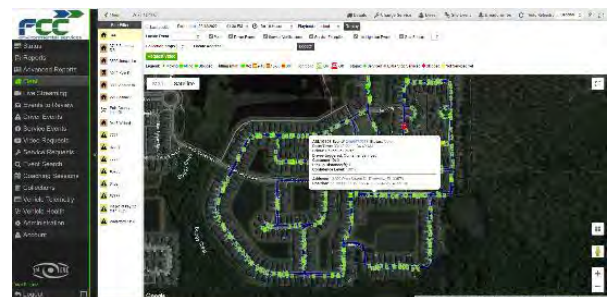
When a driver reaches a location for service, they will then scan the new cart to the specific work order. The scanner collects the RFID bar code directly into the work order which then pairs this unique code with the serial number on the container.



At the end of the day, when cart maintenance drivers confirm their services for the day, the work orders are transferred over to our dispatch team within the portal. Our Dispatchers confirm that everything is uniform and accurate within the system so that all RFID data can be confidently utilized for service verification.

4.7.2. 3RD EYE GPS SOFTWARE

As a true community partner, FCC believes that communication and visibility to the services it provides is critical so that the residents and the County can monitor FCC’s performance. **As a value-added service, FCC outfits all its trucks with the AWTI 3rdEye Camera system.** This allows FCC **to track trucks on route, monitor “real time” performance,** while providing similar historical data to verify service from previous routes. Through FCC’s web-based 3rd Eye portal, we can track real time any information pertaining to the movement of each of our pieces of equipment.



To aid service verification efforts, each route driver can utilize the onboard 3rd Eye cameras to record service issues such as blocked access or late set outs.



This information is crucial for not only daily route performance and service completion, but it is also an important tool to identify routing concerns to improve efficiency and conducting damage claim investigations.

Additionally, FCC will give County Staff untethered access to utilize **Positive Service Verification** features of 3rdEye, which provides photos of confirmed service and breadcrumb GPS tracking. Positive Service Verification allows the County as well as FCC staff to see verification of service on a house-by-house basis. All service points are confirmed via GPS, time stamped and paired with an image of the location.

In addition to this format, FCC will provide County Staff with an interface where they can track all collection vehicles providing service.

4.8. INFORMATION MANAGEMENT AND REPORTING

FCC understands that accurate and responsive data must work in tandem with timely and consistent collections in order to provide an overall excellent service to Sarasota County. As described within FCC’s customer service chapter, the Q-Alert system proposed will have the ability to produce several reports described within the RFP such as **Non-Collection Notice Log, Customer Call Log, Number of Missed Collections and Legitimate Complaints Log, and Bulk Waste, White Goods, E-Waste, and Tires Log.** To produce the other reports described within the RFP, FCC will utilize our operational software, Navusoft and routing software, Zignex.

4.8.1. NAVUSOFT SOFTWARE

In order to provide excellent service efficiently, FCC understands that a software is needed to more accurately track pertinent operational metrics and communicate clear and immediate updates to any services needed on a daily basis.

Therefore, in order to accomplish the high standard of consistent improvement, **FCC utilizes Navusoft as our operational software.** With Navusoft, FCC is able to track and record all routing data including completion times, disposal tons per waste stream, completed units, exceptions occurred during service, recycling service leads for commercial customers, etc. With this information, FCC is able to analyze routes to ensure that optimal efficiency is achieved each and every day. Additionally, this information helps FCC forecast the need for additional equipment due to growth both in the number of units collected and the volume of material.

ROUTE ID	STATUS	COMPLETION TIME
5017	Completed	1/18/2023 10:00 AM
5018	Completed	1/18/2023 10:00 AM
5019	Completed	1/18/2023 10:00 AM
5020	Completed	1/18/2023 10:00 AM
5021	Completed	1/18/2023 10:00 AM
5022	Completed	1/18/2023 10:00 AM
5023	Completed	1/18/2023 10:00 AM
5024	Completed	1/18/2023 10:00 AM
5025	Completed	1/18/2023 10:00 AM
5026	Completed	1/18/2023 10:00 AM
5027	Completed	1/18/2023 10:00 AM
5028	Completed	1/18/2023 10:00 AM
5029	Completed	1/18/2023 10:00 AM
5030	Completed	1/18/2023 10:00 AM
5031	Completed	1/18/2023 10:00 AM
5032	Completed	1/18/2023 10:00 AM
5033	Completed	1/18/2023 10:00 AM
5034	Completed	1/18/2023 10:00 AM
5035	Completed	1/18/2023 10:00 AM
5036	Completed	1/18/2023 10:00 AM
5037	Completed	1/18/2023 10:00 AM
5038	Completed	1/18/2023 10:00 AM
5039	Completed	1/18/2023 10:00 AM
5040	Completed	1/18/2023 10:00 AM
5041	Completed	1/18/2023 10:00 AM
5042	Completed	1/18/2023 10:00 AM
5043	Completed	1/18/2023 10:00 AM
5044	Completed	1/18/2023 10:00 AM
5045	Completed	1/18/2023 10:00 AM
5046	Completed	1/18/2023 10:00 AM
5047	Completed	1/18/2023 10:00 AM
5048	Completed	1/18/2023 10:00 AM
5049	Completed	1/18/2023 10:00 AM
5050	Completed	1/18/2023 10:00 AM

Additionally, Navusoft gives FCC the ability to **track the status of each route in “real time”** by having drivers confirm service in their onboard tablet. By confirming service or providing an exception (blocked container, nonconforming material, etc.), FCC dispatch and management will track the progress of each route and identify any routes that may need assistance well in advance before they are at risk of noncompletion.

Through the use of an onboard tablet solution in every truck, FCC will be able to submit additional work orders directly to intended routes once a call for service is received. For example, if a miss was to be called in, FCC dispatch will identify the route that is nearest to the location and create a work order for recovery.

An alert will be generated on the tablet once the work order is assigned for the driver to acknowledge. Once the driver has recovered the missed pick up and completes the work order on the tablet, the assigned order will show as closed within the portal, allowing dispatch to instantly recognize that the miss has been resolved.

FCC personnel will further utilize this system to record all maintenance data on our fleet including driver-performed pre and post trips, completed repair detail, and preventative maintenance process confirmation in order to ensure that our proposed vehicles will always be ready and available to provide services for Sarasota County.

With the Navusoft system’s ability to record this data, FCC will have the ability to provide several reports described within the RFP such as tonnages by waste stream, program recyclables log, reconciliation of scale tickets, equipment maintenance log, and all commercial customer data including termination for non-payment, declination of recycling services, and current service detail.

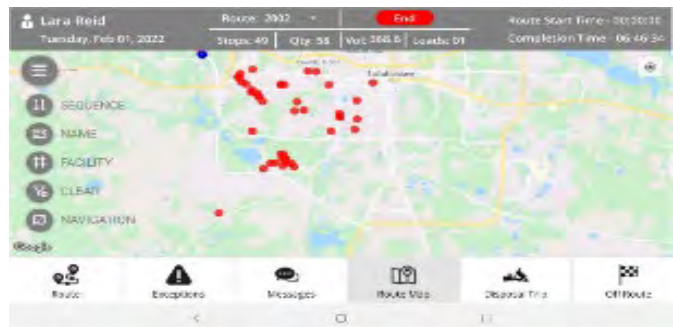
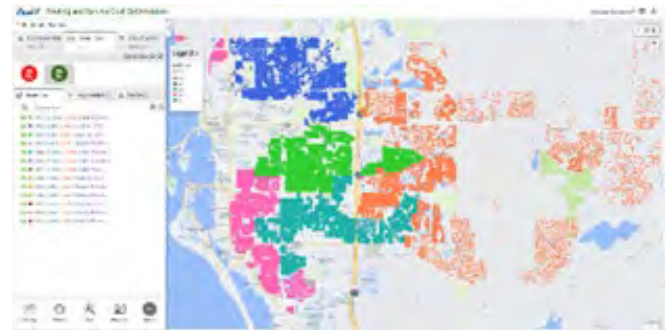
4.8.2. ZIGNEX ROUTING SYSTEM

It is FCC’s philosophy to use technology to enhance the services it provides. One of the tools FCC has implemented to achieve this is Zignex Routing Software. The use of routing software is critical in FCC’s operations as it has a direct impact on labor, operational, and transportation costs FCC. The use of this software will allow FCC to use its resources adequately and in turn, provide an improved level of service to the County. FCC leverages this software with input from Drivers and staff to effectively route the services within Sarasota County.

FCC’s route optimization software provides accurate data that will be provided to the County Staff. It allows for routing with over 100 parameters and ensures consistent collection for the residents. The use of this tool has allowed FCC to effectively train its drivers on how to effectively service their routes while maintaining a high level of safety by following FCC’s Collection Rules to Live By.

Additionally, FCC’s routing system comes integrated with a turn-by-turn navigation solution which is provided to all drivers. This system allows the drivers to safely navigate through their routes, ensuring that a safe and efficient collection is provided to the residents of Sarasota County. Tools such as these provides Sarasota County with the systems to be able to gauge the level of service and work with FCC to ensure that its residents continually receive an exceptional level of service.

With Zignex, FCC will have the ability to provide current route maps in a GIS format as outlined within the RFP.





4.8.3. EXAMPLE REPORTS

Tonnage Reports by Waste Stream / Reconciliation of Scale Tickets / Recyclables Program Log

**Note – By selecting different filters such as recyclables, Navusoft can provide disposal detail in pdf and excel to fulfill these reports*

Disposal Detail										Page 3 of 4
Date	Ticket #	Route	Driver	Material	Quantity	UOM	Rate	Fee 1	Fee 2	Total Cost
McCommas Landfill										
09/07/2023 01:08 PM	01-00163	6003	Johnathan Wesley	Trash	3.22	tons				
09/07/2023 11:59 AM	4951803	5002	Gregory McCoy	Trash	9.85	tons				
09/07/2023 11:22 AM	4951723	5009	Kerry Cartwright	Trash	15.51	tons				
09/07/2023 10:33 AM	4951626	5010	Feliciano Gurusquieta	Trash	13.04	tons				
09/07/2023 10:06 AM	0495153	5005	Jeffrey Gutierrez	Trash	10.13	tons				
Total				Weight	1,406.44 tons	Volume	0.00 cuyds	Cost	\$ 197.31	
Republic Services - Lewisville Landfill										
09/12/2023 12:17 PM	1727699	5009	Saul Jasso	Municipal Solid Waste	29,300.00	lbs				
Total				Weight	14.65 tons	Volume	0.00 cuyds	Cost		
WM - Skyline Landfill										
09/13/2023 03:49 AM	3458553	5009	Kerry Cartwright	Municipal Solid Waste	3.07	tons				
Total				Weight	3.07 tons	Volume	0.00 cuyds	Cost		
Republic Services - Camelot Landfill										
09/12/2023 11:26 AM	1727685	5008	Bernardino Trevino	Municipal Solid Waste	7.78	tons				
09/12/2023 11:05 AM	1418	5001	Wilberto Puerto Bonilla	Trash	11.59	tons				
09/12/2023 06:41 AM	1727603	5001	Ismael Salazar	Trash	8.05	tons				
09/11/2023 11:52 AM	1727452	5009	Kerry Cartwright	Trash	28,320.00	lbs				
09/09/2023 11:04 AM	1727231	5008	Bernardino Trevino	Municipal Solid Waste	10.20	tons				
09/09/2023 06:23 AM	1727136	5007	Ismael Salazar	Trash	8.44	tons				
09/08/2023 06:27 AM	1726921	5007	Ismael Salazar	Trash	8.75	tons				
09/07/2023 10:19 AM	1726764	5008	Bernardino Trevino	Trash	10.32	tons				
Total				Weight	79.29 tons	Volume	0.00 cuyds	Cost		

David Ramirez - 09/13/2023 8:42 AM



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Delays in Daily Collection Schedule

**Note – FCC utilizes a daily crew out report that tracks truck and personnel assignment and consistently updates this throughout the day as circumstances arise. Disabled trucks or shortage of staff that lasts for more than 2 hours will be recorded and shared with the County in every instance.*

FRIDAY		12/9/2022		ABSENT	
GARBAGE					
Route #	Truck #	Driver	Helper or Trainee	Name	Scheduled Unscheduled
1501	10042	Rosalinda Faz		Joel Gracia	Scheduled
1502	10052	Joe Castro		Latasha Chambers	Scheduled
1503	10049	Derrick Boone		Jose Hernandez	Scheduled
1504	20016	Larry Cobb		Brenda Irizarry	Scheduled
1505	10055	James Payne		Diego Hincapie	Scheduled
1506	10033	Angel Sierra			
1507	10044	Robin Calix			
1508	10054	Richard Cruz			
1509	10034	Jose Cardona			
1510	10035	Diego Moreno		10040	20018
1511	10161	Tyrone Pennant			20020
1512	10048	Brandon Harris			
1513	20019	Daniel Colon			20027
1514	10041	Alonzo Coone			20030
1515	10051	Rommel Ortega			
1516	10053	Pablo Corral			
1517	10045	Jose Barrionuevo			
1518	10162	Roman Nelson			
PUP Truck	20032	Amy Frost			

Non-Collection Notice Log/Customer Call Log/ Missed Collections and Legitimate Complaints Log/Bulk Waste, White Goods, E-Waste, and Tires Log

**Note – By developing customized Request Types, FCC and County staff will have the ability to export similar reports to the below that includes customer detail, date of notification, and relevant notes so that all reports can be fulfilled with ease.*

1 of 53

Untitled Report 9/29/2023 2:43 P

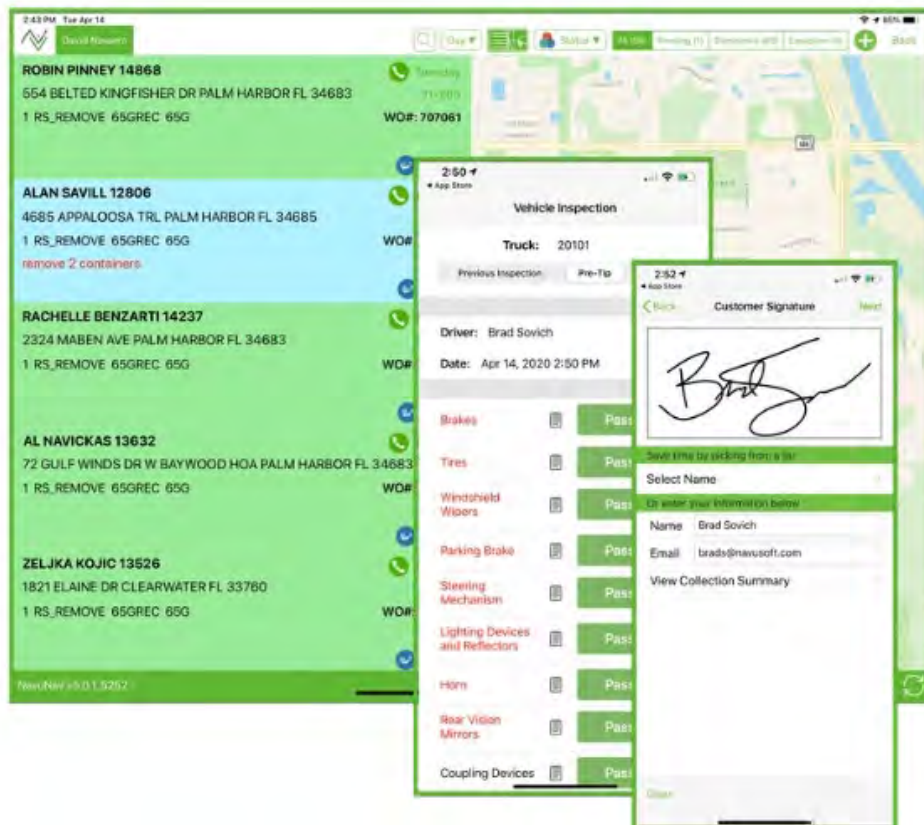
Request ID	Activity Date	Request Type	Submitter Address	Submitter City	Request Comments
22316	9/10/2021 12:49 P	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/10/2021 12:50 P	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/13/2021 10:57 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/14/2021 10:23 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/29/2021 3:07 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/29/2021 7:04 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22317	9/10/2021 12:55 P	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22317	9/13/2021 7:52 A	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22317	9/14/2021 11:36 A	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22317	11/17/2021 1:51 P	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22318	9/10/2021 1:35 P	Solid Waste Miscellaneous	1917 SE FLORESTA DR	Port St. Lucie	Mr. Paul BREZNIAK called to report his and his neighborhoods yard waste has not been collected in a month.
22318	9/10/2021 1:47 P	Solid Waste Miscellaneous	1917 SE FLORESTA DR	Port St. Lucie	Mr. Paul BREZNIAK called to report his and his neighborhoods yard waste has not been collected in a month.

Number of Missed Collections and Legitimate Complaints

**Note – From the export of all recorded data and filtered down to the missed collection and legitimate complaints, FCC can deliver tables that show these customer interactions by any period of time.*

Row Labels	6-Oct	7-Oct	8-Oct	9-Oct	10-Oct	11-Oct	12-Oct	13-Oct	15-Oct
Driver Complaint	4			4	3	4	3	2	
Litter							1		
Missed Bulk					2	2	1		
Missed Garbage	12	2	1	5	7	2	9	5	1
Missed Horticultural/Yard Waste	3		1	1	4	3	1	1	
Missed Recyclable	3		1	1	3	17	6	7	1
Property Damage Complaint							1		
Grand Total	22	2	3	11	19	28	22	15	2

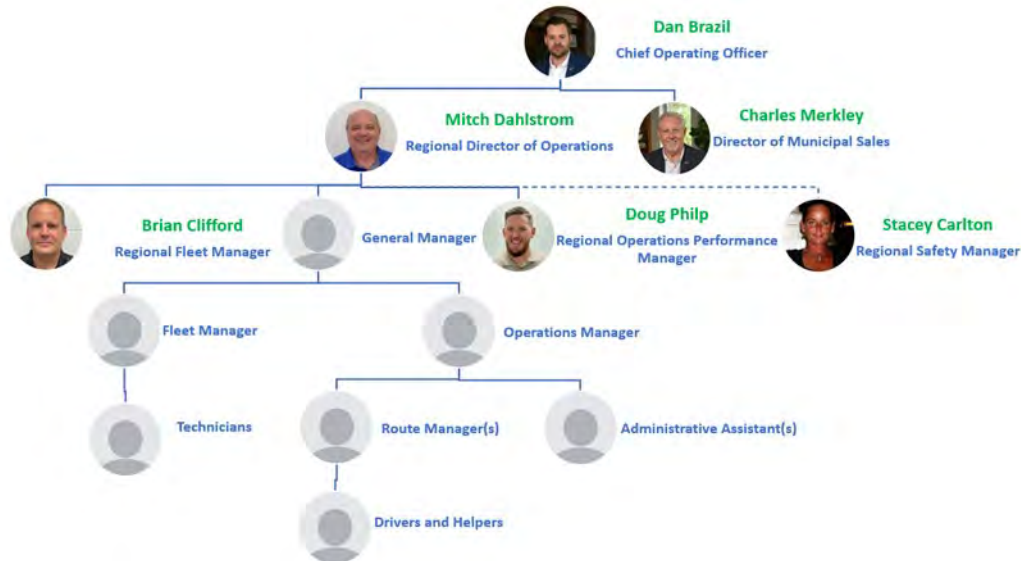
Equipment Maintenance Log



4.9. ORGANIZATION

FCC’s senior management team has many years of solid waste experience across the country, making them the best individuals to start this agreement. Specifically, the senior management team has a wealth of experience in the successful transition of large municipal contracts including the development of a facility and implementation of a qualified local management team.

As such, once the agreement is executed, this team will be fully dedicated in interviewing and hiring the most qualified managers to oversee the success of the County’s collection services and maintain a close partnership and constant productive communication with County staff. As with every contract, FCC will place a priority to hire as many of the incumbent’s employees as possible and will work with the incumbent for a transition of these employees to ensure that services for the remainder of the current agreement are not affected. To show the level of support as well as personnel that will be dedicated solely to the services of Sarasota County, FCC has provided an organization chart of our company below.



Charles Merkley will act as FCC’s main point of contact during the transition of services and remain a direct point of contact to the County throughout the duration of the agreement. FCC’s General Manager will be the County’s day-to-day point of contact for the County once hired and throughout the duration of the agreement.

4.10. STAFFING

FCC is aware that in addition to hiring, training, and providing employees with the necessary tools, the correct number of employees must be hired to properly service the County. That is why FCC is proposing the right amount of personnel needed to ensure that the County can receive the best level of service.

FCC will have 96 front-line employees providing services. Included to the right is the personnel table identifying the number and types of personnel by service:

Type	Count
Lead/Swing Driver	5
Driver FEL	6
Driver ROL	2
Driver ASL	30
Driver REL	14
Driver Grapple	1
Cart Maint. Driver-Non CDL	4
Helper Temp	15
General Manager	1
Fleet Manager	1
Ops Manager	1
Route Manager	4
Technician	7
Administrative Assistant	6
Total	96

In order to provide excellent collection services, **all site staff that have been proposed will be completely local and 100% dedicated to the Sarasota County agreement.** All drivers proposed will be full-time employees for FCC and will receive industry-leading benefits on their first day of employment.

People are the core of our business and services. FCC has been successful in all of its new contracts due to the quality of employees it hires, and the training it provides for employees to continue to grow professionally. **FCC has carefully researched and determined the number of resources and staff needed to service the County.**

4.10.1. HIRING

FCC has a dedicated team of HR professionals that have vast experience sourcing and recruiting new talent. A shortlist of FCC's recent contract commencements and the number of personnel required for each of those operations is a testament to that fact. FCC's HR team utilizes all forms of media to include local newspapers, trade magazines, radio, and online recruiting companies such as Indeed.com and LinkedIn to "get the word out."

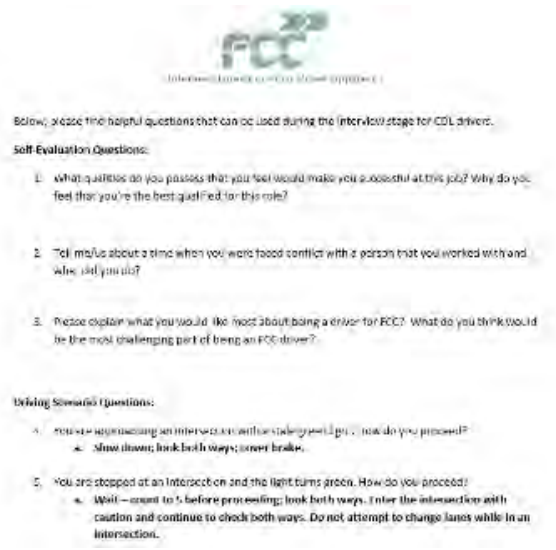
All applicants are required to complete an application, provide necessary documentation such as driver's license, social security card, and depending upon the position they are applying for, additional documents.

FCC has transitioned multiple contracts where it has worked with the incumbent haulers, to give priority to employees who would be displaced. As with FCC's previous transitions, will give priority to all employees which meet FCC's employment standards. FCC will ensure that all employees from the incumbent hauler can fill out applications and complete all onboarding materials during hours that will not interfere with the current operations.

This allows for FCC to select interview and hire employees, without affecting the incumbent's collection services within the County. Once the application is completed and reviewed, an interview is completed. During this time, if the applicant is applying for a driver position, for example, we utilize several driver documents, including our safety questionnaire and hazard identification sheet.

FCC utilizes a third-party administrator (TPA) who investigates the applicant's previous work history; verifies social security information; conducts a criminal and background check and submits a report for our Human Resources Department to review and determine if the applicant meets the criteria for the position in which they applied. For our CDL drivers, we also have a driver evaluation form that we use, which is an internal form that utilizes a point system based upon violations and accidents while operating a motor vehicle.

We also employ the DOT Pre-Employment Screening Program (PSP) which is a voluntary system that provides information from the FMCSA records for drivers who have a CDL and who provide authorization to FCC.





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Along with the verification of past employment, criminal history, etc., we also have a very thorough job description list that we use during the interview to ensure that the applicant has clear knowledge and understanding of the job duties for which he/she is applying; a section of this list is below:

Job Duties	Methods, Procedures, Equipment, Material	Skills, Abilities, Knowledge	Physical Requirements (Typical)	Output Productivity	Working Conditions	Essential/Marginal
Performs daily pre- and post-trip inspections. Completes and submits the vehicle condition report at the end of the shift.	Walk around visual inspection to check for water, oil, fuel, and hydraulic system leaks. Inspects safety equipment, gauges, fluid levels and checks to ensure that all equipment and systems are operational. After startup, checks gauges and controls.	Knowledge of the truck and its components, and the basic maintenance requirements for safe operation. Ability to read complete vehicle condition reports.	Walking, bending, climbing, crouching, visually inspecting around and under the truck and its components.	Daily, less than 2% of the day.	Outdoors in all weather conditions.	Essential
Drives the rear-load truck along residential routes to collect waste and, when the truck is full, to the landfill for disposal.	Drives a heavy diesel rear-load truck. Frequent stops. Climbs in and out of truck cab, as needed, to help load residential waste.	Must meet the following requirements: 1.) Class A or B CDL; 2.) One year or equivalent commercial truck driving experience and 3.) In the most recent 36 month period, as verified by a current MVR: a. no more than two-2 moving violations or accidents, b. no suspension or revocation due to a moving violation or accident, and c. no DUI - driving under the influence- convictions. Must demonstrate ability to maneuver truck into and out of minimum clearance spaces, using mirrors to back distances up to approximately 120 feet.	Must have a valid DOT medical card. Sufficient stamina for driving a heavy truck, equipped with a 5 or 7-speed manual transmission, climbing in and out of the truck cab to assist in loading residential waste. Grasping, gripping controls. Able to work utilizing safety equipment, including hearing protection, steel-toed workshoes, utility gloves, reflective vest, and safety glasses.	Approximately 50-60% of work day. Work day varies from 6-12, depending on route type, day of week and seasonal variation. Summer schedule typically requires 55-60 hours per week. Winter schedule is typically 40-48 hours per week.	Outdoors and in an un-air conditioned truck cab, all weather conditions.	Essential

4.10.2. SAFETY TRAINING

The goal at FCC is to ensure that we train and develop our employees so that they can complete their daily tasks safely and efficiently, while continuously improving and raising their skills, knowledge, and ability to be the best employees.

We create, promote, and foster individual and organizational effectiveness by developing and offering an array of innovative and diverse training topics that support the organization's commitment to employee development, partnership, and overall organizational enrichment.

We adjust our training curriculum based upon trends, regulations, and company protocol.

i. New Hire Orientation

All employees attend New Hire Orientation Training upon hire and before operating any company-owned equipment. The orientation is comprised of the following:

- a. Review of FCC policies and procedures.
- b. Review of Regulatory Training requirements as outlined by OSHA, DOT, FMCSA, and other regulatory agencies.
- c. Review of Safe Operations of equipment, which includes but is not limited to the operation of Commercial Motor Vehicles; Forklifts, Service Vehicles, and dollies or other equipment that may be utilized to safely complete the required tasks.
- d. Defensive Driving Techniques. This is an interactive program based upon the classroom curriculum but includes behind-the-wheel training.

ii. On-The-Job Training

- a. Employees complete a two-week on-the-job training, utilizing a specialized training curriculum based upon the equipment that will be operated.
- b. New employees are assigned a mentor or driver trainer who will work with the newly hired employee to ensure that he/she completes the orientation and has full knowledge and understanding of the regulatory, customer, and company requirements.
- c. Employees continue through the new hire orientation program for 90 days.

- d. Senior Management will review the records and conduct periodic interviews to ensure that the employee is fully engaged, capable, and trained before being released to work on their assigned task/route/duty.
- e. The program consists of checklists; questionnaires and observations as well as final review and sign-off from Management that the new employee has completed the training successfully. A sample of the outline is shown to the right.

Item to be completed	Responsible Person	Due Date	Date Completed
Operations/Safety Rules & Procedures	Management	Upon Assignment	
Professional Truck Driving – Defensive Driving Course – TBD	Management	Upon Assignment	
Facility Tour Checklist	System Trainer	First Day	
Meeting Management Team	System Trainer	First Day	
Meet support staff	System Trainer	First Day	
Shop / Dispatch Observation	Route Manager	Upon Assignment	
(1) Driver OJT Form	New Driver	Daily	
(2) Driver OJT Form	New Driver	Daily	
(3) Driver OJT Form	New Driver	Daily	
(4) Driver OJT Form	New Driver	Daily	
(5) Driver OJT Form	New Driver	Daily	
(6) Driver OJT	New Driver	Daily	
Familiarization Checklist	System Trainer	Within first week	
Solo Route Assignment	Management	Upon Assignment	
Driver Questionnaire	Management	Upon Assignment	
Final Review	Safety	Upon Assignment	

iii. Periodic Safety Training-Weekly; Monthly and Annual

- a. All employees are required to attend safety training as outlined in our Safety, Health, and Compliance programs.
- b. Such training can include but is not limited to daily tailgate meetings, monthly specific safety topics and annual training. Other training or meetings may be held based upon seasonal activity, weather events or customer requirements.
- c. A 12-month training calendar is utilized, and examples of such topics include: Back to School Safety Awareness; DOT Compliance, such as fit for duty; OSHA training for Personal Protective Equipment.
- d. All training is documented and maintained.
- e. An annual review of the training programs is conducted to ensure compliance with regulatory, customer, or company requirements.

iv. Re-training due to illness, injury, accident, or absence

Our goal is to ensure that all employees return safely to the FCC facility at the end of the workday and therefore at the company’s discretion, we may require employees to complete re-training as necessary. Retraining can include classroom; behind the wheel or one on one review of materials.

4.10.3. CONTRACT TRAINING

FCC understands that the key to providing industry-leading service is to have all personnel attain an in depth understanding of the service expectations that are held within the contract. Therefore, it is imperative that training occurs with all levels of the site team. To start, the drivers that will be directly providing the services must understand what is acceptable to collect, what is not acceptable, and appropriate tagging procedures. An advantage that FCC has over all other competition is that they are well versed in the current level of service for the County. However, there will be variances in the new collection agreement, and it is the priority of our management to make sure these are well established with all personnel.

i. Weekend Classes

In order to avoid any disturbance in the current service, FCC will hold weekend classes to educate employees on the variances in the new contract. Detailed handouts will be created and given to the staff so that they may later reference the changes in the event that there is any doubt. These classes would not be held until the beginning of the new contract is within 30 days, as FCC does not want to damage the current service with any of the new potential changes.





ii. Morning Huddles

Another step that FCC will take to teach the staff is through the use of morning huddles. The anticipating opening minutes to each day provides a perfect opportunity for management to reiterate a key piece of information regarding the contract. These huddles are handled in an open question format, allowing employees to speak on the subject which in turn confirms their knowledge of the contract requirements.

iii. On Route Observations

Conducting observations on employees is a major component of all managers' job duties to ensure safety policies are being followed and service levels are being maintained. While observing a driver, managers will use this opportunity to reinforce any changes through positive recognition of following the new procedures or immediate coaching to rectify an opportunity to operate within the new guidelines.

iv. Dispatch and Management

Prior to the weekend classes for frontline employees, dispatch and management will look over the contract to identify all variations to the current agreement. Highlighted areas of focus will include alterations to service, procedures for tagging, communication requirements with residents and the County, response time needed for certain events, etc.

With management and dispatch understanding these key areas, this provides additional support to all personnel in understanding the differing levels of service expected. Managers will utilize this knowledge in all the above-mentioned trainings and aspects so that they are true leaders for their employees in every facet.

Dispatch will have a specific focus on the communication guidelines within the contract as they will be the primary recipients of this communication from residents and County staff and will be responsible to then dispatch the needs from these interactions to the route drivers in a timely manner so that service is rendered.

4.10.3.1. RETAINING NECESSARY EMPLOYEES

As a leader in the waste industry, FCC is aware of the challenges in the current labor market. In order to mitigate these challenges, FCC conducts continuous area-specific wage studies in order to better understand the market and offer a competitive wage. Additionally, FCC offers a sign-on bonus for all new employees which is paid in increments over the first year of employment. This strategy helps attract candidates and promotes stability within the site.

Another large component of FCC that helps attract and retain employees is our emphasis on the work/life balance. FCC develops each of our routes to take an average of 10 hours per day to complete, which gives our employees an opportunity to enjoy their personal life outside of work.

Finally, as a commitment to developing our employees, FCC offers a program that aids and supports non-CDL employees to attain their license. With this program, FCC is proud to help our employees reach their goal with financial aid and direct training with experienced driver trainers so that they can be successful in this endeavor.

4.11. LOCATION OF FCC FACILITY FOR SARASOTA COUNTY

FCC strives to have our local site within Sarasota County and continues to make every effort to identify and secure property in order to do so. Additionally, FCC has already identified several locations for our local facility in adjacent counties to that of Sarasota County and has LOIs in place to execute the purchase once agreed upon with the County and contract is awarded.

If FCC’s storage and maintenance facility is located outside of Sarasota County, then we will ensure that a customer service office is secured within the County in order to provide a local option to residents.

4.12. RESOURCES -VEHICLES/EQUIPMENT

It is important to **emphasize** that for FCC, the **proposed resources (trucks and employees) are key**. All vehicles in our fleet of trucks for Sarasota County will be equipped with **AWTI 3rd Eye GPS and Camera system** as well and all vehicles responsible for cart service will be equipped with **Rehrig’s Vision RFID system**.

FCC will provide and maintain an ample fleet of vehicles and any other necessary equipment during the entire period of the Contract to perform the work and render the Services. In addition, FCC will:

- Provide all equipment necessary for the effective collection (Side Loaders, Rear Loaders, etc.)
- Keep all equipment clean, neat in appearance, and in good repair through effective equipment maintenance services
- Minimize all equipment of excessive noise, odor, leakage, or emissions
- Clearly identify each vehicle and piece of equipment with FCC’s name and identification number
- Provide ample spare equipment to ensure that Service shall always remain uninterrupted
- Secure all solid waste, recycling, vegetative waste, and bulky waste so that no material is spilled, leaked, or lost from the vehicle during transit to the appropriate disposal site as specified by Sarasota County
- Be responsible for any property damage claims or environmental cleanups caused by FCC vehicles, equipment, and/or employees
- Supply Sarasota County with an updated, comprehensive list of all equipment and equipment detail

The brands and models may change. Our procurement team will ensure that all fully dedicated equipment for Sarasota County is secured and will begin to monitor their arrival status at the signing of the contract. **All vehicles will be in place and ready to begin collections prior to the commencement date of October 1st, 2024.** With these types of equipment, FCC will have the ability to maximize the efficiency and safety of all curbside collections. Our quality level of service is ensured to be maintained due to our extensive preventative maintenance process as described in our technical approach. Below is a chart depicting the type of equipment that FCC will order including style of truck, year, make, model, fuel type, and the collection crew required to operate the equipment.

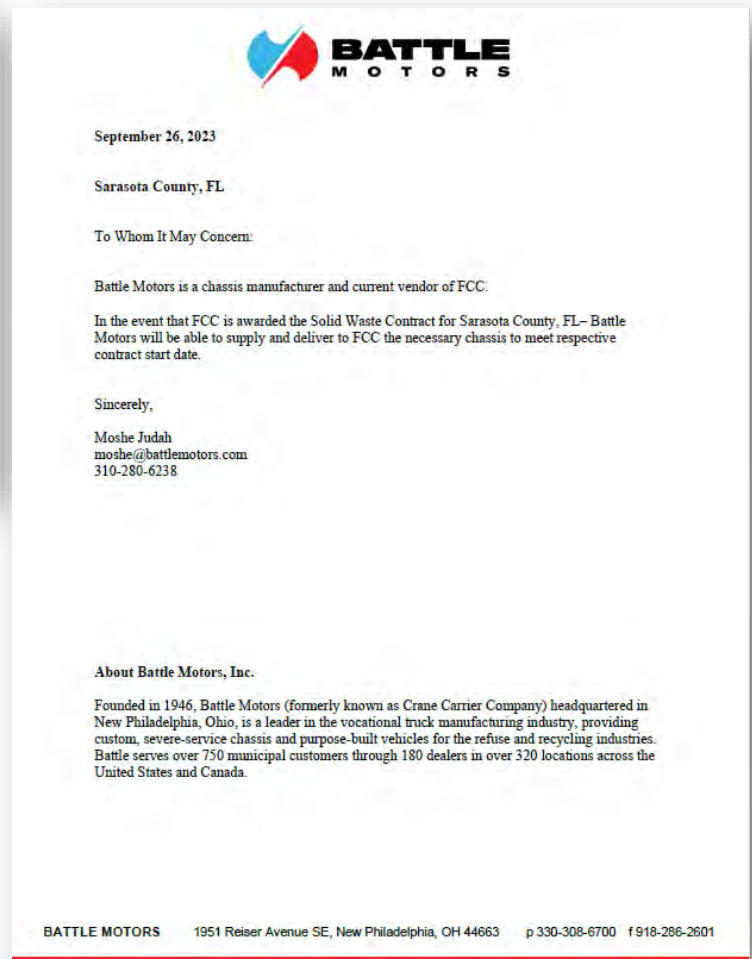
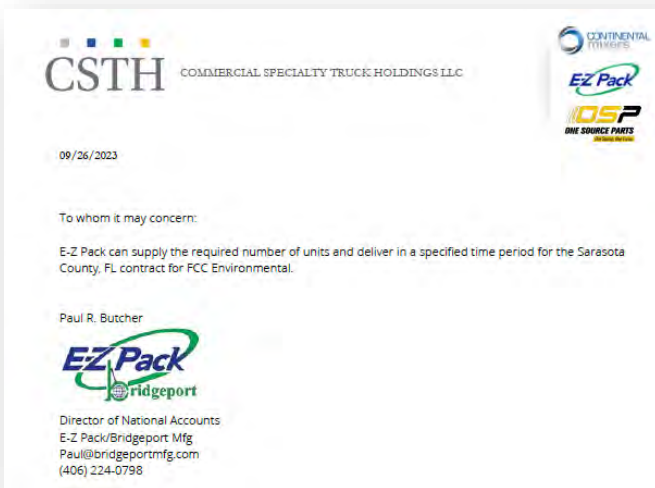
STYLE OF TRUCK	YEAR/MAKE/MODEL	SNAPSHOT	SOUTH SERVICE DISTRICT		STYLE OF TRUCK	YEAR/MAKE/MODEL	SNAPSHOT	SOUTH SERVICE DISTRICT	
			FRONTLINE	SPARE				FRONTLINE	SPARE
CNG Rear Load (REL)	2024 Mack GU813 (or similar)		12	2	Flatbed Stake Body	2024 Ford F550 (or similar)		3	1
CNG Automated Side Load (ASL)	2024 Mack MRU633 (or similar)		30	6	CNG Front Load (FEL)	2024 Amrep HX450FL (or similar)		6	1
CNG Grapple Truck	2024 Freightliner Peterson (or similar)		1	1	CNG Roll Off	2024 Freightliner 114SD (or similar)		2	1
CNG Satellite Small Rear Load	2024 Curbtender Quantum MD (or similar)		2	1	CNG Fork-Style Container Delivery	2024 Gailbreath CH8000 (or similar)		1	
TOTAL EQUIPMENT								57	13
SPARE RATIO								22.81%	

All vehicles will be fully dedicated to the County contract including **enough spare trucks** to guarantee the delivery of the service in any situation, based upon our breadth and depth of experience in waste collection.

FCC understands the importance of available equipment needed to provide the necessary services without interruptions. Therefore, **we have proposed an equipment spare ratio of equipment of 22.81% which is significantly higher than the industry standard at 14%.**

4.12.1.1. OBTAINING OF NECESSARY EQUIPMENT

As a commitment to all of our service partners, FCC has developed excellent relationships with equipment manufacturers. Through these relationships, **FCC has ensured that we will have the ability to order and receive all equipment needed to provide fantastic service to Sarasota County** as it relates to the Equipment and Transition Plan sections of our proposal.





4.13. SCHEDULE/TIMELINE

As a company, FCC is proud of our track record of successful transitions. As a core principle to each transition, our staff remains focused on the needs of the County and stays adaptable and flexible so that every need is prioritized properly, and each transition point is completed. As such, all schedules and timelines listed below may be adapted to fit the County's schedule and will ensure that our personnel are available to meet those requests.

TITLE	DETAIL	TIMELINE
Contact List	List of Key Transition Personnel Including, but not limited to: service transition project manager, education and outreach coordinator, and operations manager (or similarly titled)	FCC will supply this list to County staff as soon as the contract is awarded and update once every key member is successfully onboarded
Transition Meeting and Call Schedule	Proposed Meeting and Call Schedule including, but not limited to meeting with administrative agents, County staff, and outgoing Franchisee Leading up to the Commencement Date	As a basic structure to transition meeting and call schedule, FCC proposes: Award date to 6 months prior: Once per Month 6 months to 2 months: Once Every Other Week 2 months to Commencement Date: Once per Week FCC is agreeable to change this structure to fit any desirable schedule of the County in order to ensure a successful transition.
Operations/Vehicle Maintenance Facility	Schedule for establishing an operations/vehicle maintenance facility meeting the requirements of Section 15.2	FCC has identified several locations suitable for an operations/vehicle maintenance facility and are prepared to execute as soon as contract is awarded
Customer Service Office	Schedule for setting up a customer service office meeting the requirements of 15.1 and having equipment and staffing in place to begin receiving calls	All equipment will be operational and all staff hired and trained on necessary systems/equipment at least 1 month prior to the commencement date
Roll Cart Request System	Schedule for Developing and Implementing a System for Curbside Customers to request a specific size Roll Cart and / or Recycling Cart as required in Section 4.	Meet with County to develop agreed upon requests for Q Alert so that all requests are uniform and immediately received at least 6 months prior to commencement date
Roll Cart A&D	Schedule for Roll Cart A&D including cart purchase, production, shipment, and acceptance dates; days and hours of operations; and completion of A&D. A&D plan should identify A&D contractor and contact information and describe staging areas, A&D route schedule, number of crews, expected number of carts delivered per crew per day, method for assigning carts to addresses, data points to be collected at time of A&D, and upload frequency of data into central A&D database.	Although RFP has stated that County will be responsible for A&D prior to the commencement of contract, if it is negotiated that FCC is responsible, then a plan for completion of A&D will be given to County at least 6 months prior to commencement date
Roll Cart Swaps	Schedule for roll cart swaps including plan for receiving swap requests, initiating exchanges, and maintaining asset management database	FCC will have all site staff trained on Q-Alert (or similar) Customer Service system to receive cart requests as well as maintaining an accurate asset database at least 1 month prior to commencement
Collection Containers	Schedule for providing manufacturer's detailed specifications documenting that all Collection Containers meet the specifications required herein. Schedule for purchasing all other Collection Containers, equipping Collection Containers with Radio Frequency Identification (RFID) tags (if applicable) and removing/replacing all Collection Containers owned by outgoing franchisee.	FCC will purchase all commercial containers as soon as an updated count is received and work with outgoing franchisee on a replacement plan that will ensure all containers are in place at least 1 month prior to commencement
Fleet	Schedule for purchase and delivery of all vehicles, and for ensuring that all vehicles are street legal (registered, insured, licensed, and tagged). For all new purchases, Franchisee shall provide a list of vehicles, manufacturer, purchase order, and documentation of anticipated delivery date, along with periodic updates from the manufacturer.	Vehicles will be purchased as soon as contract is awarded. FCC will provide an initial list of vehicle detail and update with each transition meeting with the County to ensure all equipment is in place prior to commencement.
Collection Plan	Schedule for providing the Collection Plan that details vehicles, equipment, service levels, schedules, routes in Geographic Information System	Provide to the County within 3 weeks of contract award, giving ample time to revise to best suit the County
Safety Plan	Schedule for providing a written copy of a safety plan covering all aspects of operations under the Agreement as required in Section 12.6.	At least 9 weeks prior to the Commencement Date or as agreed upon by FCC and County staff
Education and Outreach	Schedule to assist the County with informing Class I, Class II, and Commercial Customers about Collection Services, container delivery, and Collection schedules prior to the Commencement Date. This shall include attaching relevant information, provided by the County, to all Roll Carts during A&D.	Meetings with County staff to develop materials as soon as possible once contract is awarded with intention to have completed 6 months prior to commencement or as agreed upon by FCC and County staff
Staffing & Training	Schedule for obtaining necessary labor and training staff on equipment and routes.	Initial Hiring of Senior Site Staff will occur 5-7 months prior to commencement and all necessary hiring / training to be conducted and completed within 1-2 months of commencement date or as agreed upon by FCC and County staff
Routing	Schedule for developing Solid Waste, Recyclables, and Yard Trash routes, identifying obstacles such as low trees, narrow roadways, and overhead wires, and conducting dry-runs of Collection Routes.	Routes provided to the County by May 2024 or as agreed upon with FCC and County staff
Service Verification System	Schedule for providing and testing RFID (if applicable) or other real time service verification system as agreed to by the County during negotiations. Schedule for onsite training for County staff on the use of web-based service verification system by appropriately trained professional personnel.	All vehicles will be installed and tested with the selected RFID/verification system as soon as received prior to commencement. Training to be conducted at least 1 month prior to commencement so as to avoid confusion with any current systems

FCC Environmental Services

Item: **Fee Schedule**

Attachments

232452VG_Fee_Schedule_Addendum_1_FCC.xlsx

PRICE FORM - PAGE 1 of 7**PROPOSER'S NAME: FCC ENVIRONMENTAL SERVICES FLORIDA, LLC****Class I Residential Collection Service
(Curbside Service)**

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. The County will be responsible for billing all Residential Customers. All unit prices must be rounded to the nearest cent. Unit numbers provided are estimated and for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the option and level of service as provided in Part II Scope of Services.

CLASS I and CLASS II (Curbside Service) OPTION #1: Automated Solid Waste Collection with Single Stream Carted Recycling			
Line	Type of Service	North District Monthly Service Rate per Unit	South District Monthly Service Rate per Unit
1	Solid Waste: 1x per week carted collection in County provided carts ¹	\$5.90	\$6.16
2	Recyclables: 1x per week single stream collection in County provided carts ¹	\$5.04	\$5.36
3	Yard Trash: 1x per week unlimited collection	\$3.48	\$3.76
4	Bulk/Special Waste: Up to 4x per year collection of up to 10 cubic yards (includes collection of Bulk Waste, White Goods, E-Waste, used oil, used oil filters, and Tires)	\$0.50	\$0.55
5	Total Monthly Fee per Unit	\$14.92	\$15.83
6	Estimated Units	64,277	74,037
7	Estimated Annualized Cost for Option #1 [Line 5 x Line 6 x 12 months]	\$11,508,154.08	\$14,064,068.52
8	¹ Franchisee responsible for cart maintenance and replacement.		

PRICE FORM - PAGE 2 of 7

PROPOSER'S NAME: FCC ENVIRONMENTAL SERVICES FLORIDA, LLC

**Class II Residential Collection Service
(Site Service)**

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. The County will be responsible for billing all Residential Customers. All unit prices must be rounded to the nearest cent. Unit numbers provided are estimated and for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the option and level of service as provided in Part II Scope of Services.

**CLASS II (Site Service) OPTION #1:
Solid Waste Collection with Single Stream Recycling**

Line	Type of Service	North District Monthly Service Rate per Unit	South District Monthly Service Rate per Unit
9	Solid Waste: Minimum of 1x per week collection in Franchisee-provided or Customer-provided containers (includes collection of Bulk Waste, White Goods, used oil, used oil filters, and Tires)	\$5.61	\$5.85
10	Recyclables: Minimum of 1x per week single stream collection	\$4.79	\$5.12
11	Yard Trash: Minimum of 1x per week ¹ in Franchisee-provided or Customer-provided containers.	\$3.31	\$3.57
12	Bulk/Special Waste: Collection up to 4x per year of up to 20 cubic yards per complex (includes collection of Bulk Waste, White Goods, E-Waste, used oil, used oil filters, and Tires) ²	\$0.48	\$0.50
13	Total Monthly Fee per Unit	\$14.19	\$15.04
14	Estimated Complexes ³	163	284
15	Estimated Units	17,172	11,365
16	Estimated Annualized Cost for Option #1 [(Line 13 x Line 15) x 12 months]	\$2,924,048.16	\$2,051,155.20
17	¹ Customers may elect to use Commercial Lawn Care Service, which is not part of the Agreement.		
18	² Collection shall be coordinated between complex owner/manager and Franchisee.		
19	³ Estimated complexes not utilized in annualized cost. Provided to assist proposers in calculating Bulk/Special Waste monthly service rate per unit.		

Class I and Class II (Curbside and Site) Residential Supplemental Collection Services

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. Franchisee is responsible for billing for Residential Supplemental Collection Services. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the options and level of service as provided in Part II Scope of Services.

Note: Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost for scoring of Compensation (Price Form) Evaluation per Part I Section 11.6 of the ITN.

Line	Type of Service	North District	South District
	Class I & II (Curbside) Residential Supplemental Collection Services	Monthly Service Rate per Unit	Monthly Service Rate per Unit
20	Second collection day	\$15.00	\$15.00
21	Rear door service for non-handicapped	\$25.00	\$25.00
22	Each additional roll cart	\$12.00	\$12.00
23	In ground container service	\$150.00	\$150.00
24		Service Rate per cubic yard	Service Rate per cubic yard
25	Improperly prepared Solid Waste	\$20.00	\$20.00
26	Improperly prepared Yard Trash	\$20.00	\$20.00
	Class II (Site) Residential Supplemental Collection Services	Service Rate per occurrence	Service Rate per occurrence
28	Rolling out container(s) and returning to original location	\$5.00	\$5.00
29	Estimated Annualized Cost for Residential Supplemental Collection Services [((Line 20 x 1)+(Line 21 x 1)+(Line 22 x 1)+(Line 23 x 1)+(Line 25 x 1)+(Line 26 x 1)+(Line 28 x 1)) x 12 months]	\$2,964.00	\$2,964.00

PRICE FORM - PAGE 3 of 7

PROPOSER'S NAME: FCC ENVIRONMENTAL SERVICES FLORIDA, LLC

Commercial Solid Waste and Yard Trash Collection Services - Non-Compaction Containers

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		=((axb)+(cxd)+(exf)+(gxh)+(ixj)+(kxl)+(mxn)+(oxp)+(qxr))x12
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Pickups/ Month	
30	1 cubic yard	\$55.63	1	\$108.13	1	\$157.49	1	\$203.71	1	\$246.80	1	\$286.76	1	\$22.25	1					\$12,969.24
31	2 cubic yard	\$110.21	418	\$214.14	48	\$311.81	19	\$403.20	1	\$488.32	3	\$567.17	1	\$44.08	1	\$66.13	1	\$44.08	1	\$778,326.12
32	3 cubic yard	\$163.73	85	\$318.05	21	\$462.96	15	\$598.46	1	\$724.56	1	\$841.25	1	\$65.49	1	\$98.24	1	\$65.49	1	\$359,207.88
33	4 cubic yard	\$216.19	362	\$419.83	77	\$610.94	44	\$789.50	5	\$955.52	5	\$1,108.99	1	\$86.48	1	\$129.71	1	\$86.48	1	\$1,771,269.72
34	6 cubic yard	\$321.11	179	\$623.41	74	\$906.90	39	\$1,171.57	3	\$1,417.43	9	\$1,644.47	2	\$128.44	1	\$192.67	1	\$128.44	1	\$1,907,882.40
35	8 cubic yard	\$423.93	192	\$822.77	142	\$1,196.52	104	\$1,545.19	26	\$1,868.78	46	\$2,167.28	27	\$169.57	1	\$254.36	1	\$169.57	1	\$6,094,978.32
Customer-Owned Containers																				
36	1 cubic yard	\$54.52	1	\$105.97	1	\$154.34	1	\$199.64	1	\$241.86	1	\$281.02	1	\$22.25	1					\$12,715.20
37	2 cubic yard	\$108.01	1	\$209.86	1	\$305.57	1	\$395.14	1	\$478.55	1	\$555.83	1	\$44.08	1					\$25,164.48
38	3 cubic yard	\$160.46	1	\$311.69	1	\$453.70	1	\$586.49	1	\$710.07	1	\$824.43	1	\$65.49	1					\$37,347.96
39	4 cubic yard	\$211.87	1	\$411.43	1	\$598.72	1	\$773.71	1	\$936.41	1	#####	1	\$86.48	1					\$49,265.16
40	6 cubic yard	\$314.69	1	\$610.94	1	\$888.76	1	#####	1	#####	1	#####	1	\$128.44	1					\$73,099.56
41	8 cubic yard	\$415.45	1	\$806.31	1	#####	1	#####	1	#####	1	#####	1	\$169.57	1					\$96,402.48
42	Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers (Sum of Lines 30-41)																			\$11,218,628.52

SOUTH DISTRICT - NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		=((axb)+(cxd)+(exf)+(gxh)+(ixj)+(kxl)+(mxn)+(oxp)+(qxr))x12
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Pickups/ Month	
43	1 cubic yard	\$71.54	1	\$138.07	1	\$199.60	1	\$256.11	1	\$307.62	1	\$354.12	1	\$28.62	1					\$16,268.16
44	2 cubic yard	\$141.92	225	\$273.83	26	\$395.72	8	\$507.60	12	\$609.46	2	\$701.30	1	\$56.77	4	\$85.15	1	\$56.77	1	\$607,173.12
45	3 cubic yard	\$211.15	24	\$407.27	4	\$588.37	2	\$754.45	1	\$905.51	1	\$1,041.54	1	\$84.46	1	\$126.69	1	\$84.46	1	\$130,446.36
46	4 cubic yard	\$279.22	195	\$538.40	47	\$777.55	9	\$996.67	1	\$1,195.76	2	\$1,374.82	2	\$111.69	1	\$167.53	2	\$111.69	2	\$1,122,703.32
47	6 cubic yard	\$415.35	94	\$800.65	39	\$1,155.91	10	\$1,481.12	3	\$1,776.28	7	\$2,041.40	1	\$166.14	1	\$249.21	2	\$166.14	2	\$1,220,914.92
48	8 cubic yard	\$549.17	84	\$1,058.28	61	\$1,527.32	51	\$1,956.30	18	\$2,345.22	12	\$2,694.08	7	\$219.67	1	\$329.50	1	\$219.67	1	\$3,258,745.44
Customer-Owned Containers																				
49	1 cubic yard	\$70.11	1	\$135.31	1	\$195.61	1	\$250.99	1	\$301.47	1	\$347.04	1	\$28.62	1					\$15,949.80
50	2 cubic yard	\$139.08	1	\$268.35	1	\$387.81	1	\$497.45	1	\$597.27	1	\$687.27	1	\$56.77	1					\$31,608.00
51	3 cubic yard	\$206.93	1	\$399.12	1	\$576.60	1	\$739.36	1	\$887.40	1	#####	1	\$84.46	1					\$46,974.96
52	4 cubic yard	\$273.64	1	\$527.63	1	\$762.00	1	\$976.74	1	#####	1	#####	1	\$111.69	1					\$62,050.32
53	6 cubic yard	\$407.04	1	\$784.64	1	#####	1	#####	1	#####	1	#####	1	\$166.14	1					\$92,201.16
54	8 cubic yard	\$538.19	1	#####	1	#####	1	#####	1	#####	1	#####	1	\$219.67	1					\$121,769.16
55	Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers (Sum of Lines 43-54)																			\$6,726,804.72

PRICE FORM - PAGE 4 of 7

PROPOSER'S NAME: FCC ENVIRONMENTAL SERVICES FLORIDA, LLC

Commercial Solid Waste and Yard Trash Collection Services - Compaction Containers

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - COMPACTION CONTAINERS																
Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickups		Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	
56	1 cubic yard	\$83.45	1	\$162.20	1	\$236.24	1	\$305.57	1	\$370.20	1	\$430.14	1	\$33.38	1	\$15,787.32
57	2 cubic yard	\$165.32	1	\$321.21	3	\$467.72	1	\$604.80	1	\$732.48	1	\$850.76	1	\$66.12	1	\$38,952.36
58	3 cubic yard	\$245.60	1	\$477.08	1	\$694.44	1	\$897.69	1	\$1,086.84	1	\$1,261.88	1	\$98.24	1	\$46,368.96
59	4 cubic yard	\$324.29	1	\$629.75	1	\$916.41	1	\$1,184.25	1	\$1,433.28	1	\$1,663.49	1	\$129.72	1	\$61,163.28
60	6 cubic yard	\$481.67	1	\$935.12	3	\$1,360.35	4	\$1,757.36	2	\$2,126.15	2	\$2,466.71	2	\$192.66	1	\$217,281.72
61	8 cubic yard	\$635.90	1	\$1,234.16	2	\$1,794.78	1	\$2,317.79	1	\$2,803.17	1	\$3,250.92	1	\$254.36	1	\$134,489.40
	Customer-Owned Containers															
62	1 cubic yard	\$81.78	1	\$158.96	1	\$231.51	1	\$299.46	1	\$362.79	1	\$421.53	1	\$33.38	1	\$15,479.40
63	2 cubic yard	\$162.02	1	\$314.79	1	\$458.36	1	\$592.71	1	\$717.83	1	\$833.75	1	\$66.12	1	\$30,634.44
64	3 cubic yard	\$240.69	1	\$467.54	1	\$680.55	1	\$879.74	1	\$1,065.11	1	\$1,236.65	1	\$98.24	1	\$45,465.36
65	4 cubic yard	\$317.81	1	\$617.15	1	\$898.08	1	\$1,160.57	1	\$1,404.62	1	\$1,630.22	1	\$129.72	1	\$59,971.20
66	6 cubic yard	\$472.04	1	\$916.41	1	\$1,333.14	1	\$1,722.21	1	\$2,083.62	1	\$2,417.37	1	\$192.66	1	\$88,982.88
67	8 cubic yard	\$623.18	1	\$1,209.47	1	\$1,758.89	1	\$2,271.44	1	\$2,747.10	1	\$3,185.90	1	\$254.36	1	\$117,346.80
	Estimated Annualized Cost for Commercial Collection in Compaction Containers (Sum of Lines 56-67)															\$871,923.12

SOUTH DISTRICT - COMPACTION CONTAINERS																
Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickups		Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	
68	1 cubic yard	\$107.31	1	\$207.11	1	\$299.40	1	\$384.17	1	\$461.43	1	\$531.18	1	\$42.93	1	\$19,792.32
69	2 cubic yard	\$212.88	1	\$410.75	1	\$593.58	1	\$761.40	1	\$914.19	1	\$1,051.95	1	\$85.16	1	\$39,222.12
70	3 cubic yard	\$316.73	1	\$610.91	1	\$882.56	1	\$1,131.68	1	\$1,358.27	1	\$1,562.31	1	\$126.69	1	\$58,289.64
71	4 cubic yard	\$418.83	3	\$807.60	1	\$1,166.33	1	\$1,495.01	1	\$1,793.64	1	\$2,062.23	1	\$167.54	1	\$87,045.96
72	6 cubic yard	\$623.03	1	\$1,200.98	4	\$1,733.87	1	\$2,221.68	1	\$2,664.42	1	\$3,062.10	1	\$249.21	1	\$157,638.60
73	8 cubic yard	\$823.76	1	\$1,587.42	1	\$2,290.98	1	\$2,934.45	1	\$3,517.83	1	\$4,041.12	1	\$329.51	1	\$151,087.44
	Customer-Owned Containers															
74	1 cubic yard	\$105.17	1	\$202.97	1	\$293.42	1	\$376.49	1	\$452.21	1	\$520.56	1	\$42.93	1	\$19,407.12
75	2 cubic yard	\$208.62	1	\$402.53	1	\$581.72	1	\$746.18	1	\$895.91	1	\$1,030.91	1	\$85.16	1	\$38,458.20
76	3 cubic yard	\$310.40	1	\$598.68	1	\$864.90	1	\$1,109.04	1	\$1,331.10	1	\$1,531.07	1	\$126.69	1	\$57,154.08
77	4 cubic yard	\$410.46	1	\$791.45	1	\$1,143.00	1	\$1,465.11	1	\$1,757.76	1	\$2,020.98	1	\$167.54	1	\$75,494.28
78	6 cubic yard	\$610.56	1	\$1,176.96	1	\$1,699.19	1	\$2,177.25	1	\$2,611.13	1	\$3,000.86	1	\$249.21	1	\$112,174.92
79	8 cubic yard	\$807.29	1	\$1,555.67	1	\$2,245.16	1	\$2,875.76	1	\$3,447.48	1	\$3,960.30	1	\$329.51	1	\$148,144.92
80	Estimated Annualized Cost for Commercial Collection in Compaction Containers (Sum of Lines 68-79)															\$963,909.60

PRICE FORM - PAGE 5 of 7

PROPOSER'S NAME: FCC ENVIRONMENTAL SERVICES FLORIDA, LLC

Commercial Solid Waste and Yard Trash Collection Services - Hand Pickups

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - COMMERCIAL REAR LOAD CONTAINERS

Line	Container	(a)	(b)	(c)	(d)	= ((axb)+(cxd)) x 12 months
		Monthly Rate for 1x/Week Pickup	Est. Billing Units/ Month	Monthly Rate/ 2x/Week Pickup	Est. Billing Units/ Month	Annual Price Proposal
81	1 - 3 cans/bags	\$34.15	97	\$68.30	19	\$55,323.00
82	4 cans	\$51.15	8	\$102.30	2	\$7,365.60
83	5 cans	\$68.15	1	\$136.30	2	\$4,089.00
84	Each additional can	\$34.15	1	\$68.30	1	\$1,229.40
85	1 96-gal Roll Cart	\$34.15	309	\$68.30	6	\$131,545.80
86	2 96-gal Roll Carts	\$59.76	3	\$119.52	1	\$3,585.60
87	Each additional Roll Cart	\$34.15	1	\$68.30	1	\$1,229.40
88	Estimated Annualized Cost for Commercial Collection in curbside cans/bags and carts (Sum of Lines 81-87)					\$204,367.80

SOUTH DISTRICT - COMMERCIAL REAR LOAD CONTAINERS

Line	Container	(a)	(b)	(c)	(d)	= ((axb)+(cxd)) x 12 months
		Monthly Rate for 1x/Week Pickup	Est. Billing Units/ Month	Monthly Rate/ Additional Weekly Pickup	Est. Billing Units/ Month	Annual Price Proposal
89	1 - 3 cans/bags	\$39.92	10	\$79.84	6	\$10,538.88
90	4 cans	\$56.92	1	\$113.84	1	\$2,049.12
91	5 cans	\$73.92	1	\$147.84	1	\$2,661.12
92	Each additional can	\$39.92	1	\$79.84	1	\$1,437.12
93	1 96-gal Roll Cart	\$39.92	280	\$79.85	5	\$138,933.40
94	2 96-gal Roll Carts	\$69.87	1	\$139.74	1	\$2,515.32
95	Each additional Roll Cart	\$39.92	1	\$79.84	1	\$1,437.12
96	Estimated Annualized Cost for Commercial Collection in curbside cans/bags and carts (Sum of Lines 89-95)					\$159,572.08

Collection of Debris from Disaster Events (as Defined in ITN Part II Sec. 20.4)

Proposer must fill in all proposed pricing (yellow highlighted cells); all other cells are locked. Prices are for collection service only. See Section 20.4 of the ITN Part II Scope of Services for additional information regarding this service. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced.

Line	Type of Service	North District	South District
97	Collection of debris (\$/ton)	\$150.00	\$150.00
98	Estimated tons/year (for RFP purposes only)	50	50
99	Estimated Annualized Cost for Debris Collection (Line 97 x Line 98)	\$7,500.00	\$7,500.00

Commercial Supplemental Collection Services

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced.

Note: Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost for scoring of Compensation (Price Form) Evaluation per Part I Section 11.6 of the ITN.

Line	Type of Service	North District	South District
		Service Rate per Occurance	Service Rate per Occurance
100	Rolling out container(s) and returning to original location	\$5.00	\$5.00
101	Unlocking and locking containers	\$3.00	\$3.00
102	Moving container location per Customer request (if more than 2x per year)	\$150.00	\$150.00
103	Changing out container size (if more than 2x per year)	\$150.00	\$150.00
104		One-time fee	One-time fee
105	Locks for containers	\$225.00	\$225.00
106	Estimated Annualized Cost for Commercial Supplemental Collection Services (((Line 100 x 1)+(Line 101 x 1)+(Line 102 x 1)+(Line 103 x 1)+(Line 105 x 1)) x 12 months)	\$6,396.00	\$6,396.00

PRICE FORM - PAGE 6 of 7

PROPOSER'S NAME: FCC ENVIRONMENTAL SERVICES FLORIDA, LLC

Commercial Collection Service - Roll-Offs

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service for roll-offs as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal rates or Drop-off Charges to Commercial Customers for roll-off containers shall be based upon scale tickets and shall not be a component to the Commercial Base Rate provided for roll-off containers.

NORTH DISTRICT / ROLL-OFFS

Line	Container Size	(a)	(b)	(c)	(d)	= ((axb) + (cxd)) x 12 months
		Monthly Container & Maintenance Fee	Est. Billing Units/Month	Fee per Pull	Est. Pulls/ Month	Annual Price Proposal
107	Non-Compaction: 15 cy	\$119.80	5	\$363.32	10	\$50,786.40
108	Non-Compaction: 20 cy	\$128.79	5	\$363.32	10	\$51,325.80
109	Non-Compaction: 25 cy	\$138.45	5	\$363.32	10	\$51,905.40
110	Non-Compaction: 30 cy	\$148.83	5	\$363.32	5	\$30,729.00
111	Non-Compaction: 40 cy	\$159.99	5	\$363.32	20	\$96,796.20
112	Compaction: 30 cubic yards	\$569.51	5	\$408.15	20	\$132,126.60
113	Compaction: 36 cubic yards	\$597.99	5	\$408.15	10	\$84,857.40
114	Compaction: 40 cubic yards	\$627.89	5	\$408.15	5	\$62,162.40
115	Estimated Annualized Cost for Commercial Collection in Roll-Offs (Sum of Lines 107-113)					\$560,689.20

SOUTH DISTRICT / ROLL-OFFS

Line	Container Size	(a)	(b)	(c)	(d)	= ((axb) + (cxd)) x 12 months
		Monthly Container & Maintenance Fee	Est. Billing Units/Month	Fee per Pull	Est. Pulls/ Month	Annual Price Proposal
116	Non-Compaction: 15 cy	\$119.80	5	\$369.38	10	\$51,513.60
117	Non-Compaction: 20 cy	\$128.79	5	\$369.38	10	\$52,053.00
118	Non-Compaction: 25 cy	\$138.45	5	\$369.38	10	\$52,632.60
119	Non-Compaction: 30 cy	\$148.83	5	\$369.38	5	\$31,092.60
120	Non-Compaction: 40 cy	\$159.99	5	\$369.38	20	\$98,250.60
121	Compaction: 30 cubic yards	\$569.51	5	\$414.05	20	\$133,542.60
122	Compaction: 36 cubic yards	\$597.99	5	\$414.05	10	\$85,565.40
123	Compaction: 40 cubic yards	\$627.89	5	\$414.05	5	\$62,516.40
124	Estimated Annualized Cost for Commercial Collection in Roll-Offs (Sum of Lines 116-123)					\$567,166.80

PRICE FORM - PAGE 7 of 7

PROPOSER'S NAME: FCC ENVIRONMENTAL SERVICES FLORIDA, LLC

Total Proposed Annual Contract Value

NORTH DISTRICT	
Service	Est. Annualized Cost
Class I & II (Curbside) Residential Collection Service	
(a) Class I & II Option #1: Automated Solid Waste Collection with Single Stream Recycling	\$11,508,154.08
Class II (Site) Residential Collection Service	
(b) Class II Option #1: Solid Waste Collection with Single Stream Recycling	\$2,924,048.16
Commercial Collection Service	
(c) All Container Types and Services	\$12,855,608.64
Other Collection Services	
(d) Residential Supplemental Collection Services	\$2,964.00
(e) Commercial Supplemental Collection Services	\$6,396.00
(f) Collection of Debris from Non-Declared Emergency Events	\$7,500.00
Total Class I & II Option #1 with all other Services (a + b + c + d + e + f)	\$27,304,670.88

SOUTH DISTRICT	
Service	Est. Annualized Cost
Class I & II (Curbside) Residential Collection Service	
(a) Class I & II Option #1: Automated Solid Waste Collection with Single Stream Recycling	\$14,064,068.52
Class II (Site) Residential Collection Service	
(b) Class II Option #1: Solid Waste Collection with Single Stream Recycling	\$2,051,155.20
Commercial Collection Service	
(c) All Container Types and Services	\$8,417,453.20
Other Collection Services	
(d) Residential Supplemental Collection Services	\$2,964.00
(e) Commercial Supplemental Collection Services	\$6,396.00
(f) Collection of Debris from Non-Declared Emergency Events	\$7,500.00
Total Class I & II Option #1 with all other Services (a + b + c + d + e + f)	\$24,549,536.92

Supplier: FCC Environmental Services



PROPOSER INFORMATION

Proposer Information:

Proposer (legal name of firm submitting proposal): **FCC Environmental Services Florida, LLC**
 # of Years in Business: **4 under FCC FL, more than 110 years of service worldwide** MBE? (check if yes)
 Contact Name: **Charles Merkley**
 Contact Email: **charles.merkley@fccenvironmental.com** Contact Phone: **(407) 504-8505**

Proposer's Headquarters:

Headquarters Address: **5840 Corporate Way**

City: **West Palm Beach** State: **FL** Zip: **33407** # of years @ location: **4**

Location of Personnel's Office:

Address: **5840 Corporate Way**

City: **West Palm Beach** State: **FL** Zip: **33407** # of years @ location: **4**

Summary of Qualifications:

Provide a high level overview of your firm's qualifications and interest in providing services related to this RPS.

Municipal services have been at the core of FCC's business for 112 years starting with its first contract for collection services for municipalities in the City of Barcelona in 1911. This contract award was a very important milestone in the Company's history, as it marked the first entry into the services field. We have been providing collection services uninterrupted in Barcelona since 1911 through successive contract awards since that time.

The company operates in over 5,000 municipalities across the world where we improve the well-being of over 60 million citizens. It boasts 100+ years of experience, which is reflected in the diversity of services we provide: collection, treatment, recycling, energy recovery, disposal of solid urban waste, street cleaning, sewer network maintenance, ground maintenance and preservation of green spaces, polluted soils recovery, and comprehensive management of industrial waste. As a waste management leader, we have nearly 2.5 million containers, carts, and bins of all sizes and more than 17,000 trucks or special vehicles to ensure secure and efficient collection and transportation of all waste for further treatment.

FCC began collection services in the U.S. in 2016 with the awarded contract of Orange County, FL. Since this initial contract, FCC has rapidly expanded with the addition of forty-seven (47) awarded contracts by governmental entities through our commitment to excellent service and our unwaivering promise to being a dedicated partner.

As a committed provider of solid waste collection services, FCC is highly interested in providing the services described within the RFP to a level that Sarasota County deserves.

Disclosure:

List all private sector clients with who you have an active or pending contract and who have an interest within the areas affected by this scope of services. Also include any properties or interests held by your firm, or officers of your firm within the areas affected by this scope of services.

Currently, FCC does not have any conflict of interest with any active or pending contracts that would be affected by this scope of services. As a dedicated partner to solid waste collections, FCC is excited to partner with Sarasota County under this RFP agreement

The person named below certifies that the information provided above is true and correct. Proposers who submit falsified data shall be subject to Section 2-213 of the Sarasota County Procurement Code and subject to suspension and debarment pursuant to Chapter 13 of the Sarasota County Procurement Manual.

Business Name:	<i>FCC Environmental Services Florida, LLC</i>	Title:	<i>Chief Operating Officer</i>
Authorized Representative:	<i>Dan Brazil</i>	Date:	<i>11/1/2023</i>
Solicitation #:	<i>232452VG</i>		

Waste Pro

Bid Contact **Tracy E Meehan**
efarmer@wasteprousa.com
Ph 407-883-3791

Address **7921 15th Street East**
Sarasota, FL 34243

Qualifications **IMMIGRATION LEGAL NAME LOCAL HIRING NO LOBBY PUBLIC ENTITY**

Bid Notes **We appreciate the opportunity to submit our proposal and please reach out with any questions concerning our submittal. Due to page restrictions, we understand if additional information may be required.**

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch.	Docs
232452VG--01-01	Letter of Interest	Supplier Product Code: Supplier Notes: Power Of Attorney (POA) is attached in this section as it is customary procedure to place in opening section of bid submittals. Please advise if any additional information is required.	First Offer -	1 / sheet	Y	Y
232452VG--01-02	Resumes	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-03	Financial Capability	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-04	Experience	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-05	Service Transition History Form	Supplier Product Code:	First Offer -	1 / sheet	Y	Y
232452VG--01-06	Non Performance History and Litigation	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-07	Comprehensive List of Government Clients	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-08	Approach for North Service District	Supplier Product Code:	First Offer -	1 / lot	Y	Y

232452VG--01-09	Approach for South Service District	Supplier Product Code:	First Offer -	1 / lot	Y	Y
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232452VG--01-10	Fee Schedule	Supplier Product Code:	First Offer -	1 / lot	Y	Y
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Supplier Notes:

Submitted in excel file. Please reach out with any questions or clarifications if for some reason file did not come through properly.

Supplier Total	\$0.00
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Waste Pro

Item: **Letter of Interest**

Attachments

6.5.1a Letter of Interest - Final - Submittal.pdf



November 2, 2023

Sarasota County
1660 Ringling Blvd.
Sarasota, Florida 34236

Re: Bid/ITN No. 232452VG - Letter of Interest

Dear Committee Members,

Solid waste and recycling collection services are vital to the happiness, well-being, and environmental health of Sarasota County and its residents. Waste Pro of Florida, Inc. (hereafter referred to as Waste Pro) is committed to providing these services—with a “Distinguishable Difference.”

Waste Pro is excited to submit our proposal for Bid 232452VG to provide solid waste, recyclable materials, and yard waste collection services to Sarasota County. We have examined the Invitation to Negotiate (ITN), understand the scope of services required, and are pleased to offer our experienced services to the County. Our enclosed materials are formatted as requested.

Waste Pro’s “Distinguishable Difference” is a local commitment to world-class service. Our state-of-the-art equipment will always be in excellent shape. Our Sarasota-based personnel will always be friendly and professional. And our service will be provided as scheduled, without fail.

Our “Distinguishable Difference” boils down to a simple truth: **As a Florida-based company embedded in our local communities, our municipal partners are our neighbors, and we believe in always doing our best by our neighbors.** This focus on local relationships drives our commitment to creating more sustainable, cost-effective waste and recycling solutions. “Caring for Our Communities” is both our motto and the hallmark of Waste Pro founder John Jennings’s business philosophy.

With revenue exceeding \$1.1 billion in 2023, we have the resources to provide Sarasota County with the world-class service residents and businesses deserve. **We are proud to be one of the largest providers of exclusive residential solid waste services in Florida, with operations in 61 of 67 counties.** Waste Pro has contracts in ten Southeastern states, serving two million residential and 100,000 commercial customers across more than 500 cities and 300 exclusive municipal franchises. Throughout our footprint, Waste Pro believes that making our service “world-class” begins and ends with our local commitments to our municipal partners. We remain a privately-owned, family-operated company with a decentralized management structure. **This means that decisions about operations in Sarasota County will be made quickly and efficiently in Sarasota County.**

Waste Pro is no stranger to Sarasota County or to beach communities, and the County will benefit from our strong Southwest Florida service network. Our exemplary service and focus on local relationships have made us the company of choice for many of your neighbors, including Lee County, Manatee County, and Collier County. Our Regional Leadership Team, who will oversee all aspects of a new partnership with the County, is located in our division office right over the county line in Manatee County. **Our fully staffed Sarasota County hauling facility will be dedicated solely to this contract.** Four Waste Pro locations within an hour of Sarasota can provide additional support to this facility, if needed.



As demonstrated in our proposal, Waste Pro’s Sarasota County operations will feature value-added benefits that create a “Distinguishable Difference”:

- ✓ **Planning for Sarasota County’s Growth.** We have designed our Sarasota County submittal with the County’s growth in mind, and we are prepared to stay ahead of increased service needs. We review route balances annually, and we expect that by the contract start date we will already be adding additional routes!
- ✓ **State-of-the-Art Equipment.** County vehicles will be powered by Compressed Natural Gas (CNG), providing a sustainable, safe, and comfortable work base for our employees and a quieter collection experience for residents. The trucks will be kept clean and have a striking, environmentally themed color scheme with signage customized to the County’s specifications. Trucks will be equipped with 360° monitoring cameras for safety and service verification purposes.
- ✓ **Locally Trained, Safety-Minded Drivers.** We train our drivers locally, with a focus on local roads, disposal facilities, and service needs. Our drivers are encouraged to “go the extra mile” when servicing customers, and we reward them for this effort—we are the only solid waste company in the United States to offer a \$10,000 Safety Award to encourage safe driving and exemplary customer service. As a result, we have one of the lowest employee turnover rates in the industry and a safety rating that exceeds industry standards.
- ✓ **Career Advancement for Sarasota County Employees.** Waste Pro is one of only two solid waste companies in Florida to offer DOT-approved CDL classes. We invest in our people, supporting qualified helpers as they advance their careers and are promoted to drivers.
- ✓ **Local, Responsive Customer Service.** All calls to Waste Pro are answered locally, by a real person who lives and works alongside our customers. Customer service is one of our top priorities, and we are committed to responding quickly to any customer concerns. *Our Sarasota County customer service center will be located at our County hauling facility and staffed by County residents.*
- ✓ **Engaged Community Partnership.** In addition to facilitating education, promotion, and public awareness, we look forward to participating in community initiatives beyond bid requirements. Across our footprint, Waste Pro donates over \$1 million annually to local charities. And locally, just last month we grilled over 1,000 hot dogs for the Manatee County Sheriff’s Office Spooktactical Event. “Caring for Our Communities” means being a great service provider *and* a good neighbor.

Waste Pro has executed more than 100 successful transitions in the last 20 years, and we know the keys to making transitions work: *immediate investment* and *daily communication*. We will begin hiring upon award, investing resources in our partnership with the County well in advance of our start date. Our Contract Administrator will be dedicated to communicating with the County, both during our transition and in support of day-to-day operations. We encourage you to talk to your municipal neighbors who have recently transitioned services to Waste Pro: Lee County (Area 4), Collier County, and the City of Seminole. We take great care to ensure transitions are seamless and handled professionally, and our customers will verify our claims.

We feel confident that Waste Pro is uniquely qualified to handle Sarasota County’s collection service requirements. **Municipal contracts and partnering with local communities are our areas of expertise.** We have enclosed references and encourage you to contact these municipalities—your neighbors—and ask their opinion of Waste Pro. We have conducted all necessary due diligence to confirm the material facts upon which our submittal is based. I will sign the agreement, and I have total control of contract authority over services and state that the contents of our response to this ITN are true and accurate.

We appreciate your time and consideration, and we look forward to becoming your next partner in providing Sarasota County with the “Distinguishable Difference” in the solid waste industry.

Best Regards,

Robert “Bob” ten Haaf | Division Vice President | Waste Pro of Florida, Inc.

POWER OF ATTORNEY

This Power of Attorney is made this 14 day of August 2023. I, Sean Jennings, President and Chief Executive Officer of Waste Pro of Florida, Inc., hereby appoint Robert TenHaaf, Division Vice President, to do, bind, and execute the following on behalf of Waste Pro of Florida, Inc.

1. Execute, bid, and deliver any documents related to Sarasota County Request for Solicitation No. 232452VG, Solid Waste, Recyclable Materials and Yard Trash Collection Services, together with any addendums.
2. The Power of Attorney is intended to grant broad powers to Robert TenHaaf to execute documents in this matter.

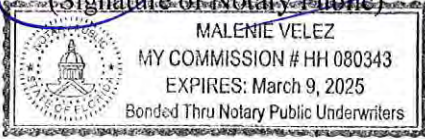
This Power of Attorney is to remain in full force and effect until written revocation by an officer of Waste Pro of Florida, Inc.

Sean Jennings
 SEAN JENNINGS
 President and Chief Executive Officer
 Waste Pro of Florida, Inc.
 FEIN #59-3701785

STATE OF Florida
 COUNTY OF Seminole

The foregoing instrument was acknowledged before me by means of X physical presence or ___ online notarization, this 14 day of August 2023, by Sean Jennings as President and Chief Executive Officer for Waste Pro of Florida, Inc.

Malenie Velez
 (Signature of Notary Public)



(Print, Type, or Stamp Commissioned Name of Notary Public)

Personally Known OR Produced Identification
 Type of Identification Produced _____

Waste Pro

Item: **Resumes**

Attachments

6.5.1b Resumes of Key Personnel North - Final.pdf

6.5.1b Resumes of Key Personnel South - Final.pdf



ITN TITLE: SOLID WASTE, RECYCLABLE MATERIALS,
AND YARD TRASH COLLECTION SERVICES

PROPOSER'S NAME: WASTE PRO OF FLORIDA, INC.

EVALUATION CRITERIA SECTION: QUALIFICATIONS

Section 6.5.1b Qualifications: Resumes of Key Personnel – North Service District

Resumes of Key Personnel (Proposer must submit a separate response for North Service District and South Service District) - Respondents must include information that demonstrates relevant qualifications and experience to perform the services specified herein. The submittal must include the years of experience of its key personnel in providing services like those required herein. Key personnel include, at a minimum, the Chief Executive Officer, Chief Operating Officer, Operations Manager, and General Manager, or similarly titled positions if available demonstrating the minimum and preferred qualifications as outlined above. Include resumes of any subcontractors who are considered key personnel. If a specific person has not been identified for a key personnel position, the proposal should indicate the expected qualifications for that position.



Resumes of Key Personnel North Service District

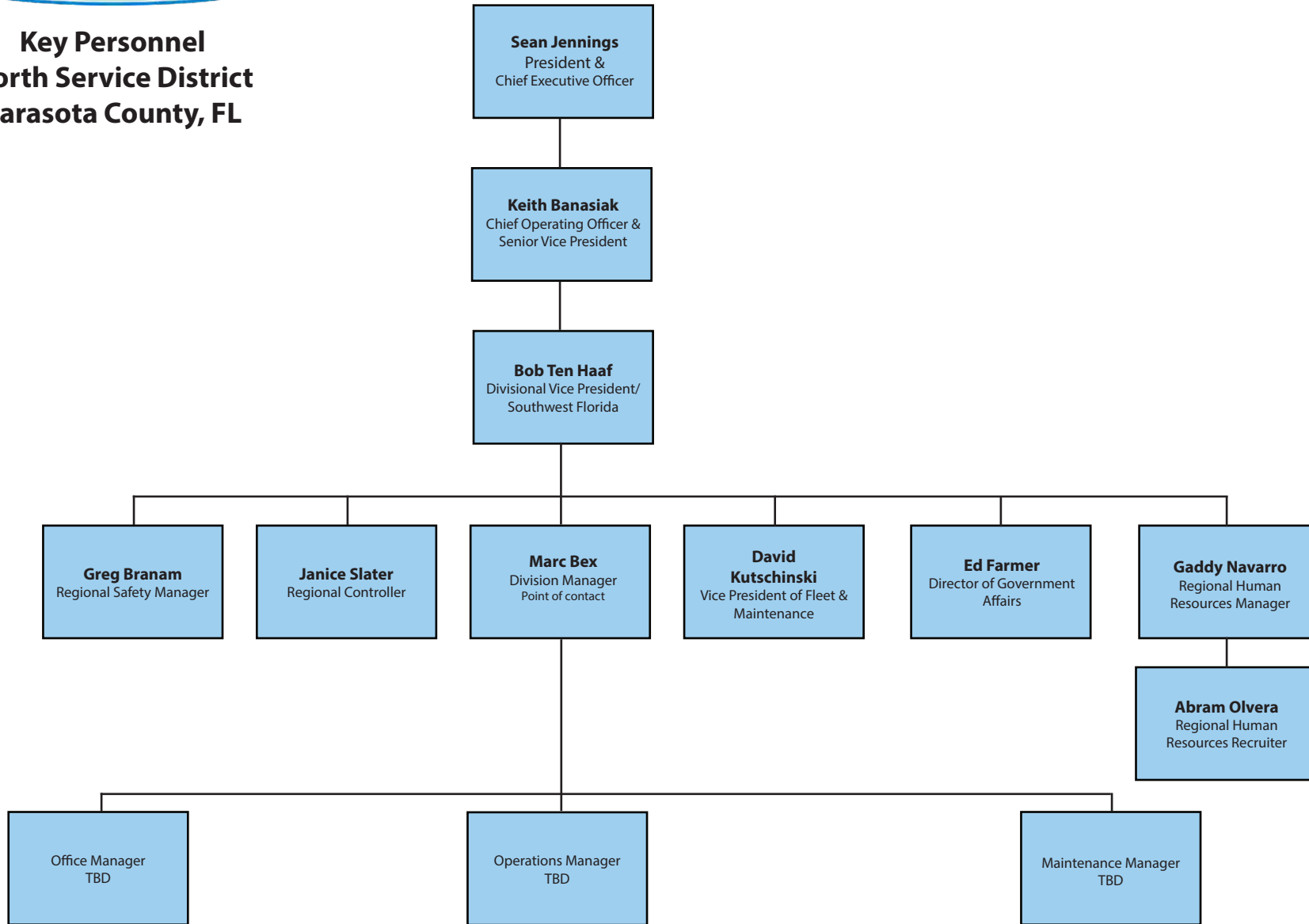
Waste Pro's Southwest Florida team members are among the most seasoned professionals in our organization, with many having decades of solid waste experience. These individuals will exercise their knowledge of Sarasota County to oversee our North Service District contract startup, transition of services, and day-to-day operations.

Local leadership is supported by a highly decentralized corporate structure. In our experience, corporate empowerment of local decision-makers yields customized operations and the safest, most efficient services for our municipal partners.

Mobilizing an experienced team already in place in Southwest Florida will ensure that right from the start, the North Service District of Sarasota County receives our local commitment to world-class service. In addition to vast industry experience, each one of these individuals brings a unique skillset to the creation of a professional service team, as outlined in the following resumes.



Key Personnel North Service District Sarasota County, FL



Sean Jennings, President and CEO

sjennings@wasteprousa.com

Professional Summary

Sean Jennings, son of Waste Pro Founder John Jennings, has been exposed to every facet of the waste and recycling business throughout his life and more formally since joining the industry officially in 2012.

Jennings, a third-generation garbage man, joined his father in all aspects of the garbage business throughout his youth. Following graduation from the University of Alabama, where he majored in finance and minored in economics, he spent a year working in collection and landfill disposal in Costa Rica.

When Jennings returned to the United States, he worked in operations and landfill construction in Georgia and Mississippi before joining Waste Pro in 2014 as Division Manager of the Tampa-Clearwater area. He then assumed the management role at the company's Sarasota/Bradenton Division in 2016. As Division Manager, Jennings led the charge to build a compressed natural gas (CNG) station and recycling facility.

In addition to his role as President & CEO, Jennings serves on numerous community boards. In 2018, he was honored with Waste360's 40 Under 40 Award. In that same year, he was named as one of the 40 under 40 business leaders to watch in the Orlando Business Journal. Jennings was also a member of Waste Pro's inaugural Leaders Initiative class. He currently resides in Sarasota, FL.

Skills

- Team Leadership & Development
- Facility Management & Equipment Maintenance
- Forecasting & Budget Monitoring
- Emergency Management
- Operational Planning & Management

Work Experience

1999-2001 Jennings Environmental

2001-2015 Waste Pro USA, Driver, Helper, Supervisor

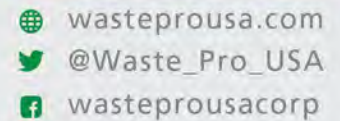
2015-2021 VP of Operations

2021- Present President and CEO

Education

Bachelor of Business Administration, University of Alabama





Keith Banasiak, Chief Operating Officer & Senior Vice President

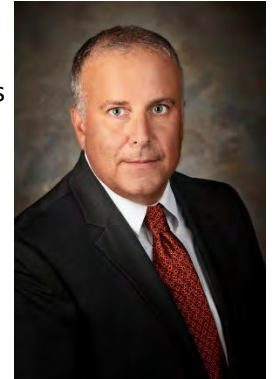
kbanasiak@wasteprousa.com

Professional Summary

As a Graduate of Indiana University with a B.S. in Business Administration, Keith Banasiak has more than 35 years of management experience in the waste industry. In 1987, he started in the non-ferrous scrap processing and reclamation industry. Primarily responsible for processing operations, he managed fleet operations, disposal of residual special waste, and the facility environmental requirements of state and local governments.

Banasiak joined Waste Pro shortly after relocating to Ft. Myers in 2001 to work for another solid waste company. Throughout his tenure at Waste Pro, Keith has served as Regional Vice President of Waste Pro's Florida West Coast operations, one of the company's largest regions with more than 400,000 residential customers and more than 13,300 commercial customers across Florida's West Coast from Citrus County south through Collier County.

In 2019, he was named Senior Vice President, and in 2020, he was promoted to Chief Operating Officer. Keith manages Waste Pro's Regional and Division Vice Presidents and the exclusive municipal franchise contracts in 10 states throughout the Southeast. He is also involved in many local and regional community organizations, including serving as Chairman Emeritus of both Keep Lee County Beautiful and Keep Manatee Beautiful. He also serves as Chairman of the Community Cooperative and board member for The Foundation for Lee County Public Schools.



Skills

- Corporate Leadership & Development
- Multi-state Operational Management
- Procurement & Development
- Planning, Forecasting and Budgets
- Safety Management
- Management of People & Culture

Work Experience

1987 – 1998 Lake Industries/Indiana Aluminum Processors Vice President/General Manager

1998 – 2000 Toban Metals (Benton Harbor, MI) Sales & Logistics Coordinator

2000 – 2003 Florida Recycle Services General Manager - SW Florida Region

2003 – 2005 Waste Services District Manager Ft Myers and Hendry County

2005-Present Waste Pro Chief Operating Officer & Senior Vice President

Education

Indiana University, Bachelor of Science in Business Administration



Bob ten Haaf, Divisional Vice President, Southwest Florida

btenhaaf@wasteprousa.com

Professional Summary

Originally from Grand Rapids, Michigan, Bob ten Haaf currently serves as Divisional Vice President in Southwest Florida. After completing business management courses at Calvin College in Grand Rapids, he began his career in the waste industry more than 30 years ago as owner and COO of his own disposal company, Van Dyken Disposal, for five years. He sold the company to BFI Waste Systems, which Republic Services later acquired.

Bob has been responsible for impressive sales and revenue growth with several solid waste and recycling companies throughout his career. During his time as General Manager with Republic Services, Bob contributed \$65 million in annual revenue to the Southwest Michigan market through effective leadership and budget management. He managed a \$15.3 million operational budget with high-performance margins and exceeded sales goals. In addition, Bob has earned several awards, including the Growing to Greatness Award and multiple Sales Division of the Year awards.

Bob joined Waste Pro in 2011, leading offices in the Georgia/Carolinas region before moving to Florida in 2018 to serve as Division Manager of the Sarasota/Bradenton Division and recycling facility. As Divisional Vice President, he also oversees operations of the Fanning Springs, Clearwater, Citrus, and Pasco County Divisions – totaling more than 171,000 customers.

Bob is very involved in the Southwest Florida community, supporting initiatives such as Holmes Beach Night Out and Manatee County Sheriff's Night Out. Bob also previously served as Chairman of the Board of Keep Manatee Beautiful and is involved in the organization's community cleanup events.

Skills

- Management of Profitability and Growth
- Safety Management
- Effective Leadership of 250 persons in multiple divisions
- Vertical Operations
- Facilitating mergers, acquisitions, and divisional start-ups

Work Experience

1989-2011 BFI Waste Systems/Republic General Manager, Operations Manager




2011- Present Waste Pro Divisional Vice President of Southwest Florida

Education

Calvin University Business Management





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Gregory Branam, Regional Safety Manager, Region 912

gbranam@wasteprousa.com

Professional Summary

Gregory Branam has an extensive history as a waste industry professional with a proven track record as a Regional Safety Manager, Fuel Manager, Plant Manager, Operations Manager, and Sales Manager. He is originally from Tampa, FL and started his industry experience in Fort Myers with Waste Management in 1990. He has overseen operations and safety in Florida and Texas. He is a highly effective leader with the ability to motivate and manage employees. His wide experience ranges in procurement, sales, safety and operations management.

Greg started with Waste Pro in 2020 and is the primary resource to guide the implementation of Waste Pro's Environmental Health and Safety Transportation Programs in West Florida. The area is comprised of seven hauling companies, two material recovery facilities (MRF's) and one C&D landfill.



Skills

- Employee Relations
- Learning & Development
- Margin Enhancement
- Customer/Service Enhancements
- Operational Efficiencies
- Procurement
- Cost Reduction
- Safety Management

Work Experience

1990-2001 WM Operations Manager/Region/EH &S Manager

2001-2006 WM Division Safety Manager

2006 IESI Region Safety & Compliance Manager

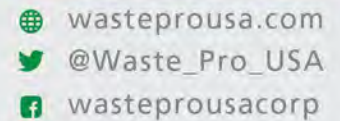
2007-2014 WM Plant Manager, Sales Manager Recycling Services

2015-2018 IHI Power Services Fuel Manager

2020-Present Waste Pro Regional Safety Manager

Education

Edison State College Business Administration and Management Degree



Janice Slater, Regional Controller, Florida West Coast Region

jslater@wasteprousa.com

Professional Summary

Janice Slater earned her AA degree in information systems and business administration in 1988, then continued her education at Strayer University, where she earned a bachelor's degree in accounting in 2002. Slater has more than 20 years of experience in accounting.

Before joining Waste Pro, Slater worked for a national waste services provider as an Assistant Division Controller, where she led several tasks, including managing accounting personnel, preparing monthly forecasts and annual budgets, assisting with mergers and acquisitions, and more. Slater joined Waste Pro in March 2020. As Regional Controller of the West Coast, she manages all facets of the accounting department in the region, which includes Fort Myers, Sarasota/Bradenton, Clearwater, Citrus County, Pasco County, Lehigh Acres, Collier County, A&D Material Recovery Facility in Fort Myers, and Citrus Landfill, in addition to Sarasota's Material Recovery Facility (MRF), which handles recycling.



Skills

- Accounting and budgeting
- Accounts payable and receivable
- Financial Reporting
- Vendor management
- Statement preparation
- Analysis of strategic financial decisions
- Mergers and Acquisitions

Work Experience

2020-Present Waste Pro Regional Controller, Florida West Coast Region

2016-2020 Republic Services Assistant Division Controller

2010-2016 BF Joy LLC Controller

2009 Carapace, LLC Accounting Manager

2008 Ciena Senior Accountant

2006-2007 Ferguson Enterprises Assistant Controller

2005-2006 Siemens Controller

1999-2005 Ferguson Enterprises Accounting Manager

Education

Strayer University Bachelor of Science in Accounting

Marc Bex, Division Manager, Sarasota

mbex@wasteprousa.com

Professional Summary

Marc Bex has a versatile background in the solid waste industry, having started as a residential driver and working his way up through the ranks to an operational management role. He is able to take the information from out in the field and translate that into real-world best practices for the teams he works with. He is adept at customer service and commitment to his employees. Still, he can pivot to the various disciplines in management, customer relations, operational and strategic planning, and safety management and compliance. He is ambitious while adhering to the most basic tasks that require undivided attention to detail.

Flexibility and adaptability are essential traits that Marc has that help in his operational management skills. Marc must think and act quickly in the industry's fast-paced environments to meet changing demands— it's his ability to remain adaptable and open-minded to different situations that occur in the workplace that makes him a great asset to the team.

Marc has been a part of the Manatee and Sarasota County communities for many years and looks to serve his community through his personal and professional contributions.



Skills

- Driver Training
- Safety Management and Compliance
- Route Logistics and Management
- Strategic Planning
- Organization and Planning
- Crew Education and Staff Management

Work Experience

2003-2011 Waste Management of Florida Driver Trainer

2008- 2022 Waste Management of Sarasota Safety Manager, Sr. Route Manager




2022-2023 Waste Management Operations Manager

2023–Current Waste Pro Assistant Division Manager

Additional Information

- CDL Class A Safe Driver
- Accident and citation free for over 20 years
- CPR and AED Certification
- CDL Third-Part Tester Certification
- Liaison for Sarasota County Solid Waste Department
- Liaison for Sarasota County Landfill



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David Kutschinski, Vice President of Fleet and Maintenance

dkutschinski@wasteprousa.com

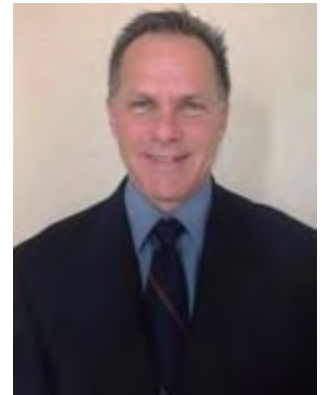
Professional Summary

David Kutschinski, a Northern Alberta Institute of Technology graduate, has more than 30 years of fleet management experience and a decade of technician experience in the waste industry. In addition, he has obtained Canadian interprovincial certification in heavy-duty mechanics and earned a Florida landfill operator certification from the University of Florida in 2011.

David has worked for three international waste and recycling collection and landfill companies in various leadership and management roles throughout his career, including Director of Maintenance and Purchasing, Market Area Fleet Manager, Assistant General Manager of Hauling, MRF, and Landfill operations.

David joined Waste Pro in April of 2015 as Regional Maintenance Manager in Florida's West Coast Region. In this role, he supervised all aspects of maintenance staff and functions, including hiring, providing hands-on maintenance assistance, educating drivers, and more. Throughout his career, he has grown to become a recognized industry leader in fleet management and maintenance.

In 2019, David was promoted to Vice President of Fleet and Maintenance. He is responsible for maintenance functions and operations for Waste Pro's entire fleet of over 3,100 vehicles and equipment across the company's ten-state footprint.



Skills

- Fleet Asset Management
- Fleet Maintenance Process Development/Implementation
- Data Management
- Vertical Leadership
- Expert understanding of rental industry, heavy hauler equipment
- Operational Efficiencies
- Procurement
- Cost Reduction
- Safety Management

Work Experience

1986 – 1997 Laidlaw Waste Systems Director of Maintenance and Purchasing

2002-2004 WM Market Area Fleet Manager

2005- 2015 Republic Services AGM/Maintenance Manager (Hauling, MRF, Landfill)

2015-Present Waste Pro Vice President of Fleet and Maintenance

Education

NAIT Northern Alberta Institute of Technology

University of Phoenix – Temecula California

Ed Farmer, Director of Government Affairs, Florida West Coast Region

efarmer@wasteprousa.com

Professional Summary

Ed Farmer has nearly 30 years of experience in the waste and recycling industry, including over 20 years in management.

Ed began his career in 1993 with Allied Waste (formerly BFI Waste Systems) in Virginia, where he enjoyed over 10 years in major account, municipal sales, and sales management. He was a member of the President's Club for Sales Excellence. From there, he served as the VP of Business Development at TFC Recycling, where he was responsible for the overall revenue growth of the company and securing feedstock for their (4) MRFs. Under his direction, TFC Recycling grew to the largest residential curbside single-stream recycling provider and processor in the Mid-Atlantic Region. Before joining Waste Pro, Ed served as President of Future Energy, LLC, where his responsibilities included developing sustainable projects from CNG fueling stations to Waste to Biofuel plants.



As Director of Government Affairs, Ed is responsible for building and maintaining relationships with communities and municipalities, searching for new areas in which to expand, interacting with customers, and coordinating/attending special events. Ed is active in many industry organizations, including Pinellas Partners in Recycling, Recycle Florida Today, and SWANA.

Skills

- Strategic Planning and Implementation
- Relationship building with Stakeholders, Government and Municipal Managers
- Municipal Recycling and Solid Waste Programs
- Contract Negotiations and Management
- Proposal Development and Project Management
- Transition Liaison Specialist
- Municipal Growth and Customer Satisfaction

Work Experience

1993-2003 Allied Waste Industries Sales Manager, Major Account Executive
 2003-2013 TFC Recycling, Vice President of Business Development
 2013-2022 Future Energy, President
 2022 -Present Waste Pro, Director of Government Relations, Florida West Coast Region

Education

Mary Washington College concentration in Business Administration

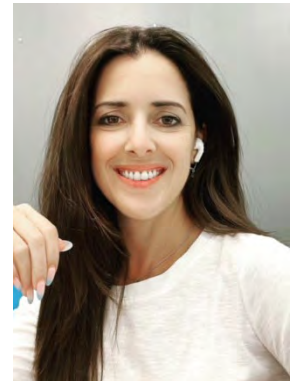
Gaddy Gonzalez Navarro, Florida West Coast Region

gnavarro@wasteprousa.com

Professional Summary

Gaddy Navarro is an experienced leader with a background in business development, operations, office management, project management, human resources, and talent acquisition. Throughout her career, she has gained experience running an operation and building teams and processes within global Fortune 500 and startup environments, which have helped further develop her professional skills.

She is a dedicated and diligent human resources executive with vast expertise in people operations management, labor law, training, and human resources. She has gained experience in established project management, talent acquisition, sales, root cause analysis, sales, and strategic planning capabilities throughout her career. Utilizes outstanding interpersonal and communications skills to coach and develop personnel and liaise across all levels of an organization—Gaddy is an analytical and versatile top performer who delivers leadership, efficiency, and productivity for her teams.



Skills

- Strategic Planning
- Leadership Development
- Employee Engagement
- Project management
- Root Cause Analysis
- Leadership and Coaching

Work Experience

2023-Present Waste Pro Regional Human Resources Director
 2021-2023 Apex Service Partners Regional Director of Employee Services
 2020-2021 Naples Soap Company Head of People
 2011-2019 Sixt Rent-a-Car Director
 2009-2011 RightHire Staffing Client Services Manager
 2001-2009 Enterprise Rent-a-car Regional Human Resources Manager

Education

Universidad Autonoma Del Caribe Bachelor of Arts in Business Administration

Abram Olvera, Regional Human Resources Recruiter

aolvera@wasteprousa.com

Professional Summary

Abram Olvera is an experienced manager and human resources recruiter. With over eight years of experience in talent acquisitions, he brings to the table a depth and breadth of knowledge in personnel, operations, and recruitment. He is knowledgeable in multiple hiring platforms, including but not limited to Indeed, LinkedIn, Zip Recruiter, Career Builder, and Purple Briefcase.

His expertise in people and culture stems from his collaboration with corporate and regional teams to create and implement career strategies to attract, hire, and retain exceptional talent. He can support recruiting for critical job roles and new startups by presenting hiring managers with pre-screened and qualified candidates and a summary of their qualifications. He then can communicate feedback and hiring decisions to candidates, closing the loop on the overall process. He can then manage new employee onboarding and orientation programs for new hires to ensure a seamless transition for the company and the individual.

Abram can work in multiple hard-to-hire environments where skilled laborers must have a specific skill set. With enhanced marketing strategies, branch sales, and client consultation, Abram has successfully built the right teams with the most skilled personnel.

He is an expert in sourcing, screening, and attracting applicants for open positions. He thrives in challenging environments where customer/employee relations, tactful communication, and critical thinking are required to provide first-rate consultation and the best results possible for his teams.



Skills

- Talent acquisition
- Streamlined hiring practices
- Implementation of recruitment strategies
- Pre-screening of potential candidates
- Multi-platform recruitment
- Team development and training
- Onboarding

Work Experience

- 2016-2018 Alorica Talent Acquisition Specialist – Human Resources
- 2018-2023 Tradesman International Recruiter – Human Resources
- 2023- Present Waste Pro Regional Recruiter – Human Resources

Operations Manager, TBD

Primary Responsibilities

The Operations Manager has primary responsibility for providing oversight, coordination, supervision, planning, administration, training, and logistical support to a hauling location. Work effort weighs heavily on the safe and successful collection, transportation, and disposal of residential/commercial solid waste and recyclables. This role requires superior organizational skills that help in driving continuous improvement surrounding operations, clients, and employees. This manager will build rapport with both internal/external clients and strive to maintain business commitments that allow fulfillment of defined service level agreements. The operations leader will build a high-performance team by exercising superior judgment and the proper balance of command and control. Determining appropriate staffing levels required to meet seasonal demands, monitoring metrics, and measuring team performance to exceed production and performance targets are key. Overall and in partnership with the Division/District Manager(s), the operations leader will meet defined objectives and provide timely reporting, training, coaching, and discipline. Issues/concerns as needed are escalated to the leadership team.

Qualifications

- Associate's Degree or equivalent experience with a minimum of 10 years of prior managerial experience in the solid waste industry
- Solid project management and resource planning capabilities
- Ability to lead, direct, and delegate
- Prior experience and ability to effectively motivate, coach, and counsel
- Ability to work well under pressure, handle multiple projects simultaneously, and meet deadlines is essential
- Proficiency in using computer software applications (e.g., Microsoft Office, Outlook) to record, analyze, report, and share information
- Must possess basic math skills; be fluent in speaking, reading, writing, and understanding English
- Specialized understanding of DOT, OSHA regulations, and requirements
- Experienced in analyzing processes, summarizing, and making recommendations to managers
- Excellent organizational and time management skills
- Strong interpersonal, analytical, written, and verbal communication skills
- Seasoned grasp of Waste industry concepts, practices, and procedures
- Demonstrated ability to work through challenging issues and resolve to customer's satisfaction
- Experience preparing and managing budgets and resolving employee relations issues as required
- Ability to manage complex and dynamic situations requiring a well-developed sense of strategic/tactical priorities and urgency



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Ranell A Bradfield, Office Manager

rbradfield@wasteprousa.com

Professional Summary

Ranell Bradfield has extensive experience in many areas of the solid waste and recycling industry. From the front desk customer service representative to the operations manager, to the drivers and helpers; Ranell has led, assisted and/or trained in almost all aspects of a waste industry office.

Ranell is originally from Monroeville, IN. She started her industry experience in Fort Wayne, IN, in 1992 with National Serv-All. She is a highly effective leader with the ability to motivate and direct employees, a fact that has been invaluable in many ways for Waste Pro over the last 7 years.

Ranell started with Waste Pro in 2016 and is the office manager for the Sarasota/Bradenton Office. She has successfully created workflows and processes that have greatly increased the positive communications from all departments, enabling for productive and efficient operations. As well as strengthening relations between important city and county entities.



Skills

- **Human Resources:** Employee Relations, Benefits, Payroll
- **Personnel Management:** Hiring, Firing, Write-Ups, Safety Violation Reviews, Training
- **Safety:** Setting Up Safety Incentives, Safety Policy Reviews, OSHA Compliance and Audits
- **Financial:** Reporting, Budgeting, Billing, Taxes, IRS Compliance and Audits Accounts Receivable and Payable, Collections
- **Operations:** Routing, roll-off dispatch, scale house
- **Customer Service:** Answering Phones, Conflict Resolutions, Incident Reporting and Document Preparation

Work Experience

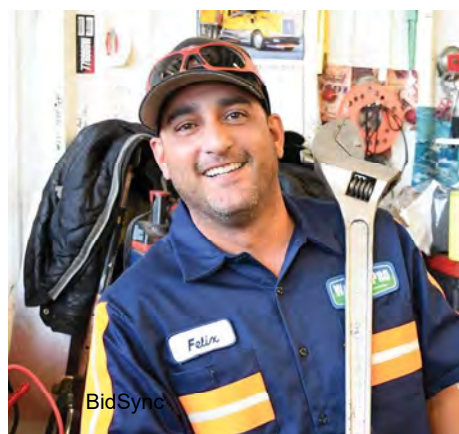
- 1992-1998 National Serv-All: Executive Assistant
- 1998-2013 South West Dev. Grp/Earth First: President of Sales
- 2011-2013 South West Dev. Grp/Earth First: Operations Manager
- 2013-2014 Professional Auto Sales & Service: Manager
- 2014-2015 Gunsaulus Industrial: Executive Manager
- 2015-2016 Take Care Sarasota: Accounts Receivable Coordinator
- 2016-Present Waste Pro: Office Manager

Education

Indiana Purdue University Fort Wayne Focus: Accounting

CORE VALUES

The Core Values of Waste Pro USA are fundamental and enduring principles that guide every facet of our business. They are the foundation of our corporate behavior and our daily operations. They are a collective commitment by Waste Pro USA employees, to those we serve and to each other. They determine the culture of our organization, how we work with each other, our customers, suppliers, and the communities we serve. These Core Values are at the heart of what makes Waste Pro USA the **Distinguishable Difference**.



- wasteprousa.com
- [@Waste_Pro_USA](https://twitter.com/Waste_Pro_USA)
- [wasteprousa](https://www.facebook.com/wasteprousa)

WE ARE COMMITTED TO THESE VALUES

THEY GUIDE OUR DECISIONS AND ACTIONS



PASSIONATE CUSTOMER AND COMMUNITY SERVICE

We're different. Our customers can feel a "Distinguishable Difference" in everything we do.

We care about them. We respect them and listen carefully for what they need and want. We pay great attention to detail, always looking for something to improve. We like making things better.

We're good neighbors, willing to lend a helping hand and support the communities that support us so well.

We want all our customers to be happy and loyal, and we love it when they tell their friends about the good work we do.

INTEGRITY AND SINCERITY

We set high standards for ourselves.

We value the great reputation we've built on that. We do the right thing, even when the right thing is hard.

We keep the promises we make to ourselves and others. We each take responsibility for creating and nourishing the culture we've built on trust, truth, acceptance and sincerity. We keep it real.

THE SUCCESS OF OUR PEOPLE

We have heart (and soul). We care about our co-workers and their families. We understand the important role work plays in our lives, so we make our workplace a positive place. We see clearly how we all contribute to the success of the business. We learn from and challenge each other to grow personally and professionally.

We support each other by showing up to work with enthusiasm, excitement, creativity and caring.

We celebrate our successes and reward great performance.

We encourage our "entrepreneurial spirit" and enjoy the freedom to be ourselves. We appreciate each other.

RESPECT

We treat our employees, customers, partners and suppliers with respect, appreciation and sensitivity. We learn from and celebrate different points view. We value our unique backgrounds, skills and talents.

We work together, building and nurturing relationships that will stand the test of time. We love and respect our blue sky and green earth, and vow to protect it.

TEAMWORK

One company, one team, whatever it takes. Together we succeed. We love to collaborate and we love to compete. We're engaged, motivated and working towards the same goals. We can count on each other for support in all areas of our lives.

We communicate openly, with caring. We work together for the good of us all and have fun doing it.

PRIDE

We're Waste Pro. We're Professionals and we're proud.

We are a family.

We're part of a company with passion, purpose and vision. We have big dreams and the courage to create them. We face our challenges with courage, creativity and enthusiasm. We're part of the best team in the business. We're Waste Pro Proud.

SAFETY

We are committed to the health and well being of all our team members. We work proactively to reduce risk and drive improvement. We keep our eyes open and challenge the status-quo to protect each other and make it a safe workplace for all.

We take our training seriously and keep our skills updated. We keep our equipment in mint shape and our surroundings orderly and clean. We strive for 100% safe.





ITN TITLE: SOLID WASTE, RECYCLABLE MATERIALS,
AND YARD TRASH COLLECTION SERVICES

PROPOSER'S NAME: WASTE PRO OF FLORIDA, INC.

EVALUATION CRITERIA SECTION: QUALIFICATIONS

Section 6.5.1b Qualifications: Resumes of Key Personnel – South Service District

Resumes of Key Personnel (Proposer must submit a separate response for North Service District and South Service District) - Respondents must include information that demonstrates relevant qualifications and experience to perform the services specified herein. The submittal must include the years of experience of its key personnel in providing services like those required herein. Key personnel include, at a minimum, the Chief Executive Officer, Chief Operating Officer, Operations Manager, and General Manager, or similarly titled positions if available demonstrating the minimum and preferred qualifications as outlined above. Include resumes of any subcontractors who are considered key personnel. If a specific person has not been identified for a key personnel position, the proposal should indicate the expected qualifications for that position.



Resumes of Key Personnel South Service District

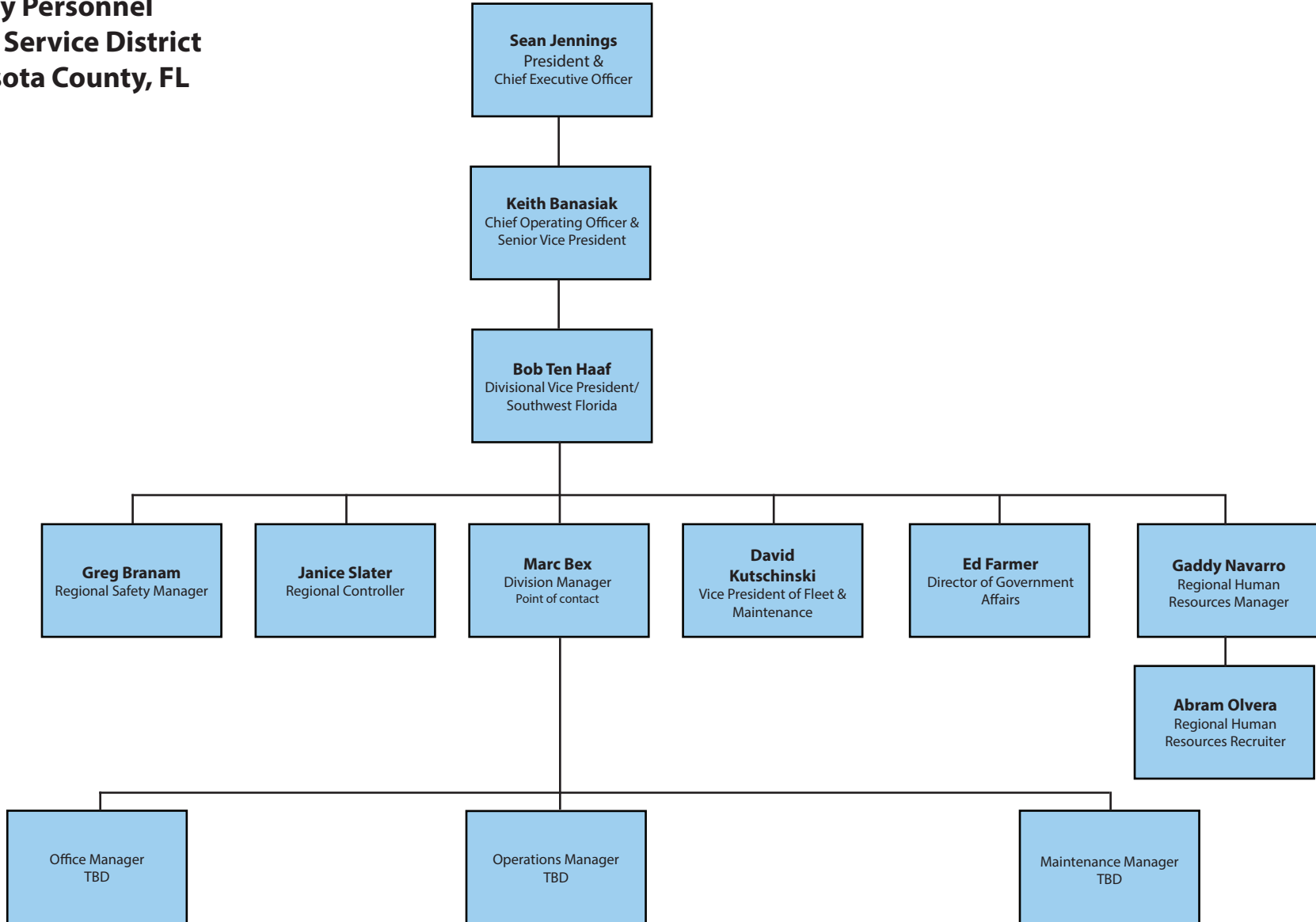
Waste Pro's Southwest Florida team members are among the most seasoned professionals in our organization, with many having decades of solid waste experience. These individuals will exercise their knowledge of Sarasota County to oversee our South Service District contract startup, transition of services, and day-to-day operations.

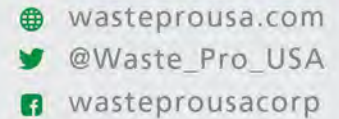
Local leadership is supported by a highly decentralized corporate structure. In our experience, corporate empowerment of local decision-makers yields customized operations and the safest, most efficient services for our municipal partners.

Mobilizing an experienced team already in place in Southwest Florida will ensure that right from the start, the South Service District of Sarasota County receives our local commitment to world-class service. In addition to vast industry experience, each one of these individuals brings a unique skillset to the creation of a professional service team, as outlined in the following resumes.



Key Personnel South Service District Sarasota County, FL





Sean Jennings, President and CEO

sjennings@wasteprousa.com

Professional Summary

Sean Jennings, son of Waste Pro Founder John Jennings, has been exposed to every facet of the waste and recycling business throughout his life and more formally since joining the industry officially in 2012.

Jennings, a third-generation garbage man, joined his father in all aspects of the garbage business throughout his youth. Following graduation from the University of Alabama, where he majored in finance and minored in economics, he spent a year working in collection and landfill disposal in Costa Rica.

When Jennings returned to the United States, he worked in operations and landfill construction in Georgia and Mississippi before joining Waste Pro in 2014 as Division Manager of the Tampa-Clearwater area. He then assumed the management role at the company's Sarasota/Bradenton Division in 2016. As Division Manager, Jennings led the charge to build a compressed natural gas (CNG) station and recycling facility.

In addition to his role as President & CEO, Jennings serves on numerous community boards. In 2018, he was honored with Waste360's 40 Under 40 Award. In that same year, he was named as one of the 40 under 40 business leaders to watch in the Orlando Business Journal. Jennings was also a member of Waste Pro's inaugural Leaders Initiative class. He currently resides in Sarasota, FL.

Skills

- Team Leadership & Development
- Facility Management & Equipment Maintenance
- Forecasting & Budget Monitoring
- Emergency Management
- Operational Planning & Management

Work Experience

1999-2001 Jennings Environmental

2001-2015 Waste Pro USA, Driver, Helper, Supervisor

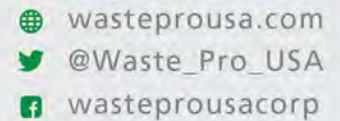
2015-2021 VP of Operations

2021- Present President and CEO

Education

Bachelor of Business Administration, University of Alabama





Keith Banasiak, Chief Operating Officer & Senior Vice President

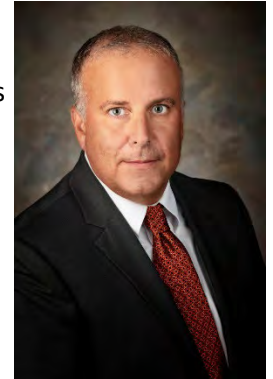
kbanasiak@wasteprousa.com

Professional Summary

As a Graduate of Indiana University with a B.S. in Business Administration, Keith Banasiak has more than 35 years of management experience in the waste industry. In 1987, he started in the non-ferrous scrap processing and reclamation industry. Primarily responsible for processing operations, he managed fleet operations, disposal of residual special waste, and the facility environmental requirements of state and local governments.

Banasiak joined Waste Pro shortly after relocating to Ft. Myers in 2001 to work for another solid waste company. Throughout his tenure at Waste Pro, Keith has served as Regional Vice President of Waste Pro's Florida West Coast operations, one of the company's largest regions with more than 400,000 residential customers and more than 13,300 commercial customers across Florida's West Coast from Citrus County south through Collier County.

In 2019, he was named Senior Vice President, and in 2020, he was promoted to Chief Operating Officer. Keith manages Waste Pro's Regional and Division Vice Presidents and the exclusive municipal franchise contracts in 10 states throughout the Southeast. He is also involved in many local and regional community organizations, including serving as Chairman Emeritus of both Keep Lee County Beautiful and Keep Manatee Beautiful. He also serves as Chairman of the Community Cooperative and board member for The Foundation for Lee County Public Schools.



Skills

- Corporate Leadership & Development
- Multi-state Operational Management
- Procurement & Development
- Planning, Forecasting and Budgets
- Safety Management
- Management of People & Culture

Work Experience

1987 – 1998 Lake Industries/Indiana Aluminum Processors Vice President/General Manager

1998 – 2000 Toban Metals (Benton Harbor, MI) Sales & Logistics Coordinator

2000 – 2003 Florida Recycle Services General Manager - SW Florida Region




2003 – 2005 Waste Services District Manager Ft Myers and Hendry County

2005-Present Waste Pro Chief Operating Officer & Senior Vice President

Education

Indiana University, Bachelor of Science in Business Administration



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 @Waste_Pro_USA
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Bob ten Haaf, Divisional Vice President, Southwest Florida

btenhaaf@wasteprousa.com

Professional Summary

Originally from Grand Rapids, Michigan, Bob ten Haaf currently serves as Divisional Vice President in Southwest Florida. After completing business management courses at Calvin College in Grand Rapids, he began his career in the waste industry more than 30 years ago as owner and COO of his own disposal company, Van Dyken Disposal, for five years. He sold the company to BFI Waste Systems, which Republic Services later acquired.

Bob has been responsible for impressive sales and revenue growth with several solid waste and recycling companies throughout his career. During his time as General Manager with Republic Services, Bob contributed \$65 million in annual revenue to the Southwest Michigan market through effective leadership and budget management. He managed a \$15.3 million operational budget with high-performance margins and exceeded sales goals. In addition, Bob has earned several awards, including the Growing to Greatness Award and multiple Sales Division of the Year awards.

Bob joined Waste Pro in 2011, leading offices in the Georgia/Carolinas region before moving to Florida in 2018 to serve as Division Manager of the Sarasota/Bradenton Division and recycling facility. As Divisional Vice President, he also oversees operations of the Fanning Springs, Clearwater, Citrus, and Pasco County Divisions – totaling more than 171,000 customers.

Bob is very involved in the Southwest Florida community, supporting initiatives such as Holmes Beach Night Out and Manatee County Sheriff's Night Out. Bob also previously served as Chairman of the Board of Keep Manatee Beautiful and is involved in the organization's community cleanup events.



Skills

- Management of Profitability and Growth
- Safety Management
- Effective Leadership of 250 persons in multiple divisions
- Vertical Operations
- Facilitating mergers, acquisitions, and divisional start-ups

Work Experience




1989-2011 BFI Waste Systems/Republic General Manager, Operations Manager

2011- Present Waste Pro Divisional Vice President of Southwest Florida

Education

Calvin University Business Management



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Gregory Branam, Regional Safety Manager, Region 912

gbranam@wasteprousa.com

Professional Summary

Gregory Branam has an extensive history as a waste industry professional with a proven track record as a Regional Safety Manager, Fuel Manager, Plant Manager, Operations Manager, and Sales Manager. He is originally from Tampa, FL and started his industry experience in Fort Myers with Waste Management in 1990. He has overseen operations and safety in Florida and Texas. He is a highly effective leader with the ability to motivate and manage employees. His wide experience ranges in procurement, sales, safety and operations management.

Greg started with Waste Pro in 2020 and is the primary resource to guide the implementation of Waste Pro's Environmental Health and Safety Transportation Programs in West Florida. The area is comprised of seven hauling companies, two material recovery facilities (MRF's) and one C&D landfill.



Skills

- Employee Relations
- Learning & Development
- Margin Enhancement
- Customer/Service Enhancements
- Operational Efficiencies
- Procurement
- Cost Reduction
- Safety Management

Work Experience

1990-2001 WM Operations Manager/Region/EH &S Manager

2001-2006 WM Division Safety Manager

2006 IESI Region Safety & Compliance Manager

2007-2014 WM Plant Manager, Sales Manager Recycling Services




2015-2018 IHI Power Services Fuel Manager

2020-Present Waste Pro Regional Safety Manager

Education

Edison State College Business Administration and Management Degree



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Janice Slater, Regional Controller, Florida West Coast Region

jslater@wasteprousa.com

Professional Summary

Janice Slater earned her AA degree in information systems and business administration in 1988, then continued her education at Strayer University, where she earned a bachelor's degree in accounting in 2002. Slater has more than 20 years of experience in accounting.

Before joining Waste Pro, Slater worked for a national waste services provider as an Assistant Division Controller, where she led several tasks, including managing accounting personnel, preparing monthly forecasts and annual budgets, assisting with mergers and acquisitions, and more. Slater joined Waste Pro in March 2020. As Regional Controller of the West Coast, she manages all facets of the accounting department in the region, which includes Fort Myers, Sarasota/Bradenton, Clearwater, Citrus County, Pasco County, Lehigh Acres, Collier County, A&D Material Recovery Facility in Fort Myers, and Citrus Landfill, in addition to Sarasota's Material Recovery Facility (MRF), which handles recycling.



Skills

- Accounting and budgeting
- Accounts payable and receivable
- Financial Reporting
- Vendor management
- Statement preparation
- Analysis of strategic financial decisions
- Mergers and Acquisitions

Work Experience

2020-Present Waste Pro Regional Controller, Florida West Coast Region

2016-2020 Republic Services Assistant Division Controller

2010-2016 BF Joy LLC Controller

2009 Carapace, LLC Accounting Manager

2008 Ciena Senior Accountant

2006-2007 Ferguson Enterprises Assistant Controller

2005-2006 Siemens Controller

1999-2005 Ferguson Enterprises Accounting Manager

Education

Strayer University Bachelor of Science in Accounting

Marc Bex, Division Manager, Sarasota

mbex@wasteprousa.com

Professional Summary

Marc Bex has a versatile background in the solid waste industry, having started as a residential driver and working his way up through the ranks to an operational management role. He is able to take the information from out in the field and translate that into real-world best practices for the teams he works with. He is adept at customer service and commitment to his employees. Still, he can pivot to the various disciplines in management, customer relations, operational and strategic planning, and safety management and compliance. He is ambitious while adhering to the most basic tasks that require undivided attention to detail.

Flexibility and adaptability are essential traits that Marc has that help in his operational management skills. Marc must think and act quickly in the industry's fast-paced environments to meet changing demands— it's his ability to remain adaptable and open-minded to different situations that occur in the workplace that makes him a great asset to the team.

Marc has been a part of the Manatee and Sarasota County communities for many years and looks to serve his community through his personal and professional contributions.



Skills

- Driver Training
- Safety Management and Compliance
- Route Logistics and Management
- Strategic Planning
- Organization and Planning
- Crew Education and Staff Management

Work Experience

2003-2011 Waste Management of Florida Driver Trainer

2008- 2022 Waste Management of Sarasota Safety Manager, Sr. Route Manager




2022-2023 Waste Management Operations Manager

2023–Current Waste Pro Assistant Division Manager

Additional Information

- CDL Class A Safe Driver
- Accident and citation free for over 20 years
- CPR and AED Certification
- CDL Third-Part Tester Certification
- Liaison for Sarasota County Solid Waste Department
- Liaison for Sarasota County Landfill



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David Kutschinski, Vice President of Fleet and Maintenance

dkutschinski@wasteprousa.com

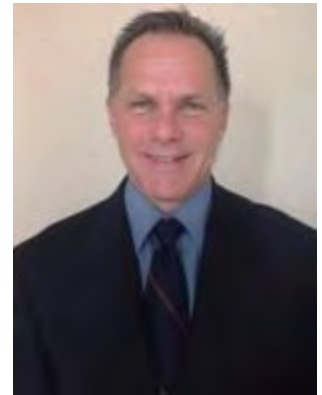
Professional Summary

David Kutschinski, a Northern Alberta Institute of Technology graduate, has more than 30 years of fleet management experience and a decade of technician experience in the waste industry. In addition, he has obtained Canadian interprovincial certification in heavy-duty mechanics and earned a Florida landfill operator certification from the University of Florida in 2011.

David has worked for three international waste and recycling collection and landfill companies in various leadership and management roles throughout his career, including Director of Maintenance and Purchasing, Market Area Fleet Manager, Assistant General Manager of Hauling, MRF, and Landfill operations.

David joined Waste Pro in April of 2015 as Regional Maintenance Manager in Florida's West Coast Region. In this role, he supervised all aspects of maintenance staff and functions, including hiring, providing hands-on maintenance assistance, educating drivers, and more. Throughout his career, he has grown to become a recognized industry leader in fleet management and maintenance.

In 2019, David was promoted to Vice President of Fleet and Maintenance. He is responsible for maintenance functions and operations for Waste Pro's entire fleet of over 3,100 vehicles and equipment across the company's ten-state footprint.



Skills

- Fleet Asset Management
- Fleet Maintenance Process Development/Implementation
- Data Management
- Vertical Leadership
- Expert understanding of rental industry, heavy hauler equipment
- Operational Efficiencies
- Procurement
- Cost Reduction
- Safety Management

Work Experience

1986 – 1997 Laidlaw Waste Systems Director of Maintenance and Purchasing

2002-2004 WM Market Area Fleet Manager

2005- 2015 Republic Services AGM/Maintenance Manager (Hauling, MRF, Landfill)




2015-Present Waste Pro Vice President of Fleet and Maintenance

Education

NAIT Northern Alberta Institute of Technology

University of Phoenix – Temecula California



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Ed Farmer, Director of Government Affairs, Florida West Coast Region

efarmer@wasteprousa.com

Professional Summary

Ed Farmer has nearly 30 years of experience in the waste and recycling industry, including over 20 years in management.

Ed began his career in 1993 with Allied Waste (formerly BFI Waste Systems) in Virginia, where he enjoyed over 10 years in major account, municipal sales, and sales management. He was a member of the President's Club for Sales Excellence. From there, he served as the VP of Business Development at TFC Recycling, where he was responsible for the overall revenue growth of the company and securing feedstock for their (4) MRFs. Under his direction, TFC Recycling grew to the largest residential curbside single-stream recycling provider and processor in the Mid-Atlantic Region. Before joining Waste Pro, Ed served as President of Future Energy, LLC, where his responsibilities included developing sustainable projects from CNG fueling stations to Waste to Biofuel plants.



As Director of Government Affairs, Ed is responsible for building and maintaining relationships with communities and municipalities, searching for new areas in which to expand, interacting with customers, and coordinating/attending special events. Ed is active in many industry organizations, including Pinellas Partners in Recycling, Recycle Florida Today, and SWANA.

Skills

- Strategic Planning and Implementation
- Relationship building with Stakeholders, Government and Municipal Managers
- Municipal Recycling and Solid Waste Programs
- Contract Negotiations and Management
- Proposal Development and Project Management
- Transition Liaison Specialist
- Municipal Growth and Customer Satisfaction

Work Experience

1993-2003	Allied Waste Industries Sales Manager, Major Account Executive
2003-2013	TFC Recycling, Vice President of Business Development
2013-2022	Future Energy, President
2022 -Present	Waste Pro, Director of Government Relations, Florida West Coast Region

Education

Mary Washington College concentration in Business Administration

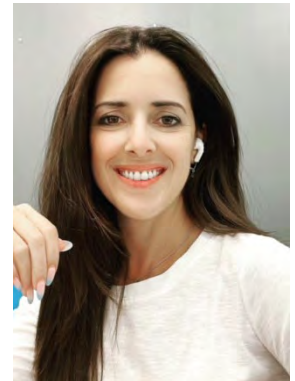
Gaddy Gonzalez Navarro, Florida West Coast Region

gnavarro@wasteprousa.com

Professional Summary

Gaddy Navarro is an experienced leader with a background in business development, operations, office management, project management, human resources, and talent acquisition. Throughout her career, she has gained experience running an operation and building teams and processes within global Fortune 500 and startup environments, which have helped further develop her professional skills.

She is a dedicated and diligent human resources executive with vast expertise in people operations management, labor law, training, and human resources. She has gained experience in established project management, talent acquisition, sales, root cause analysis, sales, and strategic planning capabilities throughout her career. Utilizes outstanding interpersonal and communications skills to coach and develop personnel and liaise across all levels of an organization—Gaddy is an analytical and versatile top performer who delivers leadership, efficiency, and productivity for her teams.



Skills

- Strategic Planning
- Leadership Development
- Employee Engagement
- Project management
- Root Cause Analysis
- Leadership and Coaching

Work Experience

2023-Present Waste Pro Regional Human Resources Director
 2021-2023 Apex Service Partners Regional Director of Employee Services
 2020-2021 Naples Soap Company Head of People
 2011-2019 Sixt Rent-a-Car Director
 2009-2011 RightHire Staffing Client Services Manager
 2001-2009 Enterprise Rent-a-car Regional Human Resources Manager

Education

Universidad Autonoma Del Caribe Bachelor of Arts in Business Administration

Abram Olvera, Regional Human Resources Recruiter

aolvera@wasteprousa.com

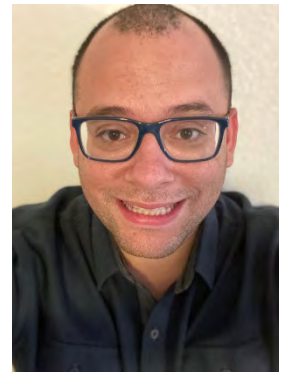
Professional Summary

Abram Olvera is an experienced manager and human resources recruiter. With over eight years of experience in talent acquisitions, he brings to the table a depth and breadth of knowledge in personnel, operations, and recruitment. He is knowledgeable in multiple hiring platforms, including but not limited to Indeed, LinkedIn, Zip Recruiter, Career Builder, and Purple Briefcase.

His expertise in people and culture stems from his collaboration with corporate and regional teams to create and implement career strategies to attract, hire, and retain exceptional talent. He can support recruiting for critical job roles and new startups by presenting hiring managers with pre-screened and qualified candidates and a summary of their qualifications. He then can communicate feedback and hiring decisions to candidates, closing the loop on the overall process. He can then manage new employee onboarding and orientation programs for new hires to ensure a seamless transition for the company and the individual.

Abram can work in multiple hard-to-hire environments where skilled laborers must have a specific skill set. With enhanced marketing strategies, branch sales, and client consultation, Abram has successfully built the right teams with the most skilled personnel.

He is an expert in sourcing, screening, and attracting applicants for open positions. He thrives in challenging environments where customer/employee relations, tactful communication, and critical thinking are required to provide first-rate consultation and the best results possible for his teams.



Skills

- Talent acquisition
- Streamlined hiring practices
- Implementation of recruitment strategies
- Pre-screening of potential candidates
- Multi-platform recruitment
- Team development and training
- Onboarding

Work Experience

2016-2018 Alorica Talent Acquisition Specialist – Human Resources

2018-2023 Tradesman International Recruiter – Human Resources

2023- Present Waste Pro Regional Recruiter – Human Resources

Operations Manager, TBD

Primary Responsibilities

The Operations Manager has primary responsibility for providing oversight, coordination, supervision, planning, administration, training, and logistical support to a hauling location. Work effort weighs heavily on the safe and successful collection, transportation, and disposal of residential/commercial solid waste and recyclables. This role requires superior organizational skills that help in driving continuous improvement surrounding operations, clients, and employees. This manager will build rapport with both internal/external clients and strive to maintain business commitments that allow fulfillment of defined service level agreements. The operations leader will build a high-performance team by exercising superior judgment and the proper balance of command and control. Determining appropriate staffing levels required to meet seasonal demands, monitoring metrics, and measuring team performance to exceed production and performance targets are key. Overall and in partnership with the Division/District Manager(s), the operations leader will meet defined objectives and provide timely reporting, training, coaching, and discipline. Issues/concerns as needed, are escalated to the leadership team.

Qualifications

- Associate's Degree or equivalent experience with a minimum of 10 years of prior managerial experience in the solid waste industry
- Solid project management and resource planning capabilities
- Ability to lead, direct, and delegate
- Prior experience and ability to effectively motivate, coach, and counsel
- Ability to work well under pressure, handle multiple projects simultaneously, and meet deadlines is essential
- Proficiency in using computer software applications (e.g., Microsoft Office, Outlook) to record, analyze, report, and share information
- Must possess basic math skills; be fluent in speaking, reading, writing, and understanding English
- Specialized understanding of DOT, OSHA regulations, and requirements
- Experienced in analyzing processes, summarizing, and making recommendations to managers
- Excellent organizational and time management skills
- Strong interpersonal, analytical, written, and verbal communication skills
- Seasoned grasp of Waste industry concepts, practices, and procedures
- Demonstrated ability to work through challenging issues and resolve to customer's satisfaction
- Experience preparing and managing budgets and resolving employee relations issues as required
- Ability to manage complex and dynamic situations requiring a well-developed sense of strategic/tactical priorities and urgency



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Ranell A Bradfield, Office Manager

rbradfield@wasteprousa.com

Professional Summary

Ranell Bradfield has extensive experience in many areas of the solid waste and recycling industry. From the front desk customer service representative to the operations manager, to the drivers and helpers; Ranell has led, assisted and/or trained in almost all aspects of a waste industry office.

Ranell is originally from Monroeville, IN. She started her industry experience in Fort Wayne, IN, in 1992 with National Serv-All. She is a highly effective leader with the ability to motivate and direct employees, a fact that has been invaluable in many ways for Waste Pro over the last 7 years.

Ranell started with Waste Pro in 2016 and is the office manager for the Sarasota/Bradenton Office. She has successfully created workflows and processes that have greatly increased the positive communications from all departments, enabling for productive and efficient operations. As well as strengthening relations between important city and county entities.



Skills

- **Human Resources:** Employee Relations, Benefits, Payroll
- **Personnel Management:** Hiring, Firing, Write-Ups, Safety Violation Reviews, Training
- **Safety:** Setting Up Safety Incentives, Safety Policy Reviews, OSHA Compliance and Audits
- **Financial:** Reporting, Budgeting, Billing, Taxes, IRS Compliance and Audits Accounts Receivable and Payable, Collections
- **Operations:** Routing, roll-off dispatch, scale house
- **Customer Service:** Answering Phones, Conflict Resolutions, Incident Reporting and Document Preparation

Work Experience

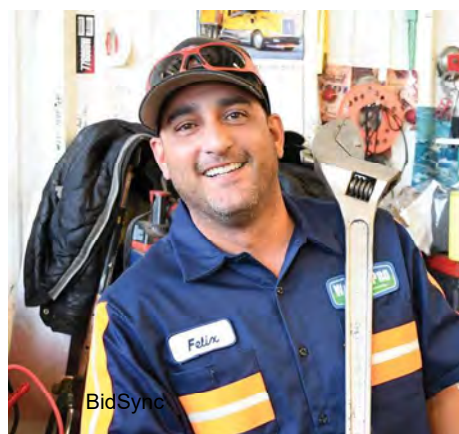
- 1992-1998 National Serv-All: Executive Assistant
- 1998-2013 South West Dev. Grp/Earth First: President of Sales
- 2011-2013 South West Dev. Grp/Earth First: Operations Manager
- 2013-2014 Professional Auto Sales & Service: Manager
- 2014-2015 Gunsaulus Industrial: Executive Manager
- 2015-2016 Take Care Sarasota: Accounts Receivable Coordinator
- 2016-Present Waste Pro: Office Manager

Education

Indiana Purdue University Fort Wayne Focus: Accounting

CORE VALUES

The Core Values of Waste Pro USA are fundamental and enduring principles that guide every facet of our business. They are the foundation of our corporate behavior and our daily operations. They are a collective commitment by Waste Pro USA employees, to those we serve and to each other. They determine the culture of our organization, how we work with each other, our customers, suppliers, and the communities we serve. These Core Values are at the heart of what makes Waste Pro USA the **Distinguishable Difference**.



- wasteprousa.com
- [@Waste_Pro_USA](https://twitter.com/Waste_Pro_USA)
- [wasteprousa](https://www.facebook.com/wasteprousa)

WE ARE COMMITTED TO THESE VALUES

THEY GUIDE OUR DECISIONS AND ACTIONS



PASSIONATE CUSTOMER AND COMMUNITY SERVICE

We're different. Our customers can feel a "Distinguishable Difference" in everything we do.

We care about them. We respect them and listen carefully for what they need and want. We pay great attention to detail, always looking for something to improve. We like making things better.

We're good neighbors, willing to lend a helping hand and support the communities that support us so well.

We want all our customers to be happy and loyal, and we love it when they tell their friends about the good work we do.

INTEGRITY AND SINCERITY

We set high standards for ourselves.

We value the great reputation we've built on that. We do the right thing, even when the right thing is hard.

We keep the promises we make to ourselves and others. We each take responsibility for creating and nourishing the culture we've built on trust, truth, acceptance and sincerity. We keep it real.

THE SUCCESS OF OUR PEOPLE

We have heart (and soul). We care about our co-workers and their families. We understand the important role work plays in our lives, so we make our workplace a positive place. We see clearly how we all contribute to the success of the business. We learn from and challenge each other to grow personally and professionally.

We support each other by showing up to work with enthusiasm, excitement, creativity and caring.

We celebrate our successes and reward great performance.

We encourage our "entrepreneurial spirit" and enjoy the freedom to be ourselves. We appreciate each other.

RESPECT

We treat our employees, customers, partners and suppliers with respect, appreciation and sensitivity. We learn from and celebrate different points view. We value our unique backgrounds, skills and talents.

We work together, building and nurturing relationships that will stand the test of time. We love and respect our blue sky and green earth, and vow to protect it.

TEAMWORK

One company, one team, whatever it takes. Together we succeed. We love to collaborate and we love to compete. We're engaged, motivated and working towards the same goals. We can count on each other for support in all areas of our lives.

We communicate openly, with caring. We work together for the good of us all and have fun doing it.

PRIDE

We're Waste Pro. We're Professionals and we're proud.

We are a family.

We're part of a company with passion, purpose and vision. We have big dreams and the courage to create them. We face our challenges with courage, creativity and enthusiasm. We're part of the best team in the business. We're Waste Pro Proud.

SAFETY

We are committed to the health and well being of all our team members. We work proactively to reduce risk and drive improvement. We keep our eyes open and challenge the status-quo to protect each other and make it a safe workplace for all.

We take our training seriously and keep our skills updated. We keep our equipment in mint shape and our surroundings orderly and clean. We strive for 100% safe.



Waste Pro

Item: **Financial Capability**

Attachments

6.5.1c Financial Capability - Final.pdf



ITN TITLE: SOLID WASTE, RECYCLABLE MATERIALS,
AND YARD TRASH COLLECTION SERVICES

PROPOSER'S NAME: WASTE PRO OF FLORIDA, INC.

EVALUATION CRITERIA SECTION: QUALIFICATIONS

Section 6.5.1c Qualifications: Financial Capability

Respondent must document the financial capability to provide the equipment and resources needed to satisfactorily conduct the services requested in this ITN by demonstrating the available cash or uncommitted line/letter of financial capability.

Letter from CFO on financial capabilities with banking contact information

Certificate of Good Standing – Florida Corporation

2021 - 2022 Audited Financial Statements



2101 West SR 434 Suite 301 | Longwood, FL 32779

T (407) 869-8800

F (407) 869-8884

September 14, 2023

Vianey Garcia
Procurement Professional III
Sarasota County
1660 Ringling Blvd
Sarasota, FL 32436

RE: Bid No. 232452VG; Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Dear Ms. Garcia,

Waste Pro of Florida, Inc. is a financially stable company that has assets in excess of \$400 million and generated over \$80 million in cash flows from operations in 2022. We have operated profitably since 2006 and are profitable thus far in 2023. We have been good standing customers of Wells Fargo Bank, National Association (the "Bank") since 2014. The Bank currently serves as administrative agent for a syndicate of lenders for the Company's \$215 million senior revolving credit facility ("the Senior Credit Facility"), of which approximately \$133 million is available to borrow as of this date. The current maturity date of the Senior Credit Facility is June 29th, 2026. Should you require more information, our relationship manager, Peter G. Schuebler, can be reached by phone at (617) 624-4465 or by email at Peter.G.Schuebler@wellsfargo.com.

I can assure you that we have the necessary financial resources to honor all requirements of Sarasota County. We are not currently, nor have we ever been involved in any bankruptcy proceedings. All our debt obligations are paid current, and I see no circumstances that would change that situation. Should you have any questions regarding these matters, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Cort Sabina".

Cort Sabina
Executive Vice President & Chief Financial Officer
Waste Pro of Florida, Inc.



State of Florida

Department of State

I certify from the records of this office that WASTE PRO OF FLORIDA, INC. is a corporation organized under the laws of the State of Florida, filed on January 5, 2001.

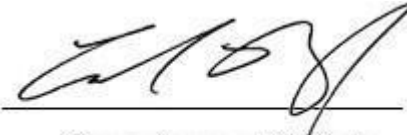
The document number of this corporation is P01000003611.

I further certify that said corporation has paid all fees due this office through December 31, 2023, that its most recent annual report/uniform business report was filed on January 16, 2023, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Sixteenth day of January, 2023*




Secretary of State

Tracking Number: 3850705119CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

Waste Pro of
Florida, Inc.
and
Subsidiaries



Years Ended
December 31,
2022 and 2021

Consolidated
Financial
Statements
and
Supplementary
Information

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INDEPENDENT AUDITORS' REPORT

April 5, 2023

Board of Directors
Waste Pro of Florida, Inc. and Subsidiaries
(a wholly-owned subsidiary of Waste Pro USA, Inc.)
Longwood, Florida

Opinion on the 2022 Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of **Waste Pro of Florida, Inc. and Subsidiaries** (a wholly-owned subsidiary of Waste Pro USA, Inc.) (the "Company"), which comprise the consolidated balance sheet as of December 31, 2022, and the related consolidated statements of income, stockholder's equity, and cash flows for the year then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of **Waste Pro of Florida, Inc. and Subsidiaries** as of December 31, 2022, and the results of their operations and their cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion on the 2022 Consolidated Financial Statements

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the 2022 Consolidated Financial Statements* section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Change in Accounting Principle

As described in Note 1 to the consolidated financial statements, effective January 1, 2022, the Company adopted Accounting Standards Codification Topic 842, *Leases*. Our opinion is not modified with respect to this matter.

Other Matter

The accompanying consolidated financial statements have been prepared from the separate records maintained by the Company and may not necessarily be indicative of the conditions that would have existed or the results of operations if the Company had been operated as an unaffiliated company. Portions of certain income and expenses represent allocations made from related entities. See Note 9.



Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the 2022 Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance, and therefore, is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings and certain internal control related matters that we identified during the audit.

Predecessor Auditor

The consolidated financial statements of **Waste Pro of Florida, Inc. and Subsidiaries** as of and for the year ended December 31, 2021, were audited by Vestal & Wiler, CPAs, P.A. ("V&W"), who combined with Rehmann Robson LLC effective November 1, 2022. V&W's report thereon dated March 25, 2022, expressed an unmodified opinion on the 2021 consolidated financial statements.

A handwritten signature in black ink that reads "Rehmann Robson LLC". The signature is written in a cursive, flowing style.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Consolidated Balance Sheets**

	December 31	
	2022	2021
ASSETS		
Current assets		
Cash	\$ 1,928,009	\$ 1,388,203
Accounts receivable, net	68,211,997	61,835,947
Prepaid expenses and other current assets	5,404,977	6,046,755
Total current assets	75,544,983	69,270,905
Property and equipment		
Vehicles	502,231,495	447,729,225
Containers	195,358,625	169,812,447
Land and buildings	57,654,514	45,970,254
Leasehold improvements	29,308,083	27,331,008
Equipment	26,459,222	25,661,857
Construction in process	14,065,045	10,940,276
Furniture and fixtures	3,812,344	3,668,748
	828,889,328	731,113,815
Less accumulated depreciation and amortization	474,658,746	425,306,183
Property and equipment, net	354,230,582	305,807,632
Right-of-use assets	22,778,751	
Goodwill	11,802,785	10,784,088
Deferred contract costs, net	2,739,892	2,418,513
Due from parent	12,730,723	17,231,346
Other assets, net	835,617	48,167
Total assets	\$ 480,663,333	\$ 405,560,651

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

WASTE PRO OF FLORIDA. INC. AND SUBSIDIARIES**Consolidated Balance Sheets**

	December 31	
	2022	2021
LIABILITIES AND STOCKHOLDER'S EQUITY		
Current liabilities		
Current portion of long-term debt	\$ 12,968,561	\$ 5,236,797
Current portion of operating lease obligations	3,375,868	
Accounts payable	13,735,366	12,761,818
Accrued liabilities	19,694,929	15,546,517
Deferred revenue	24,254,826	20,258,185
Total current liabilities	74,029,550	53,803,317
Long-term debt, net of current portion	36,658,859	11,971,386
Accrued capping, closure and post-closure costs	7,986,892	8,536,234
Operating lease obligations, net of current portion	19,722,643	
Deferred income tax liabilities	57,300,000	50,768,000
Total liabilities	195,697,944	125,078,937
Commitments and contingencies (Note 10)		
Stockholder's equity		
Common stock - \$0.01 par value; 10,000,000 shares authorized; 1,000 shares issued and outstanding	10	10
Additional paid-in capital	5,191,843	5,191,843
Retained earnings	279,773,536	275,289,861
Total stockholder's equity	284,965,389	280,481,714
Total liabilities and stockholder's equity	\$ 480,663,333	\$ 405,560,651

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

WASTE PRO OF FLORIDA. INC. AND SUBSIDIARIES**Consolidated Statements of Income**

	Year Ended December 31	
	2022	2021
Revenues, net	\$ 601,354,457	\$ 535,339,426
Costs and expenses		
Operating	462,916,225	400,679,282
General and administrative	45,615,707	39,724,475
Depreciation and amortization	59,429,986	53,624,403
Gain on disposals of assets, net	1,367,988	2,514,775
Total costs and expenses	569,329,906	496,542,935
Income from operations	32,024,551	38,796,491
Other (expense) income		
Interest expense	(20,463,431)	(18,236,505)
Other (expense) income, net	(5,106,601)	260
Total other expense, net	(25,570,032)	(18,236,245)
Income before income tax expense	6,454,519	20,560,246
Income tax expense	(1,970,844)	(4,065,862)
Net income	\$ 4,483,675	\$ 16,494,384

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

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Consolidated Statements of Stockholder's Equity**

	Common Stock	Additional Paid-In Capital	Retained Earnings	Total Stockholder's Equity
Balances, January 1, 2021	\$ 10	\$ 5,191,843	\$ 258,795,477	\$ 263,987,330
Net income			16,494,384	16,494,384
Balances, December 31, 2021	10	5,191,843	275,289,861	280,481,714
Net income			4,483,675	4,483,675
Balances, December 31, 2022	\$ 10	\$ 5,191,843	\$ 279,773,536	\$ 284,965,389

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

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Consolidated Statements of Cash Flows**

	Year Ended December 31	
	2022	2021
Cash flows from operating activities		
Net income	\$ 4,483,675	\$ 16,494,384
Adjustments to reconcile net income to net cash provided by operating activities		
Provision for bad debt expense	1,050,062	613,934
Depreciation and amortization	59,429,986	53,624,403
Gain on disposals of assets, net	1,367,988	2,514,775
Amortization of right-of-use assets	3,671,801	
Amortization of deferred contract costs	909,651	777,922
Accretion of accrued capping, closure and post-closure costs	278,413	411,305
Deferred income taxes	6,532,000	6,677,000
Changes in operating assets and liabilities which (used) provided cash:		
Accounts receivable	(7,426,112)	(8,098,467)
Prepaid expenses and other current assets	662,778	(1,276,949)
Deferred contract costs	(1,261,030)	(888,530)
Accounts payable	973,548	2,844,007
Accrued liabilities	4,048,412	(1,767,531)
Deferred revenue	3,996,641	2,907,230
Operating lease obligations	(3,352,041)	
Accrued capping, closure, and post-closure costs	(827,755)	(172,395)
Net cash provided by operating activities	74,538,017	74,661,088
Cash flows from investing activities		
Purchases of property and equipment	(112,270,624)	(79,443,076)
Proceeds from sale of property and equipment	3,671,835	1,113,501
Acquisitions of business assets	(2,319,282)	(4,840,800)
Net cash used in investing activities	(110,918,071)	(83,170,375)
Cash flows used in financing activities		
Borrowings of long-term debt	32,419,237	
Payments made to parent	4,500,623	9,885,630
Net cash provided by financing activities	36,919,860	9,885,630
Net increase in cash	539,806	1,376,343
Cash, beginning of year	1,388,203	11,860
Cash, end of year	\$ 1,928,009	\$ 1,388,203
Supplemental disclosure of cash flow information		
Related party payable for income taxes	\$ (4,561,156)	\$ (2,611,138)
Cash paid for interest allocated by Parent	\$ 20,185,018	\$ 17,825,200

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

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements****1. NATURE OF BUSINESS, BASIS OF PRESENTATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES*****Nature of Business***

Waste Pro of Florida, Inc. and Subsidiaries (the "Company"), a wholly-owned subsidiary of ***Waste Pro USA, Inc.*** (the "Parent") are headquartered in Longwood, Florida and provide non-hazardous waste collection, transfer, recycling and disposal services in Florida.

Consolidation

The accompanying financial statements present the consolidated accounts of ***Waste Pro of Florida, Inc.***, and its wholly-owned subsidiaries *Waste Pro Blountstown, LLC; Waste Pro Crestview, LLC; Waste Pro Defuniak Springs, LLC; Waste Pro Freeport, LLC; Waste Pro Lynn Haven, LLC; Waste Pro Panama City Beach, LLC; Waste Pro Southport, LLC; Waste Pro Ocala MRF, LLC; Waste Pro West Bay, LLC; A&D Recycling, LLC* and *Clean Pro Enviro Solutions, LLC*. All significant intercompany transactions and balances have been eliminated in consolidation.

Limited liability Companies ("LLCs")

The LLCs are organized under the laws of the State of Florida and, barring certain events, will continue in existence indefinitely. Interested parties should refer to the Operating Agreements for a more complete description of the LLCs.

Risks and Economic Uncertainties

The impact of global events on labor markets, fuel supplies and other operational resources has caused the Company to incur increased operational costs. The extent of the ultimate impact of the global events on the Company's consolidated operational and financial performance will depend on various developments, including the duration and its impact on customers, suppliers, and employees, all of which cannot be reasonably predicted at this time. While management reasonably expects the global events to impact the Company's consolidated financial position, operating results, and the timing and amounts of cash flows, the related consequences and duration continue to be uncertain.

Use of Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America ("GAAP") requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of income and expenses during the reporting year. Actual results could differ from those estimates. Significant estimates include but are not limited to allowances for bad debts, landfill closure obligations and remaining capacity, self-insured claims, carrying values of goodwill, purchase price allocations from acquisitions, and income tax assets and liabilities.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements*****Revenue from Contracts with Customers***

Revenues are primarily generated from fees charged for waste collection, transfer, disposal, and recycling, and resource recovery services and the sale of recyclable commodities. The fees charged for services are defined in service agreements and vary based on contract-specific terms, such as frequency of service, weight, volume, and the general market factors influencing a region's rates. The fees charged for services generally include environmental fees, fuel surcharge and regulatory recovery fees, which are intended to pass through to customers. Revenue associated with the Company's services is recognized as services are performed. For example, revenue typically is recognized as waste is collected, tons are received at landfills or transfer stations, or recycling commodities are delivered. Franchise fees paid to customers are excluded from revenues.

The following table disaggregates revenue by service line for the years ended December 31:

	2022	2021
Residential and commercial collection	\$ 477,020,927	\$ 436,907,774
Roll-off collection	55,864,035	43,608,731
Compactor income	48,956,078	43,149,286
Disposal	12,629,013	12,193,033
Fuel and environmental charges	22,725,877	11,441,257
Recycling	7,151,967	7,854,705
Other	4,846,845	4,998,346
Franchise fees	(27,840,285)	(24,813,706)
Revenue, net	\$ 601,354,457	\$ 535,339,426

Contract Assets and Liabilities

Payments received from customers in advance of revenue recognition are considered contract liabilities and are recorded as deferred revenue on the consolidated balance sheet until performance obligations are satisfied.

Contract assets and liabilities were as follows for the years ended December 31:

	2022	2021	2020
Accounts receivable, net	<u>\$ 68,211,997</u>	<u>\$ 61,835,947</u>	<u>\$ 54,351,414</u>
Deferred contract costs, net	<u>\$ 2,739,892</u>	<u>\$ 2,418,513</u>	<u>\$ 2,228,905</u>
Deferred revenue	<u>\$ 24,254,826</u>	<u>\$ 20,258,185</u>	<u>\$ 17,350,955</u>

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements*****Deferred Contract Costs***

The Company's incremental direct costs of obtaining a contract (e.g., sales commissions) on contracts longer than one year are deferred and amortized to general and administrative expenses over the estimated useful life of the customer relationship, averaging 4.77 years. Contract implementation costs are deferred and amortized as a reduction in revenue over the contract life. Similar costs related to contracts with a term of less than one year are expensed as incurred. These amounts are included in deferred contract cost on the consolidated balance sheets.

For the years ended December 31, 2022 and 2021, amortization expense related to deferred sales commissions amounted to approximately \$856,000 and \$778,000, respectively, and amortization expense related to contract implementation costs amounted to approximately \$53,000 for each of the years.

Cash

Cash consists primarily of demand deposits in banks, which at times may exceed federally insured limits. Management does not believe the Company is exposed to any significant interest rate or other financial risk as a result of these deposits.

Accounts Receivable

Accounts receivable are customer obligations due under normal trade terms generally requiring payment within 30 to 90 days from the invoice date. No collateral or other security is required to support accounts receivable, which are stated at the amount management expects to collect from outstanding balances. None of the Company's contracts have a significant financing component. Accounts receivable are written off when they are determined to be uncollectible. The allowance for doubtful accounts is estimated based on the Company's historical losses, the existing economic conditions in the industry, and the financial stability of its customers.

At December 31, 2022 and 2021, the allowance for doubtful accounts amounted to approximately \$1,680,000 and \$1,461,000, respectively. During 2022 and 2021, the Company incurred approximately \$1,050,000 and \$614,000, respectively, of bad debt expense. During 2022, approximately \$5,100,000 of accounts receivable were written off due to an infrequent and unusual event with a municipal customer. Accordingly, the amount is included in other expenses in the 2022 consolidated statement of income.

Property and Equipment and Depreciation

Property and equipment are stated at cost. Depreciation is provided for using the straight-line method over the estimated useful lives of the related assets, which range from three to 39 years. Leasehold improvements are amortized over the lesser of the life of the improvements or the term of the lease. Expenditures for repairs and maintenance are charged to operations as incurred. During 2022, the Company financed approximately \$38,185,000 of property and equipment purchases.

The cost of landfill airspace, including the original acquisition cost and incurred projected landfill construction costs and asset retirement costs, which represent estimates of future costs associated with landfill final capping, closure, and post-closure activities, are included in land and buildings in the consolidated balance sheets, and is amortized over the capacity of the landfill based on a per unit basis as landfill airspace is consumed.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements*****Goodwill***

Goodwill arising from business combinations represents the excess of purchase consideration exchanged by the Company over the estimated fair value of the net assets of acquired businesses. The Company evaluates goodwill for impairment on an annual basis. In completing this evaluation, management considers the profitability of the Company and compares its best estimate of future cash flows with the net carrying value of goodwill.

Changes in the gross carrying amounts of goodwill for the years ended December 31, are as follows:

	2022	2021
Goodwill, beginning of year	\$ 10,784,088	\$ 7,958,088
Acquisitions of business assets	1,018,697	2,835,751
Measurement period adjustments		(9,751)
Goodwill, end of year	<u>\$ 11,802,785</u>	<u>\$ 10,784,088</u>

Other Intangible Assets

Other intangible assets, including customer lists, non-compete agreements and a landfill agreement, have definite useful lives and are amortized over periods ranging from one to twenty years. Management annually reviews these assets for impairment whenever events or changes in circumstances indicate the related carrying amount may not be recoverable.

New Accounting Principle

In February 2016, the Financial Accounting Standards Board ("FASB") established Accounting Standards Codification ("ASC") Topic 842, *Leases* ("ASC 842"), by issuing Accounting Standards Update ("ASU") No. 2016-02 ("ASU 2016-02"). The standard, as amended, establishes a right-of-use ("ROU") model that requires a lessee to recognize a ROU asset and lease liability on the consolidated balance sheet for all leases with a term longer than 12 months. Leases will be classified as finance or operating, with classification affecting the pattern and classification of expense recognition in the consolidated statement of operations.

The Company adopted ASU 2016-02, as amended, effective January 1, 2022. Financial information has not been updated and the disclosures required under the new standard have not been provided for dates and periods before January 1, 2022. The Company elected the new standard's package of practical expedients, which permits the Company to maintain prior conclusions about lease identification, lease classification, and initial direct costs. The Company elected to use the go-forward practical expedient to not separate lease and non-lease components for all of the leases. The Company also elected to use the short-term lease recognition exemption for all leases that qualify.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements**

Upon adoption, the Company recognized operating lease liabilities and operating lease ROU assets of approximately \$26,451,000, for the present value of the remaining minimum rental payments on existing operating leases (including consideration related to non-lease components due to the related practical expedient). Corresponding amounts were not reclassified in prior periods as those prior periods are presented under ASC 840, *Leases*. Refer to Note 2 to the consolidated financial statements for information regarding leases.

leases

The Company's lease arrangements primarily relate to real estate, corporate offices, and maintenance facilities and, to a lesser extent, certain equipment and other assets. The Company's leases generally have initial terms ranging from two to ten years and may include renewal or early-termination options, rent escalation clauses, and/or lease incentives in the form of rent abatements. The Company is typically required to make fixed minimum rent payments, variable rent payments, or a combination thereof, relating to its right to use an underlying leased asset. The Company is also often required to pay for certain other costs that do not relate specifically to its right to use an underlying leased asset, but that are associated with the asset, including common area maintenance fees and/or certain other costs (referred to collectively herein as "non-lease components"), which may be fixed or variable in amount, depending on the terms of the respective lease agreement.

The Company determines whether an arrangement contains a lease at the arrangement's inception. If a lease is determined to exist, its related term is assessed at lease commencement once the underlying asset is made available by the lessor for the Company's use. The Company's assessment of the lease term reflects the non-cancellable period of the lease, inclusive of any rent-free periods and/or periods covered by early-termination options for which the Company is not considered reasonably certain of exercising, as well as periods covered by renewal options for which it is considered reasonably certain of exercising. The Company also determines lease classification as either operating or finance (formerly referred to as "capital") at lease commencement, which governs the pattern of expense recognition and the presentation thereof reflected in the consolidated statements of operations over the lease term.

For leases with a lease term exceeding 12 months, a lease liability is recorded on the Company's consolidated balance sheet at lease commencement reflecting the present value of its fixed payment obligations over such terms. A corresponding ROU asset equal to the initial lease liability is also recorded, increased by any prepaid rent and/or initial direct costs incurred in connection with execution of the lease, and reduced by any lease incentives received. The Company includes fixed payment obligations related to non-lease components in the measurement of ROU assets and lease liabilities, as it elects to account for lease and non-lease components together as a single lease component. Variable lease payments are not included in the measurement of ROU assets and lease liabilities. ROU assets associated with finance leases are presented separate from those associated with operating leases, and are included within property and equipment, net on the Company's consolidated balance sheet. For purposes of measuring the present value of its fixed payment obligations for a given lease, the Company uses the risk-free discount rate, determined based on information available at lease commencement, as rates implicit in its leasing arrangements are not readily determinable.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES

Notes to Consolidated Financial Statements

For operating leases, fixed lease payments are recognized as operating lease cost on a straight-line basis over the lease term. For finance leases, the initial ROU asset is depreciated on a straight-line basis over the lease term, along with recognition of interest expense associated with accretion of the lease liability, which is ultimately reduced by the related fixed payments as they are made. For leases with a lease term of 12 months or less (referred to as a "short-term lease"), any fixed lease payments are recognized on a straight-line basis over such term and are not recognized on the consolidated balance sheet. Variable lease cost, if any, is recognized as incurred for all leases.

Management annually reviews these ROU assets for impairment whenever events or circumstances indicate that their carrying values may not be fully recoverable.

Accrued Capping, Closure and Post-Closure Costs

Accrued capping, closure and post-closure costs represent an estimate of the present value of the future obligation to be incurred associated with final capping, closure, and post-closure monitoring of the 18 landfills currently owned and operated by the Company. The fair value of the future obligations is developed based on estimates from third-party engineers of the airspace available and consumed to date for each landfill and the expected timing of each final capping event.

The engineers' cost estimates are inflated to the expected time of payment and then those future costs are discounted back to present value using the Company's long-term credit-adjusted risk-free rate. Because these obligations are measured at estimated fair value using present value techniques, changes in the estimated cost or timing of future final capping, closure and post-closure activities could result in a material change in these liabilities, related assets, and results of consolidated operations.

Original Issue Premium and Debt Issuance Costs

The Company amortizes original issuance premium and debt issuance costs using the straight-line method, which approximates the effective interest rate method over the term of the related debt.

Income Taxes

The Company files a consolidated federal income tax return. Deferred income tax assets and liabilities are computed annually for differences between the consolidated financial statements and federal income tax basis of assets and liabilities that will result in taxable or deductible amounts in the future, based on enacted tax laws and related applicable to the periods in which the difference are expected to affect taxable income. Deferred income taxes arise from temporary basis differences principally related to goodwill and property and equipment. Valuation allowances are established, when necessary, to reduce deferred tax assets to the amount expected to be realized. Income tax expense is the tax payable or refundable for the year plus or minus the change during the year in deferred tax assets and liabilities.

Common Stock

The affairs of the Company are governed by the Articles of Incorporation, dated January 2, 2001 (the "Articles"). The Company is authorized to issue 10,000,000 shares of Common Stock with a stated par value of \$0.01 per share. The Board of Directors of the Company, from time to time, may elect to declare and pay dividends to shareholders. The payment of dividends to stockholders has been restricted in accordance with the Senior Notes. See Note 5.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements*****Advertising Expenses***

The costs of advertising and product promotion, which are expensed as incurred, were \$1,268,000 and \$1,121,000 in 2022 and 2021, respectively.

Subsequent Events

In preparing these consolidated financial statements, management has evaluated, for potential recognition or disclosure, significant events or transactions that occurred during the period subsequent to December 31, 2022, the most recent consolidated balance sheet presented herein, through April 5, 2023, the date these consolidated financial statements were available to be issued. The Company financed the purchase of approximately \$2,960,000 in property and equipment in January 2023. No other significant such events or transactions were identified.

2. LEASES (INCLUDING RELATED PARTY)

The following table summarizes the composition of net lease cost during the year ended December 31, 2022:

Operating lease cost	\$ 3,671,801
Short-term lease cost	<u>2,322,422</u>
Total lease cost	<u>\$ 5,994,223</u>

The following table summarizes other information related to the Company's leases during the year ended December 31, 2022:

Cash paid for amounts included in the measurement of lease obligations	
Operating cash flows	\$ 3,352,042
Right-of-use assets obtained in exchange for new operating lease obligations	\$ 5,244,383
Weighted-average remaining lease term	6.80
Weighted-average discount rate	

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements**

The following table presents a maturity analysis summary of the Company's operating lease obligations recorded on the consolidated balance sheet as of December 31, 2022:

Year	Related	Unrelated
2023	\$ 2,360,493	\$ 1,336,860
2024	2,421,996	890,039
2025	2,447,536	914,115
2026	2,520,962	941,538
2027	2,596,591	885,354
Thereafter	6,423,398	625,435
Total lease payments	18,770,976	5,593,341
Less discount to present value	1,053,747	212,060
Total lease obligations	17,717,229	5,381,281
Less current portion	2,104,360	1,291,508
Long-term lease obligations	\$ 15,612,869	\$ 4,089,773

In accordance with lease accounting guidance in effect prior to its adoption of ASU 2016-02, the Company recognized operating rent expense of approximately \$4,465,000 in 2021, of which approximately \$1,679,000 was to related parties. Such amounts do not include expense recognized related to non-lease components. For the year ended December 31, 2022, approximately \$2,557,000 of rent expense was paid to related parties.

The related parties include certain members of management and owners of the Company, and their business entities.

3. BUSINESS ACQUISITION

During 2022, the Company acquired certain assets and liabilities of a company in a transaction accounted for as a business combination. The total purchase price of this transaction included approximately \$1,875,000 in cash and additional contingent future payments.

During 2021, the Company acquired certain assets and liabilities of three companies in separate transactions accounted for as business combinations. The total purchase price of these transactions included approximately \$4,841,000 in cash and additional contingent future payments.

The acquisitions were made to strengthen the Company's position in the various markets serviced. The acquisitions were accounted for using the acquisition method of accounting. Accordingly, the purchase prices were allocated to the assets acquired and the liabilities assumed based upon their fair values at the date of acquisition.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements**

The following assets and liabilities were recognized in the acquisitions (at fair value):

	2022	2021
Property and equipment	\$ 601,135	\$ 2,485,049
Other assets	799,450	
Goodwill	1,018,697	2,835,751
Net assets acquired	\$ 2,419,282	\$ 5,320,800

4. ACCRUED LIABILITIES

Accrued liabilities are as follows at December 31:

	2022	2021
Accrued expenses		
Salaries	\$ 995,851	\$ 513,931
Disposal	3,771,364	3,686,870
Franchise taxes	2,243,883	2,020,696
Other	12,683,831	9,325,020
Total	\$ 19,694,929	\$ 15,546,517

S. BORROWED DEBT***Line of Credit Held by Parent***

The Parent has a Senior Secured Asset-Based Credit Facility under a Credit Agreement, as amended, with a syndicate of lenders that includes a revolving line of credit (the "Line") of \$215,000,000. The Line matures on June 29, 2026. The Parent records all amounts due on the Line within its consolidated financial statements, which totaled \$69,116,508 as of December 31, 2022. Interest is allocated to the Company by the Parent based on the Parent's net investment in the Company. The Line contains various covenants, to include financial covenants and certain limits on permitted Industrial Revenue Bonds ("IRB") indebtedness, mergers and acquisitions, and the total amount of stock repurchases allowed, all of which management believes the Company was in compliance with at December 31, 2022.

The Line is collateralized by substantially all assets of the Parent, guaranteed by the Company, and is reduced by all outstanding letters of credit. At December 31, 2022, approximately \$35,170,691 was available to be borrowed on the Line.

Interest on outstanding borrowings is payable based on the following interest rate options: (i) Base Rate plus an applicable margin for Base Rate Loans, as defined by the leverage ratio; or (ii) LIBOR plus an applicable margin for LIBOR Rate Loans as defined by the leverage ratio. The Base Rate is the greater of (a) the Federal Funds Rate plus 0.50%; (b) LIBOR plus 1.00%; or (c) the Prime Rate plus an applicable margin as defined by the leverage ratio. LIBOR is as published by ICE Benchmark Administration Limited for the respective interest period, as defined. LIBOR borrowings must be held for at least one month.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements**

At December 31, 2022, the summary of Base Rates and margins are as follows:

	Base Rate	Rate	Margin	Applicable Margin
(a)	Federal Funds Rate	4.25% - 4.50%	Plus 0.50%	Plus 1.25%
(b)	LIBOR	4.39%	Plus 1.00%	Plus 1.25%
(c)	Prime Rate	7.50%	n/a	Plus 1.25%

The Applicable Margin for LIBOR Rate Loans ranges from 1.50% to 2.25%, adjusted quarterly (2.25% at December 31, 2022). The Line is subject to a quarterly unused line fee based on average borrowings on the Line compared to the amount available to be borrowed, as well as a quarterly letter of credit fee based on the amount of outstanding letters of credit, at the applicable margin for LIBOR.

For the years ended December 31, 2022 and 2021, the majority of interest expense included within the accompanying consolidated statements of income relates to the allocation of interest by the Parent.

Senior Notes Held by Parent

Through a private placement offering (Bond offering), the Parent and its subsidiaries (including the Company) has issued an aggregate principal amount of \$500,000,000 of 5.50% Senior Notes, which are due in 2026. Interest on the Senior Notes is due on February 15 and August 15 of each year. The Senior Notes are senior unsecured obligations and rank equal in right of payment to all of the Parent's existing and future senior indebtedness and senior in right of payment to any subordinated indebtedness. The Senior Notes are unconditionally guaranteed on a senior unsecured basis by all of the Parent's current and future significant domestic restricted subsidiaries.

The Senior Notes are effectively subordinated to all the guarantors' existing and future secured indebtedness, including the line, to the extent of the value of the assets securing such indebtedness, and will be structurally subordinated to all of the liabilities and preferred stock of any of the Parent's subsidiaries that do not guarantee the Senior Notes.

The Parent may redeem, at its option, all or part of the Senior Notes after February 15, 2021, at the applicable redemption prices or make-whole redemption price, plus accrued, and unpaid interest to, but not including, the date of redemption.

Tax-Exempt Bonds Held by Parent

During 2021, the Parent borrowed \$109,996,222 of tax-exempt Industrial Revenue Bonds (IRB) of Florida Development Finance Corporation Solid Waste Disposal Revenue Bonds (Waste Pro USA, Inc. Project) Series 2021 (Florida 2021 Bond), which consisted of a principal amount of \$105,175,000 at an original issue premium of \$4,821,222. The Florida 2021 Bonds accrue interest at 3.00% per annum commencing June 8, 2021 through maturity on June 1, 2032. The Florida 2021 Bonds require interest payments on June 1 and December 1 of each year until maturity. The recorded premium will be amortized to interest expense over the contractual term of the Florida 2021 Bond. During the years ended December 31, 2022 and 2021, amortization of the premium amounted to \$381,294 and \$186,405, respectively.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES

Notes to Consolidated Financial Statements

During 2019, the Parent borrowed \$49,999,904 of tax-exempt IRB of Florida Development Finance Corporation Solid Waste Disposal Revenue Bonds (Waste Pro USA, Inc. Project) Series 2019 (Florida 2019 Bond), which consisted of a principal amount of \$46,515,000 at an original issue premium of \$3,484,904. The Florida 2019 Bonds accrue interest at 5.00% per annum and require interest payments on May 1 and November 1 of each year until maturity on May 1, 2029. The recorded premium will be amortized to interest expense over the contractual term of the Florida 2019 Bond. During the years ended December 31, 2022 and 2021, amortization of the premium amounted to \$312,562 and \$297,349, respectively.

During 2017, the Parent borrowed \$50,000,000 of IRB, to include \$32,500,000 of Florida Development Finance Corporation Solid Waste Disposal Revenue Bonds (Waste Pro USA, Inc. Project) Series 2017 (Florida 2017 Bonds) and \$17,500,000 of Mississippi Business Finance Corporation Solid Waste Disposal Revenue Bond (Waste Pro USA, Inc. Project) Series 2017 (Mississippi Bonds) under their respective indentures dated August 1, 2017 (the 2017 Bonds).

The 2017 Bonds accrue interest at 5.00% per annum through August 1, 2022, at which time they may be converted from a fixed rate to a variable rate. During 2022, the Parent remarketed these bonds and the Florida 2017 bonds and Mississippi Bonds now accrue interest at 5.25% and 5.00%, respectively, per annum through the date of maturity. The Florida 2017 Bonds mature August 1, 2029 and the Mississippi Bonds mature February 1, 2036. The 2017 Bonds require interest payments on February 1 and August 1 of each year until maturity.

The IRBs are secured by consolidated revenues of the Parent, and are guaranteed jointly and severally, fully, and unconditionally by certain of the Parent's wholly-owned subsidiaries.

long-term Debt

Long-term debt consists of the following obligations at December 31:

	2022	2021
Installment notes payable to finance companies; interest ranging from 5.15% to 8.24%; monthly principal and interest payments totaling \$1,301,445; due through December 2027; collateralized by certain equipment	\$ 49,627,420	\$ 17,208,183
Less current portion	12,968,561	5,236,797
Long-term debt, less current portion	\$ 36,658,859	\$ 11,971,386

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements**

Scheduled annual principal maturities for each of the five years succeeding December 31, 2022, and thereafter, are summarized as follows:

Year	Amount
2023	\$ 12,968,561
2024	12,947,558
2025	10,420,056
2026	8,608,907
2027	4,682,338
Total	\$ 49,627,420

6. ACCRUED CAPPING, CLOSURE AND POST-CLOSURE COSTS

During 2022 and 2021, the Company applied inflation rates of approximately 2.40% and 2.42%, respectively, to estimate its future costs of final capping, closure and post closure monitoring of its landfills, and applied discount rates ranging from 2.57% to 3.86% to discount those future costs to present values.

Changes in liabilities for accrued capping, closure and post-closure costs are as follows for the years ended December 31:

	2022	2021
Balance, beginning of year	\$ 8,536,234	\$ 8,382,271
Accretion expense	278,413	411,305
Increase in obligation related to landfill expansion	843,402	
Disposal of landfill	(1,630,484)	
Transfer to affiliate		(84,947)
Landfill costs	(40,673)	(172,395)
Balance, end of year	\$ 7,986,892	\$ 8,536,234

Had the Company not inflated or discounted any portion of these estimated liabilities, the total amounts recorded at December 31, 2022 and 2021 would have been approximately \$11,181,000 and \$8,552,000, respectively, which is an increase of approximately \$2,629,000 and \$16,000, respectively.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements****7. INCOME TAXES**

The provision for income taxes consists of the following for the years ended December 31:

	2022	2021
Current tax benefit	\$ (4,561,156)	\$ (2,611,138)
Deferred taxes	6,532,000	6,677,000
Total	\$ 1,970,844	\$ 4,065,862

For the years ended December 31, 2022 and 2021, the tax provision differs from the expense that would result from applying statutory rates to income before income taxes primarily due to changes in depreciation estimates for tax purposes and certain expenses not being deductible for income tax purposes.

Deferred tax amounts included in the consolidated balance sheets consist of the following at December 31:

	2022	2021
Deferred tax assets	\$ 686,000	\$ 410,000
Deferred tax liabilities	(57,986,000)	(51,178,000)
Total	\$ (57,300,000)	\$ (50,768,000)

At December 31, 2022 and 2021, deferred tax assets are primarily related to net operating losses, certain expenses and costs which are not deductible for tax purposes until paid, including the allowance for doubtful accounts. Deferred tax liabilities primarily relate to the excess of tax depreciation and amortization over depreciation and amortization (including goodwill) for consolidated financial statements purposes.

8. RETIREMENT PLAN

The Parent sponsors a 401(k) plan (the Plan) covering substantially all full-time employees meeting certain minimum age and length of service requirements. Employee contributions are voluntary and employer matching contributions are based on 50% of employee contributions up to 4% of compensation. In 2022 and 2021, the Company contributed approximately \$1,413,000 and \$1,184,000, respectively, to the Plan.

9. RELATED PARTY TRANSACTIONS

The Company receives substantially all capital funding from its Parent. In addition, the Parent performs certain administrative functions for the Company and allocates the related costs to the various entities owned by the Parent. Accordingly, the financial condition of the Company at December 31, 2022 and 2021, and results of its operations for the years then ended may be significantly different if the Company had operated as an unaffiliated company.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Notes to Consolidated Financial Statements**

At December 31, 2022 and 2021, the amounts due from Parent included in the consolidated balance sheets primarily represent advances utilized to fund operations of the Parent. For the years ended December 31, 2022 and 2021, the allocation of administrative expenses from the Parent approximated \$16,912,000 and \$15,672,000, respectively, which is included in general and administrative expenses in the consolidated statements of income.

See Notes 2, 5 and 10 for additional related party disclosures.

10. COMMITMENTS AND CONTINGENCIES***Insurance***

The Company participates in the Parent's workers compensation and auto insurance coverage, which is provided under partially self-insured policies from independent third parties. The Company receives an allocation of expense from the Parent based on the claims and premium incurred, which is included in operating expenses. Management believes the total amount allocated during the years ended December 31, 2022 and 2021, of approximately \$21,846,000 and \$15,344,000, respectively, is adequate to provide for the final disposition of such claims.

Health Insurance

The Company participates in the Parent's health insurance policy, which is provided under a partially self-funded employee welfare benefit plan managed by an independent third party. The Company receives an allocation of expense from the Parent based on the claims and premiums incurred, which is included in operating expenses. Management believes the amount allocated during the years ended December 31, 2022 and 2021, of approximately \$7,169,000 and \$6,891,000, respectively, is adequate to provide for the final disposition of such claims.

Legal

The Company is involved in various lawsuits in the normal course of business. As of December 31, 2022, management cannot predict the outcome of the lawsuits or estimate the amount of any loss that may result. Accordingly, no provision for any contingent liabilities that may result has been made in the consolidated financial statements. Management assesses its potential liability relating to litigation based on information available. Management believes that losses resulting from these matters, if any, would not have a material effect on the consolidated financial position of the Company.

Purchase Commitments

As of December 31, 2022, the Company has made commitments to purchase vehicles and equipment totaling approximately \$22,161,000.





INDEPENDENT AUDITORS' REPORT
ON SUPPLEMENTARY INFORMATION

April 5, 2023

Board of Directors
Waste Pro of Florida, Inc. and Subsidiaries
(a wholly-owned subsidiary of Waste Pro USA, Inc.)
Longwood, Florida

We have audited the consolidated financial statements of **Waste Pro of Florida, Inc. and Subsidiaries** as of and for the year ended December 31, 2022, and our report thereon dated April 5, 2023, which expressed an unmodified opinion on those consolidated financial statements. Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The consolidated financial statements of **Waste Pro of Florida, Inc. and Subsidiaries** as of and for the year ended December 31, 2021, were audited by Vestal & Wiler, CPAs, P.A. ("V&W"), who combined with Rehmann Robson LLC effective November 1, 2022. V&W's report thereon dated March 25, 2022, expressed an unmodified opinion on the 2021 consolidated financial statements. The Schedules of Operating Expenses and General and Administrative Expenses for the years ended December 31, 2022 and 2021, which are the responsibility of management, are presented for purposes of additional analysis and are not a required part of the consolidated financial statements. Such information has not been subjected to the auditing procedures applied in our audit of the consolidated financial statements and, accordingly, we do not express an opinion or provide any assurance on it.



201 East Pine Street, Suite 801, Orlando, FL 32801



407.843.4433

SUPPLEMENTARY INFORMATION
FOR THE YEARS ENDED
DECEMBER 31, 2022 AND 2021

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Schedules of Consolidated Operating Expenses**

	Year Ended December 31	
	2022	2021
Payroll and payroll taxes	\$ 168,835,599	\$ 138,480,602
Disposal costs	102,405,730	103,258,629
Vehicle operating costs	63,096,282	44,826,119
Repairs and maintenance	47,836,028	42,285,486
Insurance	34,988,815	27,722,057
Subcontract trucking	15,532,866	15,301,945
Contract labor	12,901,975	12,286,205
Property and equipment rent	5,622,403	4,411,902
Utilities	2,434,266	2,156,780
Retirement plan contributions	1,282,214	1,072,914
Property damage	1,275,920	1,582,496
Municipal fees	1,199,830	2,552,799
Start-up costs	1,197,065	842,242
Recycling material	1,192,815	1,410,638
Bond fees	898,010	803,803
Uniforms	844,230	707,901
Telephone	713,348	580,191
Travel	496,725	265,799
Licenses and permits	85,457	66,068
Sanitation supplies	76,647	64,706
Total	\$ 462,916,225	\$ 400,679,282

See independent auditors' report on supplemental information.

WASTE PRO OF FLORIDA, INC. AND SUBSIDIARIES**Schedules of Consolidated General and Administrative Expenses**

	Year Ended December 31	
	2022	2021
Corporate allocation	\$ 16,912,430	\$ 15,672,086
Payroll and payroll taxes	12,738,775	11,177,250
Professional fees	2,767,275	2,150,844
Training	2,611,443	2,011,897
Taxes, other than income	1,959,033	1,705,081
Advertising	1,268,397	1,120,744
Bank charges	1,165,610	1,162,418
Bad debts	1,050,062	613,934
Postage	1,030,219	852,798
Travel	905,310	579,230
Telephone	751,078	754,991
Insurance	717,989	666,902
Office supplies	513,941	476,729
Rent	371,820	53,531
Computer expense	285,351	194,486
Office temporary labor	204,436	250,613
Dues and subscriptions	169,256	130,978
Retirement plan contributions	130,913	110,991
Collections	42,500	19,523
Repairs and maintenance	19,869	19,449
Total	\$ 45,615,707	\$ 39,724,475

See independent auditors' report on supplemental information.

Waste Pro

Item: **Experience**

Attachments

6.5.2a Experience - Final.pdf

ITN NUMBER: 232452VG

Sarasota County

232452VG



**ITN TITLE: SOLID WASTE, RECYCLABLE MATERIALS,
AND YARD TRASH COLLECTION SERVICES**

PROPOSER'S NAME: WASTE PRO OF FLORIDA, INC.

EVALUATION CRITERIA SECTION: EXPERIENCE

Section 6.5.2a Experience: Experience

Provide a history of the firm, including number of years in business, pertinent capabilities, and evidence of experience and resources necessary to successfully provide the services requested.



Experience

Waste Pro is headquartered in Longwood, Florida, and is managed by the Southeastern United States' most experienced team of professionals. Waste Pro has grown to become one of this country's largest privately-owned waste collection, recycling, and disposal companies, with this year's annual revenues projected to exceed one billion dollars and a team of more than 4,600 professionals.

Founded in 2001 by industry legend John J. Jennings, Waste Pro became known as a "people" company because our employees and customers worked hand-in-hand to create a "Distinguishable Difference" in the waste industry. John Jennings, the son of a garbageman on Long Island, started his first waste collection company in 1973 with no thought of how large the company could become – he knew only that his customers paid for a service. He wanted to provide the best service possible. He wanted to distinguish himself from the competition. And he did! The business began to grow and expand in residential and commercial waste services in Central Florida. By 1992, Jennings Environmental Services had rapidly expanded through organic growth and acquisitions.

John Jennings met John Drury, then a Regional Vice President for BFI, in 1979. John Drury later became President of BFI and subsequently Chairman and CEO of USA Waste Services, Inc. (USA). As both companies grew, a professional friendship developed between the two men, leading to a transaction in 1996 in which Jennings Environmental Services became the first-tier subsidiary of the USA under the leadership of John Jennings in Florida and the Caribbean. Jennings Environmental Services and USA grew rapidly and, in fact, acquired Waste Management, Inc. in July of 1998. Because Waste Management dwarfed USA in size, the board of directors elected to change the USA name to Waste Management.

The Jennings Team was and remains today comprised of individuals who prefer day-to-day contact with our employees and customers. Our philosophy drastically differs from the corporate bureaucratic makeup of the big national companies. Our preference to deal with local vendors was deemed unacceptable. Our personal touch with our employees and their families was thought to be old-fashioned. In January of 2000, the entire Jennings team decided to leave Waste Management, and the rest is history.

Waste Pro Today

From our 90 operating locations in ten Southeastern states, Waste Pro today is managed by a highly experienced team of Regional Vice Presidents, Divisional Vice Presidents, Division Managers, and support staff. Headquartered in Longwood, FL, our management team is focused on one function: supporting the regions in administration, marketing, and operations. In 2018, Sean Jennings, son of our founder, was named President and, in 2020, became our Chief Executive Officer. Also, in 2020, Waste Pro veteran Keith Banasiak was named Chief Operating Officer.

Waste Pro maintains exclusive contracts with more than 300 cities and counties in Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, Missouri, North Carolina, South Carolina, and Tennessee. We serve more than two million residential customers and more than 100,000 businesses. Additionally, Waste Pro owns and operates Material Recovery Facilities in Atlanta, North Central Florida, and Sarasota-Bradenton—right across the Sarasota County line in Manatee County. Waste Pro also operates more than a dozen construction and debris landfills that have been of critical help to communities rebuilding after major storms.



The more than 3,200 heavy trucks that are currently in service are built for longevity and safety. Many, including our proposed Sarasota County fleet, are powered by Compressed Natural Gas. They also provide employees with a safe, productive, and comfortable workspace. The trucks are kept clean and have a striking, environmentally-themed color scheme with customized signage to represent local themes in each community. The trucks are equipped with 360-degree cameras for safety purposes.

A Florida-Based Company with the Resources and Experience to Serve Sarasota County

Waste Pro of Florida, Inc. (Waste Pro) currently services municipalities as small as under 50 units (LaCrosse) to municipalities in excess of 128,000 homes (Lee County). As our references will show, we currently provide franchised residential waste, yard waste, bulky waste, recycling, and commercial franchised waste collection to a number of Florida municipalities similar in size to Sarasota County, including nearby Lee and Manatee Counties. Waste Pro has taken a leadership role in Florida, having secured more new municipal contracts in the state in the last ten years, than any other hauler.

We are proud to be based in Central Florida, where we have the distinction of being the region's third largest privately-owned company. We are also one of the state's largest providers of exclusive residential solid waste services. This local experience will drive our partnership with Sarasota County as we focus on the unique needs of your residents and businesses.

Waste Pro's Florida Footprint

- ✓ 120 exclusive franchised municipal contracts
- ✓ Operations in 61 of Florida's 67 counties
- ✓ 8 new long-term exclusive municipal contracts and 15 contract renewal/extensions to date in 2023
- ✓ 1,660,500 residential customers serviced

Our team fully understands the scope of work that is specified for residential and commercial collection services. We have over 200 years of combined experience in all types of waste collection and recycling. As our resumes provided in section 6.5.1b indicate, we have management oversight for hundreds of municipal contracts. Those contracts included services such as:

- Garbage Service
- Yard Waste Service
- Recycling Service (Single and Dual Stream)
- Special Event Service
- Bulky Waste Service
- Fully or Semi-Automated Service
- Waste Transfer and Disposal
- Recyclables Processing and Marketing



Corporate Leadership Bios

John Jennings – Executive Board Chairman



John J. Jennings is the founder and visionary behind Waste Pro USA. His father, Michael Jennings, was an Irish immigrant who worked as a garbage man on Long Island and taught his son the importance of a diligent work ethic. The lessons he learned from his father translated into what is now Waste Pro's mission: to create more sustainable, cost-effective waste and recycling solutions.

Jennings attended Holy Cross High School in Queens, New York, and was elected to the school's Hall of Fame for his business accomplishments and philanthropy in supporting the school. He earned a Bachelor of Science in Management, an M.B.A. in Finance from St. John's University, and a Chartered Investment Analysis degree from the New York Institute of Finance.

After moving to Florida, he started in the industry at the bottom and worked his way up. Initially, he went out early in the morning on the trucks with the drivers to see things firsthand. Eventually, he improved the business and transformed the company into Jennings Environmental Services, which became the largest privately-owned waste disposal company in central Florida. Upon merging with USA Waste Services, Inc. in 1996, Jennings Environmental Services became a subsidiary, and Jennings was named Regional Vice President for Florida and the Caribbean. The USA acquired what is today's Waste Management. When Jennings left the firm, many of the company's leaders said, "What are we going to do next?" and Waste Pro was created in 2001.

Jennings transformed the firm to become one of the fastest-growing solid waste companies in the United States. In the first month of business, Waste Pro earned just \$800 in revenue. 2023 Waste Pro's revenue is projected to exceed one billion dollars. Today, Waste Pro operates in 10 Southeastern states with a team of more than 4,600.

Throughout his time as Chief Executive Officer, Jennings prioritized safety. All trucks are equipped with technology to assist drivers and increase their productivity, and approximately \$7.5 million has been awarded since 2004 to drivers who practice safe habits.

Going 'green' has been another key part of Jennings' leadership. In 2011, Waste Pro invested \$100 million in Compressed Natural Gas (CNG)--powered trucks and has since opened nine CNG fueling stations.

In 2020, John Jennings passed the torch to his son, Sean, to become President & CEO. He remains Executive Board Chairman with Waste Pro.

Mr. Jennings has been recognized as one of Florida Trend's 500 most influential business leaders in 2018, 2019, 2020, and 2021. Also in 2020, Jennings was honored with a Legacy Award by MSW Management, the official journal of the Solid Waste Association of North America (SWANA) and was a recipient of the Albert Nelson Marquis Lifetime Achievement Award as part of the annual Marquis "Who's Who."



Autocar Trucks honored Jennings with its inaugural Partner for Performance Award in 2019 and inducted him into their Hall of Fame that same year. In 2011, he was unanimously elected to the National Waste and Recycling Association Hall of Fame and was the honorary keynote speaker of the 2011 Executive Roundtable for America's Solid Waste Leaders.

Sean Jennings – President & CEO



Sean Jennings, son of Waste Pro Founder/Chairman/CEO John Jennings, has been exposed to every facet of the waste and recycling business throughout his life and more formally since joining the industry officially in 2012.

Sean, a third-generation garbage man, joined his father in all aspects of the garbage business throughout his youth. Following graduation from the University of Alabama, where he majored in finance and minored in economics, he spent a year working in collection and landfill disposal in Costa Rica.

When Sean returned to the United States, he worked in operations and landfill construction in Georgia and Mississippi before joining Waste Pro in 2014 as Division Manager of the Tampa-Clearwater area. He then assumed the management role at the company's Sarasota/Bradenton Division in 2016. As Division Manager, Sean led the charge to build a compressed natural gas (CNG) station and recycling facility.

In 2020, Sean took over the role of President & CEO from his father, John, and he now leads over 4,600 employees in 10 states, serving over 2.5 million residential and commercial customers. Sean serves on numerous community boards. In 2018, he was honored with Waste360's 40 Under 40 Award. Sean was also a member of Waste Pro's inaugural Leaders Initiative class. Sean currently resides in Sarasota, FL.

Keith Banasiak – Chief Operating Officer and Senior Vice President



As a Graduate of Indiana University with a B.S. in Business Administration, Keith Banasiak has more than 36 years of management experience in the waste industry. In 1987, he started in the non-ferrous scrap processing and reclamation industry. Primarily responsible for processing operations, he managed fleet operations, disposal of residual special waste, and the facility environmental requirements of state and local governments.

Banasiak joined Waste Pro shortly after relocating to Ft. Myers in 2001 to work for another solid waste company. Throughout his tenure at Waste Pro, Keith has served as Regional Vice President of Waste Pro's Florida West Coast operations, one of the company's largest regions with more than 400,000 residential customers and more than 13,300 commercial customers across Florida's West Coast from Citrus County south through Collier County.

In 2019, he was named Senior Vice President, and in 2020, he was promoted to Chief Operating Officer. Keith manages Waste Pro's Regional and Division Vice Presidents and the exclusive municipal franchise contracts in 10 states throughout the Southeast. He is also involved in many local and regional community organizations,



including serving as Chairman Emeritus of both Keep Lee County Beautiful and Keep Manatee Beautiful. He also serves as Chairman of the Community Cooperative and board member for The Foundation for Lee County Public Schools.

Cort Sabina – Chief Financial Officer and Executive Vice President



Cort Sabina has more than 30 years of in-depth accounting and financial management experience. At Waste Pro, he has served as Corporate Controller, Vice President, Chief Accounting Officer, Vice President, and Chief Financial Officer. Cort was elected to the Waste Pro board of directors in March 2015.

Cort's experience began with one of the Nation's largest Taft-Hartley Health and Welfare and Pension Funds, the Central States Southeast and Southwest areas Health and Welfare and Pension Funds in Chicago. During his ten years with the Central States, he held various positions, including Staff Auditor and Audit Manager. Widening his accounting skills in public accounting, he joined the "big four" firm Ernst & Young in Chicago, IL. He followed that role as Division Controller with Allied Waste in the Chicago market.

In 2000, Cort moved to Florida to join Florida Recycling Services (FRS). Following an acquisition by Waste Services (Progressive Waste), Cort continued with the company as a District/Regional Controller. Cort joined the management team of Waste Pro USA as Corporate Controller in July 2006.

Cort is a member of the Rollins College Financial Leadership Network (FLN) as part of the CFO Council. Cort is also an Advisory Board Member of the fiCFO (Florida Institute of CFOs) and an Advisory Board Member for Blackstone Global Insurance.

David Kutschinski – Vice President of Fleet and Maintenance



David Kutschinski, a Northern Alberta Institute of Technology graduate, has nearly 37 years of fleet management experience and six years of technician experience in the waste industry. In addition, he has obtained Canadian interprovincial certification in heavy-duty mechanics and earned a Florida landfill operator certification from the University of Florida in 2011.

David has worked for three international waste & recycling collection and landfill companies in various leadership and management roles throughout his career, including Director of Maintenance and Purchasing, Market Area Fleet Manager, Assistant General Manager of Hauling, MRF, and Landfill operations.

David joined Waste Pro in April 2015 as Regional Maintenance Manager in Florida's West Coast Region. In this role, he supervised all aspects of maintenance staff and functions, including hiring, providing hands-on maintenance assistance, educating drivers, and more. Throughout his career, he has grown to become a recognized industry leader in fleet management and maintenance.



In 2019, David was promoted to Vice President of Fleet and Maintenance, a role in which he leads maintenance functions and operations for Waste Pro's entire fleet of 3,200 + vehicles and equipment across the company footprint.

Shannon Early - Director of Human Resources



An Orlando native, Shannon Early has more than twenty years of Human Resources experience. Shannon is a graduate of Florida State University with a Bachelor's Degree in Management, and she is certified as a Senior Professional in Human Resources (SPHR) by the Society for Human Resource Management.

Shannon began her career with SunTrust Banks, Inc., where she was responsible for recruiting and employee relations within their operations division. In 1998, she joined the American Automobile Association (AAA) and, in 2004, transitioned to the position of Manager of Employee Development and Staffing. In this role, Shannon held HR responsibilities that covered a variety of assignments, including recruitment, employee relations/engagement, management training, EEO/AA, and policy development. Shannon joined Waste Pro in 2011 as Manager in Training and Human Resources. In August 2013, she assumed the responsibilities of Director of Human Resources. Shannon is a Employers Association Forum board member and resident of Orlando, FL.

Tim Dolan – Vice President of Municipal Marketing



Tim Dolan is the Vice President of Municipal Marketing for Waste Pro. A graduate of North Carolina State with a Bachelor's Degree in History, Tim oversees the municipal marketing process companywide. He works closely with the Regional Vice Presidents and the municipal marketing team, who build relationships with city and county leaders across Waste Pro's ten-state footprint to secure new and renewed business.

Tim began his career in the waste industry, working summers at just 15 years old. He has been with Waste Pro for nearly 20 years, first as a Division Manager in Orlando, one of the region's largest divisions. He was promoted to Central Florida Regional Vice President in 2006 and, in his time in that role, led one of Waste Pro's most successful regions by building meaningful and lasting relationships with local city, county, and municipal governments. Major contracts led by Dolan include Daytona Beach, Lake Mary, Longwood, Cape Canaveral, Sanford, Seminole County, Winter Park, Maitland, and, most recently, Oviedo. In addition to participating in numerous community organizations and events, Tim serves on the board of Community Leaders and Elected Officials and Florida Citrus Sports.



Romeo Vellutini – Director of Safety



Romeo has over 20 years of experience in the Waste Industry. In his most recent position, he was an Area Safety Manager for a large nationwide solid waste company. He was instrumental in developing process improvements, claims, risk reduction, OSHA/DOT compliance, team building, and cultural change. One of his greatest accomplishments was when he and his team were recognized and awarded for finishing first in Safety compliance companywide.

Currently, he manages a staff of 11 regional safety managers and specialists throughout our ten-state footprint, focusing on improved safety procedures, OSHA/DOT compliance, and overall safety practices of all Waste Pro Employees.

Tracy Meehan – Communications Director



Tracy Meehan is the Communications Director for Waste Pro. With more than eighteen (18) years of communications and marketing experience, Tracy is responsible for internal and external corporate communication strategies, including press releases, public/media relations, social media, branding, marketing, and company newsletters.

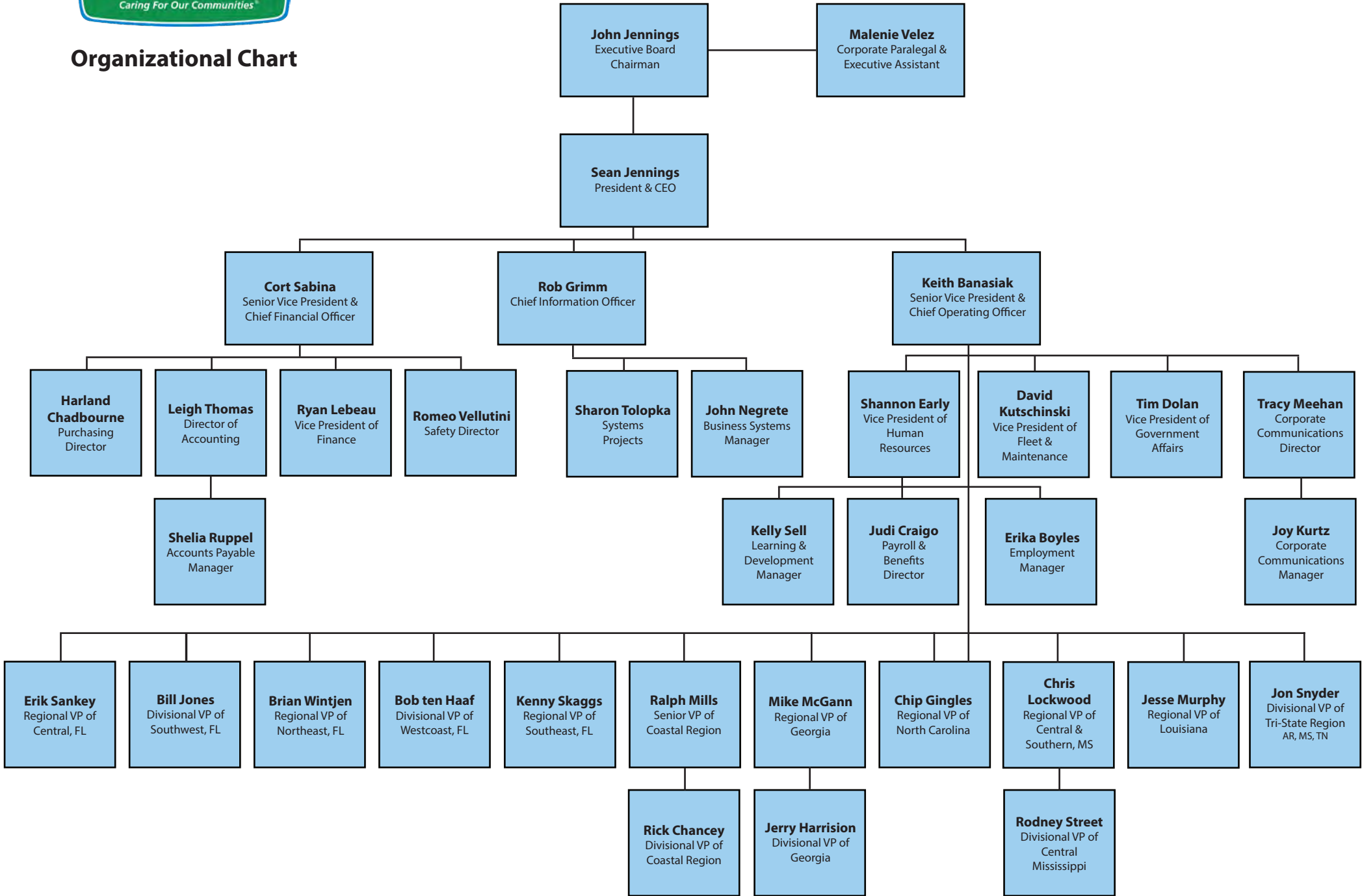
Tracy is a graduate of Florida State University with a bachelor's degree in multinational business operations with an emphasis in marketing. She joined Waste Pro in 2014 as Municipal Marketing Manager covering Waste Pro's West Coast Region of Florida. In that role, she was critical in the rapid expansion in one of Waste Pro's largest markets through building and maintaining relationships with communities and municipalities, searching for new areas for potential growth opportunities, interacting with customers, coordinating/attending community events, and more.

In addition to her work at Waste Pro, Tracy has been heavily involved in her community. She serves on numerous organizations and committees, including past Board Member of Keep Citrus County Beautiful, Board President of Keep Pinellas Beautiful, and Keep Florida Beautiful Board Member. She is also a founding member of St. Petersburg Young Professionals and is a member of Recycle Florida Today, and the Solid Waste Association of North America. In 2022, Tracy was re-appointed for a 3rd term by the Pinellas County Commission to the Pinellas County Solid Waste Technical Management Committee.

In 2016, Tracy was honored as one of Waste360's 40 Under 40, which recognizes the inspiring and innovative professionals under the age of 40 who work in waste, recycling, and organics and have made a significant contribution to the industry.

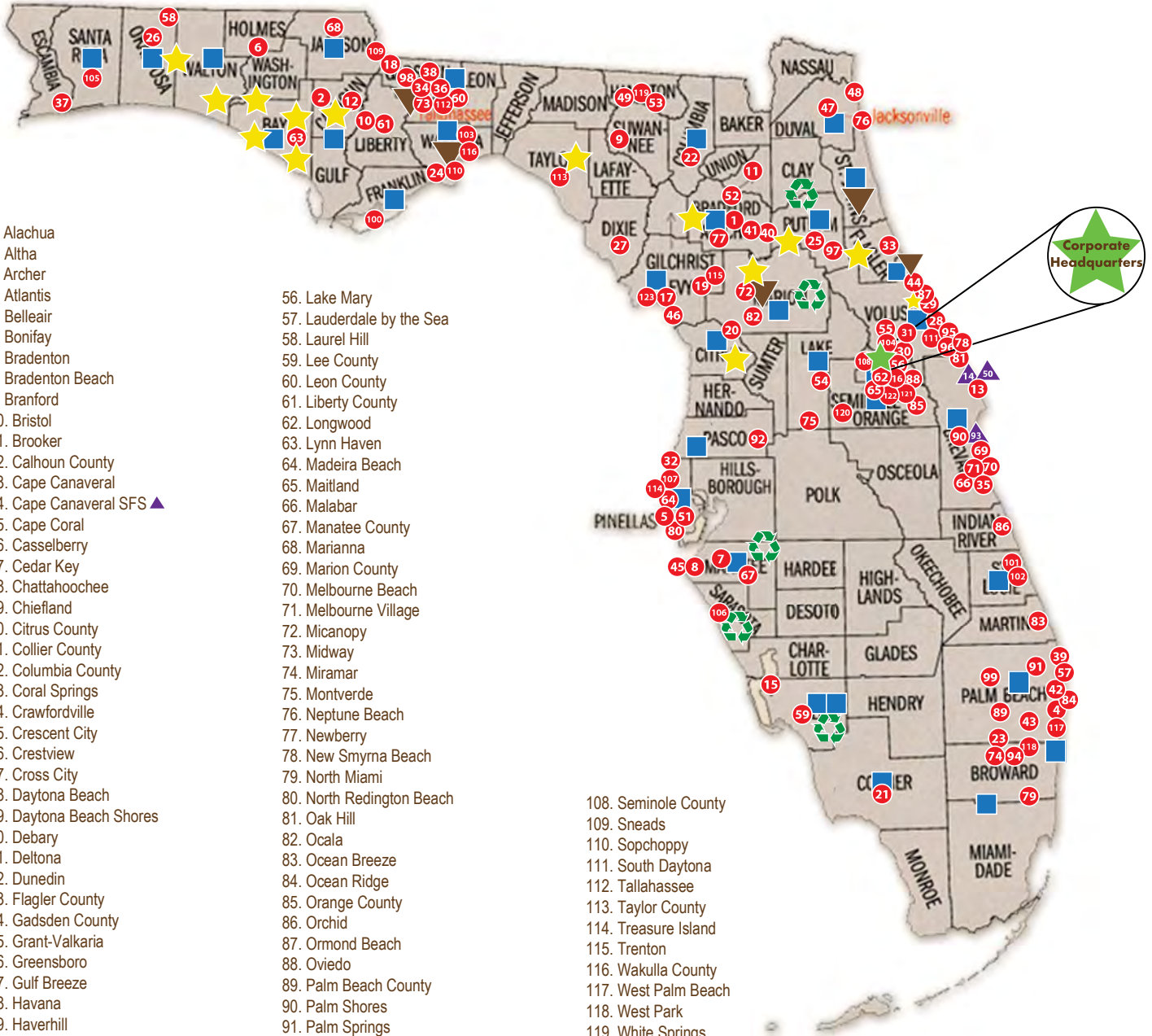


Organizational Chart





OF FLORIDA INC.



- 1. Alachua
- 2. Altha
- 3. Archer
- 4. Atlantis
- 5. Belleair
- 6. Bonifay
- 7. Bradenton
- 8. Bradenton Beach
- 9. Branford
- 10. Bristol
- 11. Brooker
- 12. Calhoun County
- 13. Cape Canaveral
- 14. Cape Canaveral SFS ▲
- 15. Cape Coral
- 16. Casselberry
- 17. Cedar Key
- 18. Chattahoochee
- 19. Chiefland
- 20. Citrus County
- 21. Collier County
- 22. Columbia County
- 23. Coral Springs
- 24. Crawfordville
- 25. Crescent City
- 26. Crestview
- 27. Cross City
- 28. Daytona Beach
- 29. Daytona Beach Shores
- 30. Debarry
- 31. Deltona
- 32. Dunedin
- 33. Flagler County
- 34. Gadsden County
- 35. Grant-Valkaria
- 36. Greensboro
- 37. Gulf Breeze
- 38. Havana
- 39. Haverhill
- 40. Hawthorne
- 41. High Springs
- 42. Hillsboro Beach
- 43. Hollywood
- 44. Holly Hill
- 45. Holmes Beach
- 46. Inglis
- 47. Jacksonville
- 48. Jacksonville Beach
- 49. Jasper
- 50. Kennedy Space Center ▲
- 51. Kenneth City
- 52. LaCrosse
- 53. Lake City
- 54. Lake County
- 55. Lake Helen

- 56. Lake Mary
- 57. Lauderdale by the Sea
- 58. Laurel Hill
- 59. Lee County
- 60. Leon County
- 61. Liberty County
- 62. Longwood
- 63. Lynn Haven
- 64. Madeira Beach
- 65. Maitland
- 66. Malabar
- 67. Manatee County
- 68. Marianna
- 69. Marion County
- 70. Melbourne Beach
- 71. Melbourne Village
- 72. Micanopy
- 73. Midway
- 74. Miramar
- 75. Montverde
- 76. Neptune Beach
- 77. Newberry
- 78. New Smyrna Beach
- 79. North Miami
- 80. North Redington Beach
- 81. Oak Hill
- 82. Ocala
- 83. Ocean Breeze
- 84. Ocean Ridge
- 85. Orange County
- 86. Orchid
- 87. Ormond Beach
- 88. Oviedo
- 89. Palm Beach County
- 90. Palm Shores
- 91. Palm Springs
- 92. Pasco County
- 93. Patrick SFB ▲
- 94. Pembroke Pines
- 95. Ponce Inlet
- 96. Port Orange
- 97. Putnam County
- 98. Quincy
- 99. Royal Palm Beach
- 100. St. George Island
- 101. St. Lucie County
- 102. St. Lucie Village
- 103. St. Marks
- 104. Sanford
- 105. Santa Rosa County
- 106. Sarasota
- 107. Seminole

- 108. Seminole County
- 109. Sneads
- 110. Sopchoppy
- 111. South Daytona
- 112. Tallahassee
- 113. Taylor County
- 114. Treasure Island
- 115. Trenton
- 116. Wakulla County
- 117. West Palm Beach
- 118. West Park
- 119. White Springs
- 120. Wintermere
- 121. Winter Park
- 122. Winter Springs
- 123. Yankeetown

- ★ Corporate Headquarters
- Hauling Companies
- ★ Landfills
- ▲ Military Contracts
- Municipal Contracts
- ♻️ Recycling Processing
- ▼ Transfer Stations

WASTE PRO OF FLORIDA, INC.

Corporate Headquarters

2101 W SR 434 Suite 305, Longwood, FL, 32779

407-869-8800 Fax 407-869-8884



FAST FACTS WASTE PRO USA

Fastest growing privately-owned solid waste company in the Southeastern United States. Founded in 2001 by Board Chairman John Jennings, a second-generation legend in the business. In 2014, his son Sean Jennings joined Waste Pro and became President of the company in 2018. He assumed the role of CEO in 2020.

We are the fourth largest privately-owned company in Central Florida where we are headquartered. Waste Pro is the only company in the United States with a Historical Garbage Truck Museum that has been recognized worldwide.



GARBAGE TRUCK MUSEUM

The world's ONLY garbage truck museum located in Sanford, FL with trucks dated as far back as 1926. Two trucks on display were used in the 2016 film Fences.



SAFETY AWARDS



\$10K for drivers and \$5K for helpers who go 3+ years without at-fault accident, injury, or property damage. To date approximately \$7.4 million has been awarded to WP drivers and helpers.



FLEET

2,800+ state of the art trucks with 3rd Eye 360 degree onboard cameras.



MRFS

(MATERIAL RECOVERY FACILITY OR RECYCLING PROCESSING)

Atlanta, Ocala, Sarasota



EMPLOYEES

4,400+



SPORTS SPONSORSHIPS

Jacksonville Jaguars, New Orleans Saints, New Orleans Pelicans, Charlotte Hornets, Florida Citrus Sports, Biloxi Shuckers, Florida Everblades



CO-HEART PROGRAM

Internal safety training program that has helped 400+ employees earn their CDL. WP Sanford is state-approved testing site.

OUR SERVICES



Residential & Commercial Solid Waste Collection



Recycling Collection & Processing Services



Transfer Stations & Landfills



- Corporate Headquarters
- Hauling Companies
- Landfills
- Military Contracts
- Municipal Contracts
- Recycling Processing
- Transfer Stations



SERVICE AREAS	OFFICE LOCATIONS	CUSTOMERS
Alabama Arkansas Florida Georgia Louisiana Mississippi Missouri North Carolina South Carolina Tennessee	90+ operating facilities including landfills and transfer stations	2 million residential 100,000 commercial 500+ cities 300+ exclusive municipal franchises

WASTE PROTECTION

Employees are trained by law enforcement to report unusual or suspicious activity and handle potential evidence in effort to keep communities safe.



2ND CHANCE PROGRAM

Partners with Florida Department of Corrections to give career opportunities to qualified offenders who have completed their sentence in effort to reduce recidivism.



RESTORED TO NEW

Rebuild older trucks to look and run like new again to reduce environmental footprint. More than 150 trucks have been restored to new to date.



DRIVER TRAINING CENTERS

Allows drivers and helpers to undergo extensive hands-on training and simulations on various safety aspects. Located in Sanford and Atlanta.

REVENUE GROWTH

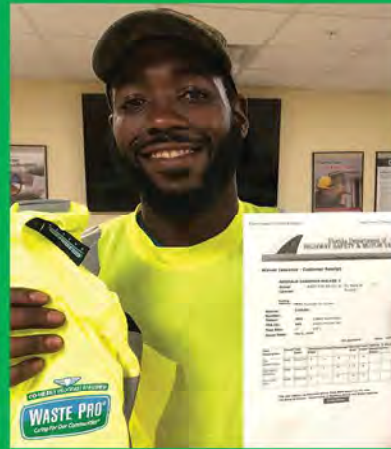
IN 2001 **\$0 - \$1.1 BILLION** IN 2023









The Waste Pro CO-HEART PROGRAM:

More than 400 new CDL drivers and counting. Will you be the next?

Waste Pro's Co-Heart Program, created in 2015, allows drivers, helpers, supervisors, and any other interested Waste Pro staff to earn their commercial driver's license (CDL). The tests are conducted at Waste Pro's Regional Operations Center in Sanford, FL, a State-approved CDL testing site. Waste Pro is only one of two solid waste companies in the state that works with the Florida Department of Transportation to offer such a program.



BUILDING FROM WITHIN

-  Created in 2015
-  On-site testing in Sanford, FL
-  Advanced driving skills with focus on importance of safety
-  Employee retention and growth
-  More than 400 graduates to date
-  Testing fee is reimbursed after 1 year of safe driving



Building a safe driver team one test at a time.

WHERE WILL THE CO-HEART PROGRAM TAKE YOU?

Ask your Regional Safety Manager for more information

Waste Pro

Item: **Service Transition History Form**

Attachments

Tab 5 - 6.5.2.b Service Transition History Form - Final.pdf



ITN TITLE: SOLID WASTE, RECYCLABLE MATERIALS,
AND YARD TRASH COLLECTION SERVICES

PROPOSER'S NAME: WASTE PRO OF FLORIDA, INC.

EVALUATION CRITERIA SECTION: EXPERIENCE

Section 6.5.2b Experience: Service Transition History Form

Respondent must use the provided Service Transition History form to demonstrate experience successfully transitioning to providing residential and commercial collection services from another provider. It is preferred that references are public sector customers in the State of Florida in jurisdictions of similar size.

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History

Proposer shall complete and submit this form providing a complete listing of all transitions of which the Proposer has been a part, including both entering and existing contractor transitions in the State of Florida for the past two (2) years. If Proposer does not have transition experience in Florida, then a nationwide transition performance history should be submitted.

Proposer is required to provide a self-evaluation of each transition identifying the smoothness of the transition by qualifying the level of service disruption. Since the Franchisee is responsible for providing a smooth transition in service to minimize inconvenience to customers, successful transition experience is important to the County. These forms may be duplicated as needed to ensure a complete history. Any omissions within the service transition history may be cause for disqualification at the County's discretion.

Municipality/County/State: Lee County (Area 4)/FL

Date of Transition: 10/1/2022

Contact Name/Title: Amanda Condomina

Entering Contract [checked] Exiting Contract []

Contact Phone: 239-533-8000

This transition had minimal service disruption:

Contact Email: acondomina@leegov.com

[checked]-----[]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [checked] No. of units: 57,557

Commercial [checked] No. of Customers: 1,184

Carted Garbage (automated) [] manual x Carted Recycling (automated) [checked]

Service Verification/RFID [checked] Conducted Cart A&D []

Municipality/County/State: Collier County/FL

Date of Transition: 10/1/2021

Contact Name/Title: Kari Hodgson - Director of Solid Waste

Entering Contract [checked] Exiting Contract []

Contact Phone: 239-398-9621

This transition had minimal service disruption:

Contact Email: kari.hodgson@colliercountyfl.gov

[checked]-----[]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [checked] No. of units: 9,594

Commercial [checked] No. of Customers: 425

Carted Garbage (automated) [checked] Carted Recycling (automated) [checked]

Service Verification/RFID [checked] Conducted Cart A&D []

Municipality/County/State: City of Miramar/Broward/FL

Date of Transition: 5/1/2022

Contact Name/Title: Ralph Trapani - Solid Waste Manager

Entering Contract [checked] Exiting Contract []

Contact Phone: 956-602-4357

This transition had minimal service disruption:

Contact Email: ratrapani@miramarfl.gov

[checked]-----[]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [checked] No. of units: 31,772

Commercial [checked] No. of Customers: 984

Carted Garbage (automated) [checked] Carted Recycling (automated) [checked]

Service Verification/RFID [] Conducted Cart A&D []

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History Continued (Page ____ of ____)

Municipality/County/State: City of Pembroke Pines/Broward/FL

Date of Transition: 1/1/2022

Contact Name/Title: Frank Ortis - Mayor

Entering Contract Exiting Contract

Contact Phone: 954-450-1020

This transition had minimal service disruption:

Contact Email: fortis@ppines.com

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 38,742

Commercial No. of Customers: 1,386

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of Jacksonville Beach/Duval/FL

Date of Transition: 2/6/2023

Contact Name/Title: Dennis Barron - Director of Public Works

Entering Contract Exiting Contract

Contact Phone: 904-247-6272

This transition had minimal service disruption:

Contact Email: dbarron@jaxbchfl.net

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 8,500

Commercial No. of Customers: 111

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: Town of Kenneth City/Pinellas/FL

Date of Transition: 5/2/2022

Contact Name/Title: Lacy Lafave - Town Manager

Entering Contract Exiting Contract

Contact Phone: 727-430-7298

This transition had minimal service disruption:

Contact Email: lafavel@kennethcityfl.org

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 1,158

Commercial No. of Customers: 70

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of High Springs/Alachua/FL

Date of Transition: 5/1/2023

Contact Name/Title: Bruce Gillingham - Asst City Manager

Entering Contract Exiting Contract

Contact Phone: 386-454-1416

This transition had minimal service disruption:

Contact Email: bgillingham@highsprings.gov

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 2,794

Commercial No. of Customers: 174

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History

Proposer shall complete and submit this form providing a complete listing of all transitions of which the Proposer has been a part, including both entering and existing contractor transitions in the State of Florida for the past two (2) years. If Proposer does not have transition experience in Florida, then a nationwide transition performance history should be submitted.

Proposer is required to provide a self-evaluation of each transition identifying the smoothness of the transition by qualifying the level of service disruption. Since the Franchisee is responsible for providing a smooth transition in service to minimize inconvenience to customers, successful transition experience is important to the County. These forms may be duplicated as needed to ensure a complete history. Any omissions within the service transition history may be cause for disqualification at the County's discretion.

Municipality/County/State: City of Port St Lucie/St Lucie/FL

Date of Transition: 9/4/2022

Contact Name/Title: Carmen Capezzuto - Dir of Neighborhood Services

Entering Contract [] Exiting Contract [x]

Contact Phone: 772-871-5010

This transition had minimal service disruption:

Contact Email: carmenc@cityofpsl.com

[]-----[]-----[x]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [x] No. of units: 80,250

Commercial [] No. of Customers: _____

Carted Garbage (automated) [] Carted Recycling (automated) [x]

Service Verification/RFID [] Conducted Cart A&D []

Municipality/County/State: Town of Malabar/Brevard/FL

Date of Transition: 1/1/2022

Contact Name/Title: Matthew Stinnett - Town Manager

Entering Contract [x] Exiting Contract []

Contact Phone: 321-499-0779

This transition had minimal service disruption:

Contact Email: townmanager@townofmalabar.com

[x]-----[]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [x] No. of units: 1,115

Commercial [x] No. of Customers: 44

Carted Garbage (automated) [x] Carted Recycling (automated) [x]

Service Verification/RFID [x] Conducted Cart A&D [x]

Municipality/County/State: City of Gulf Breeze/Santa Rosa/FL

Date of Transition: 4/1/2023

Contact Name/Title: Leslie Guyer - City Clerk

Entering Contract [x] Exiting Contract []

Contact Phone: 850-934-5115

This transition had minimal service disruption:

Contact Email: lguyer@gulfbreezefl.gov

[x]-----[]-----[]-----[]-----[]
Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential [x] No. of units: 2,147

Commercial [x] No. of Customers: 117

Carted Garbage (automated) [x] Carted Recycling (automated) [x]

Service Verification/RFID [x] Conducted Cart A&D [x]

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History Continued (Page ____ of ____)

Municipality/County/State: Town of Belleair/Pinellas/FL

Date of Transition: 6/1/2023

Contact Name/Title: Katherine Bleakly - Management Analyst

Entering Contract Exiting Contract

Contact Phone: 727-588-3769

This transition had minimal service disruption:

Contact Email: kbleakly@townofbelleair.net

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 1,436

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of Madeira Beach/Pinellas/FL

Date of Transition: 1/1/2023

Contact Name/Title: Megan Wepfer - Public Works Director

Entering Contract Exiting Contract

Contact Phone: 727-543-8154

This transition had minimal service disruption:

Contact Email: mwepfer@madeirabeachfl.gov

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 1,728

Commercial No. of Customers: 36

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of Treasure Island/Pinellas/FL

Date of Transition: 10/1/2021

Contact Name/Title: Stacy Boyles - Asst Public Works Director

Entering Contract Exiting Contract

Contact Phone: 727-547-4575 ext 251

This transition had minimal service disruption:

Contact Email: stacy.boyles@mytreasureisland.org

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 2,625

Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of Palm Coast/Flagler/FL

Date of Transition: 6/1/2023

Contact Name/Title: Cynthia Schweers - Customer Service Manager

Entering Contract Exiting Contract

Contact Phone: 386-986-2364

This transition had minimal service disruption:

Contact Email: CSchweers@palmcoastgov.com

Strongly Agree Agree Neutral Disagree Strongly Disagree

Contract Included: (check all that apply)

Residential No. of units: 41,832

Commercial No. of Customers: _____

Carted Garbage (automated) Recycling (automated)

Service Verification/RFID Conducted Cart A&D

Waste Pro

Item: **Non Performance History and Litigation**

Attachments

6.5.2c. Non-Performance History and Litigation - Final.pdf



ITN TITLE: SOLID WASTE, RECYCLABLE MATERIALS,
AND YARD TRASH COLLECTION SERVICES

PROPOSER'S NAME: WASTE PRO OF FLORIDA, INC.

EVALUATION CRITERIA SECTION: EXPERIENCE

Section 6.5.2c Experience: Non-Performance History and Litigation

Respondent must document past performance history by providing a description of all criminal actions against the Respondent during the last five years. Respondent should also list all civil actions, early terminations of service contracts, bid bond claims, performance bond claims or charges of liquidated damages related to solid waste services involving ten thousand dollars (\$10,000) or more per contract per year against the Respondent during the last five years. Additionally, Respondent must provide a summary of any litigation for a claim exceeding \$150,000 that the Respondent has been party to during the past three years which is related to providing the types of services described in Part II. The summary shall state the nature of the litigation, a brief description of the case, the outcome or projected outcome, and the monetary amounts involved. Any omissions within this section may be cause for disqualification.



A. History and Litigation

Waste Pro of Florida, Inc. v. Gulf County, Florida, Board of County Commissions, on behalf of Gulf County, Florida; pending in the Circuit Court of the Fourteenth Judicial Circuit in and for Gulf County, Florida; Case No.:2019-CA-000157

Summary: In 2019, Waste Pro filed an action against Gulf County for its breach of a solid waste agreement that required Waste Pro, in addition to performing solid waste collection and disposal services, to construct, finance, and operate a new transfer station facility on the County’s landfill site. When the County awarded the new service contract to a third party, a dispute arose between the County and Waste Pro as to the amount the County was required to pay Waste Pro for the transfer station. The County counter-sued for breach of the services agreement and the lease agreement related to Waste Pro’s lease of the transfer station while Waste Pro operated it. The parties resolved the issue amicably and the action was dismissed.

City of Port St. Lucie V. Waste Pro of Florida, Inc., pending in the Circuit Court of Nineteenth Judicial Circuit in and for St. Lucie County, Florida; Case No.: 56 2021 CA 001628

Summary: In 2021, Port St. Lucie filed a declaratory relief action against Waste Pro seeking a declaration that Waste Pro’s declaration of an event of force majeure did not fall within the terms of the contract. Waste Pro had declared an event of force majeure after the Delta variant caused an increase in Covid-19 cases creating workforce issues for Waste Pro. Port St. Lucie later amended to bring anticipatory breach and breach of contract claims. Due to claimed performance issues, Waste Pro had nearly \$2 million in liquidated damages withheld by Port St. Lucie. Port St. Lucie also made a claim against Waste Pro’s performance bond, although no amounts were paid out by the surety. Waste Pro believes that the withheld amounts were punitive and not reasonably related to any costs expended by Port St. Lucie. After attempting to resolve the issues at mediation, Waste Pro terminated the contract and counter-sued to recover the amounts it believes were improperly withheld. The action is currently pending.

Waste Pro of Florida, Inc. v. City of Cape Coral, Case No: 2022-CA-001123

Summary: Litigation was initiated to determine if certain contract assessments were proper under the contract. The parties had negotiated for many months before resorting to the court system. The parties amicably resolved the issue through mediation, with a narrow issue to be determined through a jointly agreed to arbitration proceeding. The litigation has had no impact on the working relationship between Waste Pro and the City, or the current service level to the residents.

B. No city, county, or other governmental entity has terminated a contract with Waste Pro concerning the Collection of Solid Waste.



C / D. Administrative /Liquidated Damages exceeding \$10,000 per contract year for services related issues are listed below:

Waste Pro has been providing waste collection and disposal services in Florida since 2001. As a privately-owned, family-operated business headquartered in Longwood, we are proud to call Florida home. Waste Pro is currently one of the **largest providers of exclusive residential solid waste services in the state** and the third largest privately-owned company in Central Florida. Our widespread presence in Florida combined with our exemplary service record are indicative of the value we place on our relationships with local municipal partners.

- We currently have operations in **61 of Florida’s 67 counties**.
- We provide solid waste collection services in Florida through **120 exclusive franchised municipal contracts**.
- In the last five years, **94 of those 120 municipal contracts were not subject to fines in excess of \$10,000**. This represents more than **78%** of our local Florida contracts.

We acknowledge that service issues do occur, and when concerns arise, we do our best to provide a resolution and move forward. Our commitment to quickly and effectively communicating with our municipal partners to resolve service issues has proven particularly important during the last three years, when the industry has faced labor shortages and service disruptions caused by the global economic crisis.

The high number of municipalities that have signed renewal contracts with Waste Pro despite service difficulties is evidence of our concerted effort to overcome these issues. Of the Florida municipalities that have issued fines in the past five years, **24 remain with Waste Pro**, as indicated in the chart below.



Liquidated Damages Over \$10,000 Per Contract Year

Florida Municipality	2019	2020	2021	2022	2023	Renewed or New Award to Waste Pro
City of Port St. Lucie	X	X	X	X		
St. Lucie County	X	X	X	X		2022
Palm Beach County Area 1	X					2019
City of North Miami			X		X	2020
Hollywood					X	2019
Pembroke Pines			X			2021
Coral Springs			X	X		2019
Lee County Area 3					X	2023
Lee County Area 5					X	2023
City of Cape Coral				X	X	2020
City of Dunedin	X					2022
Orange County	X	X	X	X	X	2016
Sanford	X	X	X	X		2022
Seminole County Area 1	X					2018
Deltona	X		X	X	X	2018
Daytona Beach	X	X	X	X	X	2020
Ormond Beach			X			2023
Port Orange				X	X	2021
South Daytona				X		2017
Daytona Beach Shores	X		X	X	X	2013
Holly Hill				X	X	2018
Lake County	X		X	X	X	2023
Palm Coast	X		X			
Jacksonville	X	X	X	X	X	2023
Leon County	X	X	X	X	X	2023
Tallahassee	X	X	X	X	X	2018

The information provided in the above chart is accurate to the best of Waste Pro’s information and belief and is derived from a search of records maintained as part of our regular business operations. While it is possible that some relevant information may be inadvertently missing from this disclosure, we do not believe any such information would have a material effect on Waste Pro’s performance related to the current ITN. We will amend the above information should we become aware of facts that warrant disclosure.

Waste Pro

Item: **Comprehensive List of Government Clients**

Attachments

6.5.3 Comprehensive List of Government Clients - Final.pdf



ITN TITLE: SOLID WASTE, RECYCLABLE MATERIALS,
AND YARD TRASH COLLECTION SERVICES

PROPOSER'S NAME: WASTE PRO OF FLORIDA, INC.

EVALUATION CRITERIA SECTION: EXPERIENCE

Section 6.5.3 Experience: Comprehensive List of Government Clients

Provide a comprehensive list of government clients you have provided similar services to within the past five (5) years. For reference purposes, provide contact information for a minimum of 4 and a maximum of 10 customers, including those clients for when the Respondent provided transitioning services as referenced above. At a minimum, such contact information shall include customer name, a brief description of services provided, contract start and end dates, and the name, email, and telephone number of a contact person who can verify information. When possible, include the dollar value of the contract.

See below for comprehensive list of 10 references:

See below comprehensive list of Government clients throughout the State of Florida
(Map)



Sarasota County, FL
Bid #232452VG

Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Lee County, FL - (Service Areas 3, 4 & 5)					
Address	6431 Topaz Court, Ft. Myers, FL 33966				
Description of Services Provided	<ul style="list-style-type: none"> • Franchise residential waste, recycling, yard waste, bulky waste, white goods, electronic waste, and tires collection services • Franchise commercial waste collections 				
Number of Homes Served	127,000				
Contract Start (Transition)/End Dates	<table border="1" style="width: 100%;"> <tr> <td>Start (Areas 3 & 5): 10/1/2010</td> <td>End: 9/30/2030</td> </tr> <tr> <td>Start (Area 4): 10/1/2022</td> <td>End: 9/30/2029</td> </tr> </table>	Start (Areas 3 & 5): 10/1/2010	End: 9/30/2030	Start (Area 4): 10/1/2022	End: 9/30/2029
Start (Areas 3 & 5): 10/1/2010	End: 9/30/2030				
Start (Area 4): 10/1/2022	End: 9/30/2029				
Annual Contract Cost of Work	\$53,911,640				
Current Contact	Amanda Condolina				
Contact Phone	239-533-8000				
Contact Email	acondolina@leegov.com				

City of Jacksonville, FL			
Address	1031 Superior Street, Jacksonville, FL 32254		
Description of Services Provided	<ul style="list-style-type: none"> • Franchise residential waste, recycling, yard waste, bulky waste, and white goods collection services 		
Number of Homes Served	79,931		
Contract Start (Transition)/End Dates	<table border="1" style="width: 100%;"> <tr> <td>Start: 10/1/2007</td> <td>End: 9/30/2029</td> </tr> </table>	Start: 10/1/2007	End: 9/30/2029
Start: 10/1/2007	End: 9/30/2029		
Annual Contract Cost of Work	\$22,166,460		
Current Contact	Will Williams, Chief of Solid Waste		
Contact Phone	904-630-2489		
Contact Email	willw@coj.net		



Sarasota County, FL
Bid #232452VG

Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Manatee County, Florida - (Service Area 1)	
Address	3333 Lena Road, Bradenton, Florida 34211
Description of Services Provided	<ul style="list-style-type: none"> • Franchise residential waste, recycling, yard waste, bulky waste, white goods, electronic waste, and tires collection services • Franchise commercial waste collections
Number of Homes Served	66,769
Contract Start (Transition)/End Dates	Start: 10/1/2010 End: 9/30/2025
Annual Contract Cost of Work	\$24,000,000
Current Contact	Jeanne' Detweiler, Superintendent Solid Waste Enforcement
Contact Phone	941-798-6760
Contact Email	Jeanne.detweiler@mymanatee.org

Palm Beach County, FL - Solid Waste Authority (SWA)	
Address	7501 N Jog Road, West Palm Beach, FL 33412
Description of Services Provided	<ul style="list-style-type: none"> • Franchise residential waste, recycling, yard waste, bulky waste, and white goods collection services • Franchise commercial waste collections
Number of Homes Served	72,060
Contract Start (Transition)/End Dates	Start: 10/1/2008 End: 9/30/2026
Annual Contract Cost of Work	\$15,460,000
Current Contact	Paul Gonsalves, Palm Beach County SWA Director of CIS
Contact Phone	561-640-4000
Contact Email	sgonsalves@swa.org

City of Miramar, FL	
Address	13900 Pembroke Rd, Miramar FL 33027
Description of Services Provided	<ul style="list-style-type: none"> • Franchise residential waste, recycling, yard waste, bulky waste, and white goods collection services • Franchise commercial waste collections
Number of Homes Served	32,111
Contract Start (Transition)/End Dates	Start: 5/1/2022 End: 4/30/2029
Annual Contract Cost of Work	\$17,985,000
Current Contact	Stephen Johnson, Assistant City Manager
Contact Phone	954-602-3011
Contact Email	sejohnson@miramarfl.gov



Sarasota County, FL
Bid #232452VG

Solid Waste, Recyclable Materials, and Yard Trash Collection Services

City of Pembroke Pines, FL	
Address	10700 City Center Blvd., Pembroke Pines, FL 33025
Description of Services Provided	<ul style="list-style-type: none"> • Franchise residential waste, recycling, yard waste, bulky waste, and white goods collection services • Franchise commercial waste collections
Number of Homes Served	38,8015
Contract Start (Transition)/End Dates	Start: 1/1/2022 End: 12/31/2029
Annual Contract Cost of Work	\$18,780,000
Current Contact	Frank Ortis, Mayor
Contact Phone	954-450-1020
Contact Email	fortis@ppines.com

City of Tallahassee, FL	
Address	2727 Municipal Way Tallahassee, Fl. 32304
Description of Services Provided	<ul style="list-style-type: none"> • Franchise residential waste, recycling, yard waste, bulky waste, and white goods collection services • Franchise commercial waste collections
Number of Homes Served	49,000
Contract Start (Transition)/End Dates	Start: 10/1/2018 End: 9/30/2025
Annual Contract Cost of Work	\$6,112,236
Current Contact	Reginald Ofuani, General Manager – City of Tallahassee
Contact Phone	850-891-5450
Contact Email	reginald.ofuani@talgov.com

Seminole County, FL - (Sections 1 & 3)	
Address	1950 State Road 419, Longwood, FL 32750
Description of Services Provided	<ul style="list-style-type: none"> • Franchise residential waste, recycling, yard waste, bulky waste, and white goods collection services • Franchise commercial waste collections
Number of Homes Served	50,080
Contract Start (Transition)/End Dates	Start: 4/1/2005 End: 12/31/2027
Annual Contract Cost of Work	\$10,058,622
Current Contact	Oliver Bond, Solid Waste Director
Contact Phone	407-665-2250
Contact Email	obond@seminolecountyfl.gov



Sarasota County, FL
Bid #232452VG

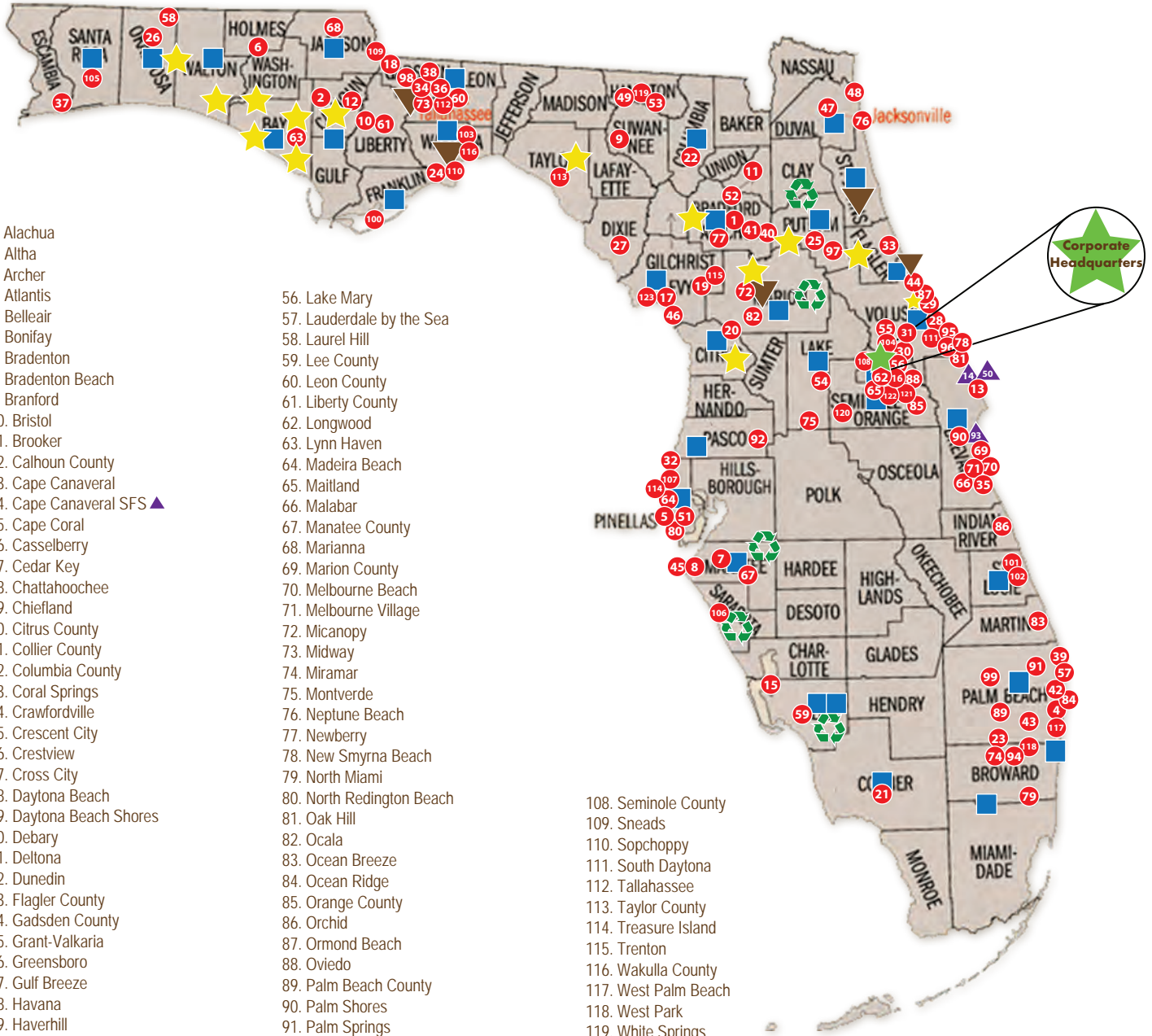
Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Orange County, FL	
Address	5901 Young Pine Road, Orlando, FL 32829
Description of Services Provided	<ul style="list-style-type: none"> • Franchise residential waste, recycling, yard waste, bulky waste, and white goods collection services • Franchise commercial waste collections
Number of Homes Serviced	52,582
Contract Start (Transition)/End Dates	Start: 1/1/2009 End: 12/31/2025
Annual Contract Cost of Work	\$9,603,000
Current Contact	David Gregory, Solid Waste Division Manager
Contact Phone	407-836-6601
Contact Email	David.Gregory@ocfl.net

Collier County, FL	
Address	3390 Tamiami Trail - Suite 302, Naples, FL 34112
Description of Services Provided	<ul style="list-style-type: none"> • Franchise residential waste, recycling, yard waste, bulky waste, white goods, electronic waste, and tires collection services • Franchise commercial waste collections
Number of Homes Serviced	9,594
Contract Start (Transition)/End Dates	Start: 10/1/2021 End: 9/30/2027
Annual Contract Cost of Work	\$3,800,000
Current Contact	Kari Hodgson, Director of Solid Waste
Contact Phone	239-398-9621
Contact Email	kari.hodgson@colliercountyfl.gov



OF FLORIDA INC.



1. Alachua
2. Altha
3. Archer
4. Atlantis
5. Belleair
6. Bonifay
7. Bradenton
8. Bradenton Beach
9. Branford
10. Bristol
11. Brooker
12. Calhoun County
13. Cape Canaveral
14. Cape Canaveral SFS ▲
15. Cape Coral
16. Casselberry
17. Cedar Key
18. Chattahoochee
19. Chiefland
20. Citrus County
21. Collier County
22. Columbia County
23. Coral Springs
24. Crawfordville
25. Crescent City
26. Crestview
27. Cross City
28. Daytona Beach
29. Daytona Beach Shores
30. Debarry
31. Deltona
32. Dunedin
33. Flagler County
34. Gadsden County
35. Grant-Valkaria
36. Greensboro
37. Gulf Breeze
38. Havana
39. Haverhill
40. Hawthorne
41. High Springs
42. Hillsboro Beach
43. Hollywood
44. Holly Hill
45. Holmes Beach
46. Inglis
47. Jacksonville
48. Jacksonville Beach
49. Jasper
50. Kennedy Space Center ▲
51. Kenneth City
52. LaCrosse
53. Lake City
54. Lake County
55. Lake Helen

56. Lake Mary
57. Lauderdale by the Sea
58. Laurel Hill
59. Lee County
60. Leon County
61. Liberty County
62. Longwood
63. Lynn Haven
64. Madeira Beach
65. Maitland
66. Malabar
67. Manatee County
68. Marianna
69. Marion County
70. Melbourne Beach
71. Melbourne Village
72. Micanopy
73. Midway
74. Miramar
75. Montverde
76. Neptune Beach
77. Newberry
78. New Smyrna Beach
79. North Miami
80. North Redington Beach
81. Oak Hill
82. Ocala
83. Ocean Breeze
84. Ocean Ridge
85. Orange County
86. Orchid
87. Ormond Beach
88. Oviedo
89. Palm Beach County
90. Palm Shores
91. Palm Springs
92. Pasco County
93. Patrick SFB ▲
94. Pembroke Pines
95. Ponce Inlet
96. Port Orange
97. Putnam County
98. Quincy
99. Royal Palm Beach
100. St. George Island
101. St. Lucie County
102. St. Lucie Village
103. St. Marks
104. Sanford
105. Santa Rosa County
106. Sarasota
107. Seminole

108. Seminole County
109. Sneads
110. Sopchoppy
111. South Daytona
112. Tallahassee
113. Taylor County
114. Treasure Island
115. Trenton
116. Wakulla County
117. West Palm Beach
118. West Park
119. White Springs
120. Wintermere
121. Winter Park
122. Winter Springs
123. Yankeetown

- Corporate Headquarters
- Hauling Companies
- Landfills
- Military Contracts
- Municipal Contracts
- Recycling Processing
- Transfer Stations

WASTE PRO OF FLORIDA, INC.

Corporate Headquarters

2101 W SR 434 Suite 305, Longwood, FL, 32779

407-869-8800 Fax 407-869-8884

Waste Pro

Item: **Approach for North Service District**

Attachments

6.5.4 Approach North Service District-Final - Submittal.pdf

ITN TITLE: SOLID WASTE, RECYCLABLE MATERIALS,
AND YARD TRASH COLLECTION SERVICES

PROPOSER'S NAME: WASTE PRO OF FLORIDA, INC.

EVALUATION CRITERIA SECTION: APPROACH



Approach North Service District

Section 6.5.4. Approach – North Service District (Proposer must submit a separate Approach for North Service District and South Service District. Maximum 30 pages for each District.)

Describe your approach to providing the scope of services required. Approach should clearly and succinctly describe how Respondent will perform the services requested in Part II Scope of Services. The County seeks proposals that aspire to maintain a high level of customer service while maximizing recycling, efficiency, and cost-effectiveness.

- a. Collection Services**
- b. Transition Plan and Customer Service**
- c. Service Verification and Asset Management System**
- d. Information Management and Reporting**
- e. Organization**
- f. Staffing**
- g. Schedule/Timeline**

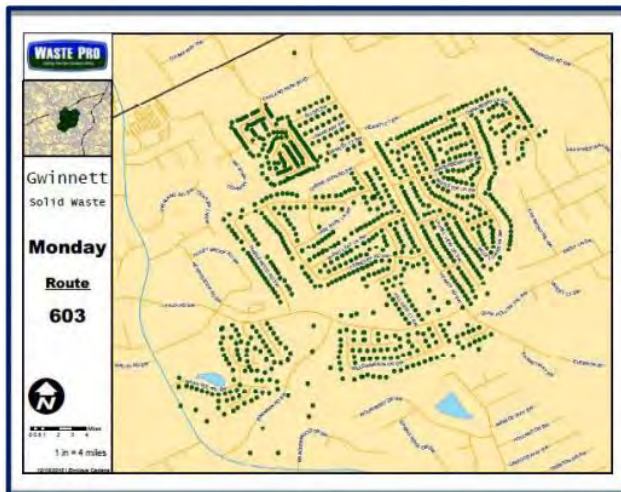


Collection Services

6.5.4a. Collection Services: Respondent should explain how it plans to provide Collections Services as requested in Part II Scope of Services. At a minimum, descriptions must include the primary methods by which Residential Solid Waste, Recyclables, Yard Trash and Bulk Trash will be collected, a list of the types (year, make and model) and number of vehicles that will be used to provide collection services, number of drivers, workers, and customer service staff, as well as how materials will be handled following collection. Methods for each service option should be clearly identified.

This section outlines Waste Pro's proposed approach to residential and commercial services for Sarasota County. Waste Pro has an Operations Team that works with a Customer Service Team and a Corporate Routing Team. These combined teams work together to put in place a plan of action that will best benefit Sarasota County customers. All information provided by Sarasota County was utilized to put in place the most efficient route effectiveness based on the proximity to the disposal site to best serve all aspects of the waste, recycle and yard waste collections for all lines of business.

Through this process Waste Pro concluded the number of trucks based off 1000 units per route for residential, 1100 units per route for Recycling, and approximately 2000 units for Yard Waste. This was formulated by the experience in other municipal contracts. The number of commercial trucks was determined by yardage—again, years of experience in the industry has taught Waste Pro the best practice to put together the most comprehensive plan to collect commercial accounts. Waste Pro will utilize its routing platform, Route Smart, to create routes that minimize service day changes for Sarasota County residents. This software takes into account all conditions, mapping, and turn by turn navigation, along with current service days.



In what follows, we detail the collection of solid waste, recycling, yard waste, bulky waste, and e-waste and white goods, along with our plan for the post-collection handling of each type of material. This is followed by an overview of our collection vehicle specifications and collection staffing numbers for Sarasota County, our non-collection procedures, and our experience with continuity of operations during adverse weather events. Route maps will be put together through our routing team, enabling us to provide the best service plan. Above and beyond that, we have put in place the optimal number of trucks, people, and assets needed. However, we have also built into the plan spare vehicles and additional personnel and assets in order to compensate for any potential "unknowns."



Residential Service

Waste Pro will collect residential solid waste once per week curbside. Non-compliant materials (hazardous materials and non-conforming materials according to Sarasota County's recycling program) will receive a county-approved non-collection notice explaining why the collection was not made.

Our commitment to residents' satisfaction begins before we make our first collection ensuring that each resident has the trash and recycling carts they need. After the first initial distribution of solid waste carts by Sarasota County, Waste Pro will purchase, assemble, and distribute 32, 64, and 96-gallon solid waste and recycling carts as requested per resident. Waste Pro is committed to completing the ongoing swap-outs and deliveries of new carts in a timely manner. A generous supply of all required cart sizes shall be on hand and available upon customer request. These carts will be tracked by an asset management tool to verify locations, and Sarasota County will have access to this information.

Details for each service that Waste Pro will provide for residents of Sarasota County are as follows:

- **Solid Waste:** All carted residential solid waste will receive curbside collection once a week by automated side loaders (ASLs). Carts will be completely emptied and placed back in an upright position with lids closed. Waste Pro will run 13 solid waste ASLs plus, at minimum, one satellite truck five days per week to service all identified areas that larger trucks cannot accommodate. Routes will be designed to minimize day changes from current practice, and routes will (as much as possible) start at the furthest point from the disposal site and work toward the disposal site to minimize downtime when trucks are being emptied. In addition to the 13 route trucks, two spare trucks are available, and two additional dedicated solid waste drivers in case of unexpected absences or turnover. These additional drivers will be experienced lead drivers whose day-to-day responsibilities will include assisting supervisors in training and managing the 13 routes. All materials will be taken to the Sarasota County Landfill at 4000 Knight Trail Road, Nokomis, FL 34275.
- **Program Recyclables:** Carted residential recyclables will be collected one time per week by automated side loaders (ASLs). Carts will be completely emptied and placed back in an upright position with lids closed. Waste Pro will run 12 recycling ASLs plus one satellite truck five days per week as needed. In addition to the 12 route trucks, there are two spare trucks available and two additional dedicated recycle drivers in case of unexpected absences or turnover. These additional drivers will be experienced lead drivers whose day-to-day responsibilities will include assisting supervisors in training and managing the 12 routes. Again, all routes are designed to work from the furthest point out and work toward the processing facility. Recyclables will be deposited at the single-stream SSR processing facility at 3901 N. Orange Ave, Sarasota, FL 34234 daily following the collection route. We will provide a one-time curbside collection of unprepared corrugated cardboard from new residential occupants (move-ins), complete with a rear load or grapple truck. Supervisors will periodically conduct cart audits to ensure materials are compliant.
- **Yard Trash:** Residential yard trash will receive weekly collection by seven (7) rear-load trucks plus one satellite truck five days per week. In addition to the seven route trucks, there is one spare truck and one additional yard waste driver in case of unexpected absences or turnover. This additional driver will be an experienced lead driver whose day-to-day responsibilities will include assisting the supervisor in training and managing the 7 routes. Waste Pro utilizes driver/driver teams to ensure additional drivers are always available in times of need. All yard waste must be properly prepared per the bid specifications. After yard



trash collection takes place, our trucks will unload material at the Sarasota County Disposal facility. After unloading yard waste, the same REL crews will then return to the route to collect bulk items. Yard waste or bulk items that are deemed too large for REL collection will be collected by grapple truck.

- **Bulky Waste:** Waste Pro will operate one grapple truck and one rear load, Monday through Friday, to pick up bulky waste items in North Sarasota County. Bulky waste routes will run on a scheduled route. Bulk waste will be scheduled with the use of a routing program, Optimo, to ensure maximum efficiency, and scheduling will coincide with the day of service for solid waste and recycling. Bulky waste will be disposed of at the Sarasota County Landfill located at 4000 Knight Trail Road, Nokomis, FL 34275. Bulky waste grapple trucks will unload bulk waste and then return to the same routes to collect scheduled yard waste setouts if needed.
- **White Goods and E-Waste:** White goods and e-waste shall receive collection from a stake body truck, Monday through Friday. White goods will be collected on a schedule using a routing program, Optimo, to ensure efficiency. They will be taken to the Sarasota County Landfill facility. To ensure maximum efficiency for this vehicle, it will also perform cart delivery and maintenance.

Residential Collection Hours will occur from 6 AM to 8 PM, Monday through Friday, and 6 AM to 2:00 PM on Saturday when needed. Regarding holidays, Waste Pro understands that collections will be delayed by one day, with Saturday being the makeup day with hours compliant with landfill hours.

Residential Rear Door Service: Medical Rear Door Service is a supplemental service available to Sarasota County residents upon a doctor's note. **Rear Door Service** is a supplemental service for recycling and MSW. Rear door services are generally completed by the route truck in the area. However, these will be added to the pup trucks in areas where there are multiple rear doors.

Commercial Service

Commercial customers are routed through Route Smart, which considers pounds per yard, density, and proximity to the landfill. Waste Pro anticipates having six commercial routes six days per week, Monday through Saturday. In addition to the six route trucks, one spare truck is available, and one additional dedicated solid waste driver is available in case of unexpected absences or turnover. This lead driver will assist the supervisor in training and managing the six routes. Waste Pro will adjust this number as needed when final container counts and services are verified. The goal is to average 70 to 90 lifts per truck daily, depending on the density and distance from the disposal site.

Commercial Supplemental Collection Services are offered for the following:

- A. Rolling out the collection container and returning it to its original location
- B. Opening and closing doors or gates
- C. Locks for collection containers
- D. Moving customer-owned container upon customer's request

Overfilled Containers and Non-Conforming Materials Supervisors conduct visual audits periodically and utilize 3rd eye to monitor non-conforming materials and overfilled containers. Drivers will be instructed to notify dispatch of overfilled and non-conforming containers, and pictures will be provided to the County through the Contract Administrator.



Sarasota County, FL
Bid #232452VG

Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Supplemental Information

- Waste Pro intends to use at minimum 4 supervisors for the work to be completed in the North section. As indicated above, each supervisor has several lead drivers to assist in properly completing the work.
- When building routes, growth is one of the major factors. Routes in built-up areas are normally above the average, and routes in high-growth areas are generally below the average. Route balancing activities are completed annually, normally in June or July, to allow financial budgeting for the upcoming year.
- Communication for this contract is intended to be funneled through a dedicated Contract Administrator. The County will have direct access to this individual in addition to the normal operational contacts.

Non-Collection Procedures

Waste Pro will attach a county-approved Non-Collection Notice to a set out that is non-compliant. The tag will describe reasons for non-collection—for instance, hazardous materials or materials placed in a recycling container that do not comply with Sarasota County’s list of Program Recyclables in Attachment J. The top portion of tag stays with the customer, and the bottom portion stays with Dispatch to ensure accurate record keeping. All tags will be logged, and a tag list will be sent daily to the county. An example of the “noncompliance” tag is included.

” *Contaminated recyclable material*” is defined as unacceptable materials that are inadvertently commingled or mixed with accepted materials in the recycling containers provided specifically for source-separated recyclable materials. We will not consider a cart or container as contaminated unless the amount of unacceptable material exceeds 25% of the total content (by volume) of the cart or container. In these cases, we will tag the cart or container to inform the resident of the issue.

WASTE PRO
Caring For Our Communities

CITY OF SEMINOLE
727-452-5278

SERVICE EXCEEDING EXPECTATIONS
The tagged item(s) do not meet collection requirements.

Items must be placed within 5 feet from the curb by 7:00 AM on your service day.

GARBAGE

- Exceeds 50 pounds
- Improper Container(s)
- Excessive Amount / Exceeds 2 yards
- Unacceptable Materials - (*hazardous waste*) paint, pesticide, batteries, etc.
- Please call our office to arrange a special bulk pickup

YARD WASTE

- Mixed with garbage
- Exceeds 50 pounds
- Improper Container(s)
- Exceeds 4 foot length per branch
- Excessive Amount / Exceeds 2 yards
- Not bundled with string or twine / Not bagged properly
- Unacceptable Materials - (*treated lumber, construction materials*)
- Please call our office to arrange a special bulk pickup

RECYCLING

- Mixed with garbage or yard waste
- Unacceptable Materials/Not Recyclable
- Improper Container(s) must use a recycle cart

WE APPRECIATE YOUR COOPERATION
Please correct the condition and the item(s) will be picked up on your next collection day.

Date: _____
Address: _____
City: _____



Staffing and Vehicle Specifications

Residential							
Material Collection Type	Number of drivers	Number of	Vehicle Type	Year	Make	Body	Number of Vehicles
Solid Waste	13	0	CNG/ASL	2024	Mack or similar	McNeilus or similar	13
Recycling	12	0	CNG/ASL	2024	Mack or similar	McNeilus or similar	12
Yard Waste	7	7	CNG RL	2024	Mack or similar	McNeilus or similar	10
SW/REC/YW	3	3	Diesel RL	2024	Freightliner or Similar	New Way or similar	3
Service Truck	1	0	Diesel	2024	Ford or Similar	F250 or similar	1
Operations Support	5	0	Regular	2024	Ford or Similar	F150 or similar	5
Grapple	2	0	Diesel	2024	Mack or similar	Peterson or similar	1
Container Delivery	1	0	Diesel	2024	Ford or Similar	F450 or similar	1
Solid Waste Spare	2	0	CNG/ASL	2024	Mack or similar	McNeilus or similar	2
Recycling Spare	2	0	CNG/ASL	2024	Mack or similar	McNeilus or similar	2
Yard Waste Spare	1	0	CNG RL	2024	Mack or similar	McNeilus or similar	1
SW/REC/YW Spare	1	0	Diesel RL	2024	Freightliner or Similar	New Way or similar	1
Commercial							
Material Collection Type	Number of drivers	Number of	Vehicle Type	Year	Make	Body	Number of Vehicles
Solid Waste	6	0	CNG/FL	2024	Auto Car or Similar	EZ Pak	6
Rolloff	1	0	CNG/RO	2024	Peterbilt or Similar		1
FL Delivery	1	0	Diesel	2024	Mack or similar	Freightliner or similar	1
Solid Waste	1	0	CNG/FL	2024	Auto Car or Similar	EZ Pak	1
Customer Service							
Position Title	Number of						
CSR	4						
Office Manager	1						
Resi Dispatcher	1						
Commercial Dispatcher	1						
Contract Administrator	1						
Division Manager	1						

Continuity of Operations

Preparing for storm events is an area where Waste Pro has seasoned experience. With over 22 years of Florida storm and hurricane cleanup in service areas from Miami to the panhandle, we have a time-tested method for post-storm events. With more municipal contracts in the State of Florida than any other hauler, Waste Pro has experience and expertise with severe storms, “unnamed/undeclared” hurricanes, and tornadoes.

A plan of action will be developed between county staff and Waste Pro before a storm is expected. If Waste Pro is contracted to collect additional storm debris, morning and afternoon communication with the County is essential. At the end of the collection day, it is imperative to “de-brief” with county staff regarding the day’s results and to plan the following day. Large storms usually involve pre-planning conference calls between division, region, and corporate staff. Fleets and crews are secured, assigned, and pre-positioned for additional storm collection. Waste Pro has an extensive disaster plan for pre and post storms. Due to the page restriction, the plan is available upon request by Sarasota County.



Transition Plan and Customer Service

6.5.4b. Transition Plan and Customer Service: Respondent should explain how it would transition into providing requested services, and how it would maintain a high quality of customer service and satisfaction throughout the contract. Respondent should provide a basic transition timeline.

From the careful work of coordinating with our municipal partners to execute a seamless transition to maintaining a high level of customer service and satisfaction for years down the line,

Waste Pro’s “Distinguishable Difference” is our highly local commitment to world-class service.

Waste Pro Transition Experience

Waste Pro not only understands the importance of executing a transition with no service delays for residents or businesses—we are the industry Pros. One of Waste Pro’s primary drivers of growth is our attention to detail during the process of startup. **We have started 300 municipal contracts and executed more than 100 successful transitions over the past 20 years,** and we have this process down to a science.

Waste Pro will work diligently with the County to ensure that a switch in vendors will be seamless for the residents and businesses of Sarasota County. We have recently transitioned collection services for several of your neighbors, including Collier County and Lee County (Service Area 4). Waste Pro encourages you to reach out to them and hear for yourself how smoothly our transitions are conducted. We kept the municipalities informed every step of the way and had successful kick offs that were on schedule, and we are committed to doing the same for Sarasota County.

To provide exceptional solid waste collection services to Sarasota County, Waste Pro will transition all County services to a fully staffed hauling operations facility located *in* Sarasota County. Both to support our startup transition and as part of our planned continuity of services in case of inclement weather or other unforeseen events, Waste Pro has back-up vehicles and other resources available to Sarasota County at four additional, fully staffed operating locations situated within an hour of the Sarasota County Landfill:

- Waste Pro – Bradenton/Sarasota, located at 7921 15th Street East, Sarasota FL 34243
- Waste Pro – Fort Myers, located at 13110 Rickenbacker Parkway, Ft. Myers FL 33913
- Waste Pro – Lehigh Acres, located at 5594 6th Street W, Lehigh Acres, FL 33971
- Waste Pro – Clearwater, located at 5170 126th Avenue North, Clearwater FL

All our operating locations have fully staffed offices, customer service centers, storage yards, garages, and maintenance facilities in place. Just as we are committed to serving our community partners, our local Southwest Florida facilities are committed to supporting each other, ensuring the success of new service operations for their neighbor Sarasota County.



The Waste Pro Way to Transition Success

To do things the Waste Pro Way is to do them right, with a commitment to caring and the dependability that customers expect from local businesses. At Waste Pro, we take the worry out of transitioning from one company to another. We take the time to work directly with our municipal partners—no matter how big or small the community—to ensure that we are mapping out safe, reliable, and efficient services that meet unique local needs and challenges.

This brief description provides highlights from our transition plan. As requested in Section 7 of the Scope of Services, Waste Pro will provide a more detailed transition plan to Sarasota County at the stated time after award of a contract.

Our Timeline

If awarded the Sarasota County North Service District, we will begin working immediately. Our corporate transition team, which includes members from operations, maintenance, procurement, legal, human resources, IT, and accounting, will meet weekly with local staff to support our new operation in Sarasota County. Through this collaborative local-corporate process, all facets of the startup are accounted for, and a project timeline is established. Although the timeline is rigid, adjustments are made, if necessary, to ensure that we have accounted for any changes that are needed. Sarasota County personnel are encouraged to participate in any or all of these meetings as we establish our formal transition plan for the County.

As we establish our service presence in Sarasota County, most employees will be hired at least six to ten weeks before startup. Waste Pro spends the additional money necessary to get folks on board and comfortable with their new employment.

Hiring and Training

Our success is based on hiring the best people available. All employees are screened properly during our hiring process. This includes background checks, MVR checks for drivers, and drug and alcohol testing. Drivers are paid a fair market wage; we give them new equipment to work with and design balanced routes to promote a healthy work-life balance.

As mentioned, drivers are typically secured six to ten weeks prior to startup. This allows them time for training, as well as time to learn their new routes. All drivers complete a week of training at our Driver Waste Pro Training facility in Sanford, FL. The following weeks for drivers will be used to train in equipment and daily procedures and safety. We take much pride in our state-of-the-art fleet of trucks, and the only way to keep the trucks in good shape is to get proper input from our drivers. They will be trained in filling out maintenance paperwork as well as operational paperwork.

Drivers will be trained in proper communication to ensure a smooth flow between dispatch and routes. Four weeks before startup, drivers will start performing dry runs on their routes. Initial dry runs are usually done in company pickups. Dry runs in the last two weeks are done with the actual truck that the driver will be operating. Each driver will receive a route sheet that details each daily service area. These dry runs allow our personnel time to give us feedback to ensure transitional success. This creates driver ownership over routes, which will translate to increased attention to detail and fewer missed pickups for Sarasota County residents and businesses. At this time, we will also begin training drivers on key safety issues. We care about our drivers and our customers, and we exercise that commitment to caring through our rigorous



safety training. Waste Pro also provides regular bonus and incentive programs. Employees have the potential to receive a bonus of \$250 for each year of service, along with our \$10k driver award and \$5k helper award designed for drivers and helpers who meet specific criteria over a 3-year period. To date, over 7.4 million dollars has been awarded!

Establishing Safe and Efficient Service Routes

One of the most critical aspects of a transition is routing. Our current software platform is Route Smart. The platform shows areas that may have obstacles or increased accessibility issues. Our goal when routing is to reduce our carbon footprint by creating density and building routes to border one another to allow more efficient completion of routes should an issue arise. Waste Pro is constantly reviewing routes on an annual basis to ensure they are being run in the most efficient way. Drivers work together as a team to ensure that all routes are completed daily.

Equipment Delivery

As the county will be delivering the first set of residential waste carts, Waste Pro will deliver and swap front-load containers throughout Sarasota County with the goal of minimizing service disruptions. Waste Pro will work with Sarasota County and/or the displaced hauler to coordinate a staging area. Once container delivery begins, Waste Pro will provide a daily update to County staff. We will ensure that all bins and containers are delivered to the proper service addresses provided by the County.

Waste Pro understands that a stock of carts and containers for new delivery will need to be purchased and maintained at the division for future use and growth. Waste Pro has agreements with multiple manufacturers that allow for a supply of carts and containers to be maintained at their facilities to ensure we have stock as needed. All container delivery for any new containers or replacements will be handled at our local Sarasota County division. Waste Pro intends to have one dedicated commercial representative to communicate directly with commercial customers and address their needs.



Transition Communication

Based on our experience, Waste Pro knows that a key component of a successful transition is consistent communication with both County leaders and County residents. As we get to know them and become part of the Sarasota County community, we know that residents also need to get to know us. When residents and business owners are informed about and understand all changes to the collection program, they gain confidence in our commitment to your community. We will partner with the County to use multiple platforms to get the word out about upcoming changes, including:





- ✓ An informational webpage just for Sarasota County residents hosted on Waste Pro's main website, which can be linked directly from the County's website.
- ✓ Postcards and flyers detailing changes that resident can keep for easy reference.
- ✓ County-approved educational programs promoting recycling and waste reduction and introducing Sarasota County residents to their Waste Pro service partners.

We are agreeable to utilizing other channels of communication at the County's suggestion. Our goal is to make it easy for residents and businesses to find the information they need about their new services!

Local, Dedicated Customer Service

At Waste Pro, our motto is "Caring for Our Communities." We believe that people make the difference, and caring never goes to waste. Sarasota County will see this "Distinguishable Difference" in our approach to customer service.

We believe that when a Sarasota County customer picks up the phone, they should reach a dedicated customer service team that is located in Sarasota County. As experts in Waste Pro's day-to-day operations in the County, a local customer service team will quickly direct comments, questions, or complaints to the relevant parties.

The first step to effective customer service is operations. We check and double-check our work to eliminate complaints before they happen:

- All employees undergo comprehensive training focused on company policies and procedures.
- Employees are taught the Waste Pro Way, which includes professional conduct and customer service.
- New drivers and helpers run supervised routes for two weeks before they begin to work independently.
- Employees will be educated on the specific needs, rules, and regulations of Sarasota County's contract.
- Routes are set up so that the teams/routes can assist one another, if unexpected service delays occur.
- The Route Supervisors responsibility is to communicate and spot check all routes. This is done via 3rd Eye and on the street to ensure routes are being given the appropriate attention and running on time.

This is the start to our customer service philosophy: If you perform the service correctly, there are no complaints. However, we know that even with the best laid plans and most dedicated team members, sometimes issues or customer questions do arise. This drives the second part of our customer service philosophy: **No customer issue will go unanswered at the end of the day.**

All Customer Service Representatives (CSR) are trained to understand company policies, procedures, and our commitment to world-class, best-in-the-business customer service. CSRs get 2 weeks of real-world, hands-on experience during their training as they answer calls under the supervision of the Office Manager.



Sarasota County, FL
Bid #232452VG

Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Our Customer Service Commitment to Caring for Sarasota County

- ✓ All calls answered locally in Sarasota County, Monday – Friday 8am – 5pm and Saturdays 8am – 2pm
- ✓ No automated attendants—Real people answer the phone!
- ✓ County CSRs specially trained in County contract requirements
- ✓ Sarasota County’s dedicated Office Manager will ensure all issues are closed out or scheduled by the end of the day
- ✓ All calls received after hours will be sent to a voicemail that will be responded to first thing the following day.
- ✓ Planning for all contingencies—If local phones are out, we divert calls to another Waste Pro customer service location. This means **no** disruptions in customer service availability!



Public Education. Describe the components of the public education program to be provided over the term of the Agreement. Describe method of developing and distributing public education materials. Provide samples of public education materials that your company has developed for other similar collection programs and for school education programs.

Waste Pro will provide a marketing campaign and/or materials tailored to address the specific concerns and service requirements of Sarasota County. Waste Pro will work with the county to develop educational material to be disseminated to the public to notify them of the new service provider, supplying information regarding any new pick-up information, cart delivery information, and contact information for questions or comments. Additionally, we will work with the county to develop recycling material to educate the public on proper recycling practices, including what items are recyclable and how to recycle without contamination. Hazardous waste will be included in educational material and at public events.

FLYERS/BROCHURES

A series of postcards/flyers will be developed and delivered to residents for educational purposes and regarding cart distribution. Two weeks prior to the start of the new contract a postcard will be provided to each resident. The postcard will advise them of their new service provider and provide phone and website information for their reference. A website will be created, and a link attached to the county’s website for easy access. All new customers will receive a “welcome” packet explaining days of service, acceptable material, and common facts.

These communication steps have proven to help transitions run smoothly. By distributing multiple notifications, we are better able to cover the county with information.

Recycling and Hazardous Waste Material Education

Waste Pro is committed to helping maintain a healthy environment for the Sarasota County’s current and future generations. Recycling helps preserve our natural resources. Waste Pro looks forward to a partnership with Sarasota County providing residential curbside recycling services to the residents. In addition, we offer recycling services for commercial businesses.



Waste Pro will provide education to residents to better help them understand what should and should not be recycled, how to reduce contamination and hazardous waste awareness. We do this by attending local community events and sharing material at those events, going into local schools, and presenting to the students, updating information on the county's website, and making educational material available at other community locations so residents have this material and information at their fingertips. Waste Pro is committed to helping the county decrease contamination rates and increase recycling by the residents. Waste Pro has a local recycling processing facility and is willing to give guided tours in order to educate various groups on the benefits of recycling.

Waste Pro has several programs and practices to encourage recycling for both commercial and residential users. We believe that to increase recycling, we all must do three things: teach, provide frequent reminders, and lead by example. We will also work with the county to create information with educational material on the dos and don'ts of the county's program that can be left behind at a residential home, or on a cart, should our driver or county staff see visible contamination.

PUBLIC EDUCATION AND COMMUNITY SERVICE

We can continue to identify areas with lower recycling and target them for repeat notifications. We will work together to tailor the content to include the specifics of the county's program. Waste Pro's recycling education outreach efforts, commercial recycling audit team, and customized informational flyers will enable the county to meet and exceed the state's 75% recycling goal.

EDUCATIONAL PROGRAMS FOR SCHOOLS

Waste Pro will work with local schools to assist in the encouragement and education of recycling. Coloring books and other educational materials can be shared in area schools on a periodic basis, and we routinely provide recycling trucks and speakers for demonstrations. Our experienced marketing team has created these coloring books to cater to younger students and a curriculum program for middle school-aged children.

Other Initiatives utilized throughout our footprint:

- School presentations
- Special event creative recycling containers for use in the field
- "Waste Pro Man" at sports events, other special events, and schools
- Branding on trucks to create more brand awareness (at the county's approval)

Waste Pro is able to assist with educational discussions at various events, at community centers, and other community events, and provide recycling trucks and speakers for demonstrations.



Service Verification and Asset Management System

6.5.4c. Service Verification and Asset Management System: As identified in Part II Scope of Services, the County seeks access to a real-time service verification system. Respondent should describe the service verification system proposed, to include Radio Frequency Identification (RFID) based systems, if being utilized. In addition, Respondents should describe all asset management technology to be utilized.

Service Verification

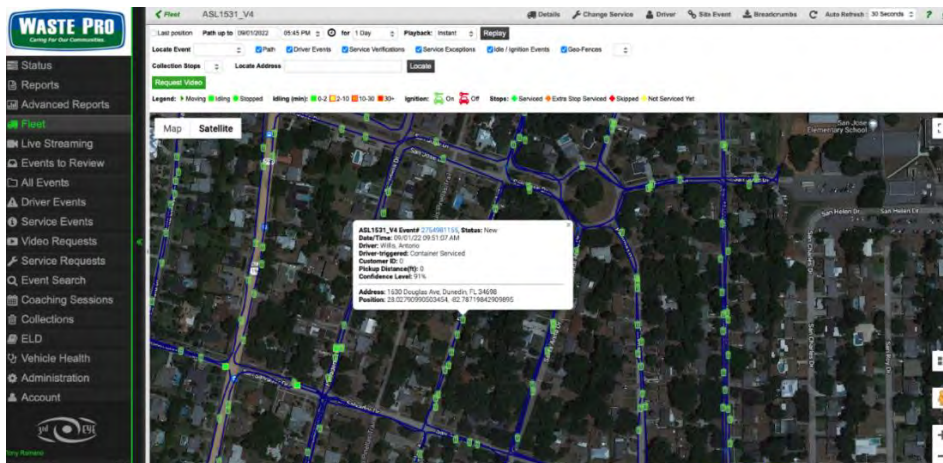
When it comes to service verification, Waste Pro’s state-of-the-art **360-degree 3rd Eye Cameras** provide real-time service verification while simultaneously monitoring driver safety. This service verification system provides a double benefit for the County: You know *when the* service was completed, and, if the need arises, you can access camera records to see *how* that service was completed. 3rd Eye allows us to track visually and through GPS every vehicle we have on the road.



Waste Pro has invested over \$3 million in our 3rd Eye System, which is installed in more than 1,800 collection vehicles to include tracking services in various municipal contracts such as Manatee County, Lee County, Dunedin, Collier County and many others. Up to eight cameras are installed in the cab of each truck and on the exterior of the truck body, and a microphone is installed inside the cab. The cameras – front, cab, rear, and side – provide 360 degrees of external “monitoring,” and the microphone inside the cab captures 20 seconds of video segments. The cameras can be activated by management at any time to observe collection activities.

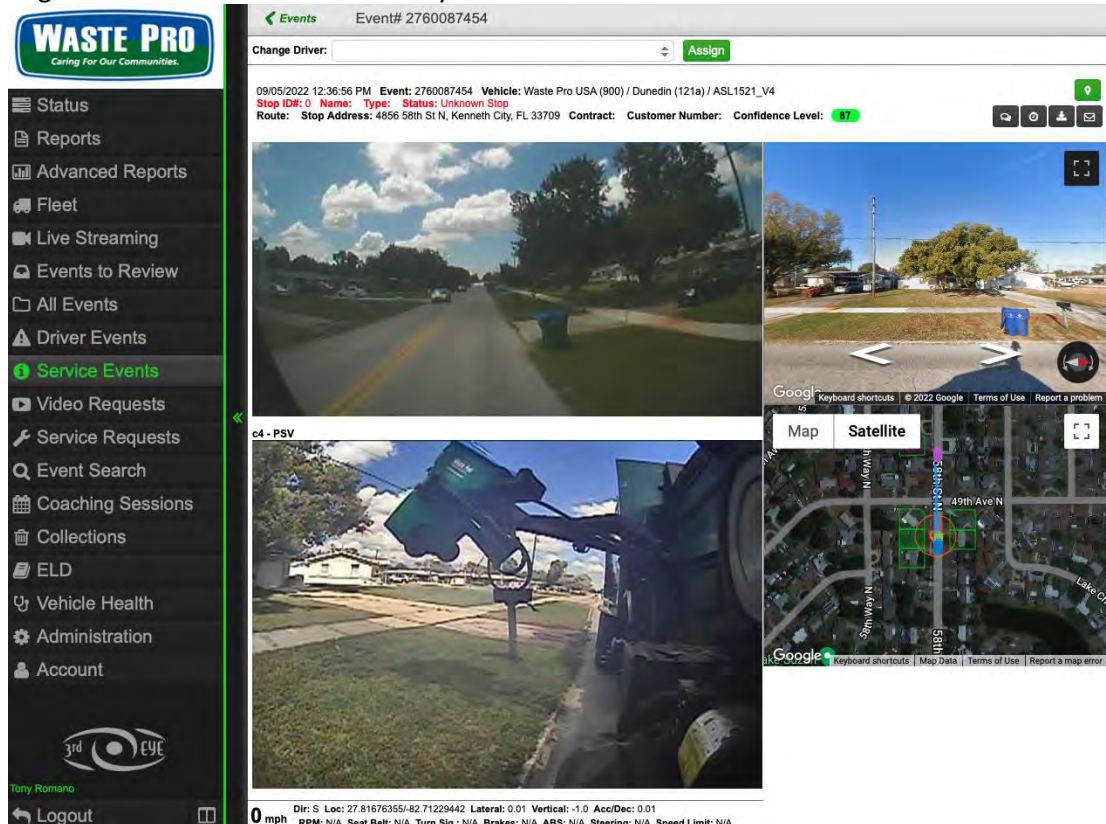
If services are unable to be completed, the photo records the reason. As drivers operate their vehicles, the 3rd Eye system captures photographic evidence of service events, simplifying the process and providing fleets with access to video footage of any missed, blocked, completed, failed setouts or property damage event with a single click.

3rd Eye allows Waste Pro to see every home serviced on a street, as shown below on the map. Sarasota County will have shared access to the 3rd Eye login. Below is the interactive map. The green dots represent the actual serviced locations. With the 3rd Eye system, users are able to click on any of the green dots to see the time/date stamp and also funnel deeper into the service to see pictures of the actual address, and container serviced.





The pictures below represent an actual container being serviced. This can be viewed by clicking on the green service dot on the map. The 3rd Eye system allows you to see the container as it was serviced, along with a 360-degree area that will show you the house and address where the container was located.



Reports can be generated from any of the information collected through the 3rd Eye System.

As noted, in addition to providing service verification, 3rd Eye allows us to observe general collection behaviors with real-time monitoring. If an inconsistent practice were to be observed, a supervisor would be contacted immediately to contact and correct the route. Positive behaviors are reinforced, and negative behaviors are coached. 3rdEye has proven to be an excellent instructional tool for Waste Pro.

Although Waste Pro believes the 3rd Eye system is a more beneficial system for service verification, we have allowed for the RFID Technology (Vision) in our submission per the County's direction. We would welcome the opportunity to discuss this in further detail.

Asset Management

Sarasota County currently uses Rehrigs Vision software for Asset Management, Waste Pro has included a combination of Rehrigs Vision and Tower as their technology platforms for asset management. By utilizing the Vision software currently in use by Sarasota County, Waste Pro feels this will make the transition process more efficient and streamlined.



Vision will be utilized to track carts through the RFID software, which the County will have full access to the database as they currently utilize. The county will have full access to all data, such as cart movements, deliveries, swap outs, and cart repairs. The county will also have the ability to scan assets via a hand-scanning device such as a cell phone to move and locate assets as needed.

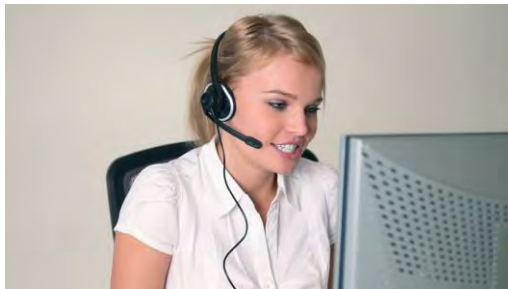
Tower is the main, centralized database of all Waste Pro solid waste records. It will house all Sarasota County customer information, site information, asset lists/databases, and service records. All reports in Tower are considered Crystal Reports, which can be exported in various formats: Word, PDF, Excel, etc. Tower has the ability to generate customer lists with all pertinent information and has a field that enables Waste Pro to identify each customer. This system records all material and disposal tonnages by route.



Information Management and Reporting

6.5.4d. Information Management and Reporting: Respondent should describe in detail how it plans to record, manage and report information to satisfy all reporting requirements identified in Part II Scope of Services. Respondents are encouraged to submit examples of report formats. Sample formats shall not count toward the submittal page limit but should not exceed four pages total.

Tower is the main, centralized database of all Waste Pro solid waste records. It will house all Sarasota County customer information, site information, asset lists/databases, and service records, along with all calls.



Tower can generate customer lists with all reporting requirements Sarasota County has requested in the ITN. Tower will enable us to easily run and submit the various daily, monthly, and annual reports the County has requested, such as Call Logs. This system records all material and disposal tonnages by route. Tonnage information can be reported in many ways – by period, material type, etc. so this will make the monthly tonnage reported to the County a simple process. As Tower also tracks our assets, the annual reports for the county will also be generated through this system. Work orders can be

generated and tracked in the Tower system for deliveries, removals, repairs, and other necessary information. Tower can also record customer complaints, missed pickups, extra pickups, compliments, or any other service-related issue or calls, and from this, we can generate reports in multiple formats.

Below is just one example of a report generated through our Tower system to review: missed pickups, deliveries, swaps, white good pick-ups, etc.

A	C	D	E	F	G	H
DATE	CODE	PREM#	DRIVER	CUSTOMER	ADDRESS	SERVICENOTE
10/02/2023	REMINDER	#3342		Customer	Address	Compliment- Cust is very happy with hauler and wants to thank him for being courteous through neighborhood
10/02/2023	DELRB	#178913	T. HINES	Customer	Address	DEL RYB
10/02/2023	DELRB	#180714	T. HINES	Customer	Address	del ryb
10/02/2023	REPAIR	#23977	T. HINES	Customer	Address	REPLACE LID RYB CONTAINER
10/02/2023	DELRB	#150790	T. HINES	Customer	Address	DEL RYB
10/02/2023	DELRB	#178965	T. HINES	Customer	Address	DEL RYB
10/02/2023	TIRE	#70626	T. HINES	Customer	Address	PIU 2 TIRES W/RIMS
10/02/2023	REPAIR	#0463	T. HINES	Customer	Address	repair or replace ryb- lid broken
10/02/2023	SWAPTO	#70337	T. HINES	Customer	Address	broken wheel
10/02/2023	REPAIR	#143951	T. HINES	Customer	Address	PLS REPAIR OR REPLACE RYB- BROKEN WHEEL
10/02/2023	DELRB	#179283	T. HINES	Customer	Address	recycle cart
10/02/2023	REPAIR	#23965	T. HINES	Customer	Address	PLS REPAIR/REPLACE RYB- BROKEN WHEELS
10/02/2023	DELRB	#180264	T. HINES	Customer	Address	del ryb
10/02/2023	FREE	#72285	T. HINES	Customer	Address	FA- WG
10/02/2023	FREE	#14284	T. HINES	Customer	Address	FA- Washer
10/02/2023	TIRE	#58642	T. HINES	Customer	Address	2 TIRES
10/02/2023	DELRB	#17143	T. HINES	Customer	Address	Del RYB
10/02/2023	REPAIR	#57578	T. HINES	Customer	Address	reapir- broken lid
10/02/2023	DELTOT	#14404	T. HINES	Customer	Address	del ryb
10/02/2023	REPAIR	#11962	T. HINES	Customer	Address	reapir ryb- broken top
10/02/2023	REPAIR	#22451	T. HINES	Customer	Address	repair ryb- broken wheels LOT 55
10/02/2023	DELRB	#178454	T. HINES	Customer	Address	DEL RYB
10/02/2023	SWAPTO	#158025	T. HINES	Customer	Address	SWAP RYB
10/02/2023	DELRB	#25393	T. HINES	Customer	Address	DEL RYB
10/02/2023	REFL	#23179	R. BROWN	Customer	Address	please move the 2 dumpsters (from phase 2 condos) out to the main road, 2nd right There will be a sign saying "phase 2"
10/02/2023	REMINDER	#139851	V. REZENDES	Customer	Address	PLS REMEMBER TO SVC THE CUST'S ZYD BIN- HAS BEEN MISSED OFTEN
10/02/2023	REMINDER	#62749	V. REZENDES	Customer	Address	PLS REMEMBER TO SVC- HAS BEEN MISSED OFTEN
10/02/2023	REMINDER	#88789	V. REZENDES	Customer	Address	PLS BE SURE TO SVC 8-YD
10/02/2023	REMINDER	#70164	H. LABOY	Customer	Address	reminder to service hhg today
10/02/2023	REMINDER	#132896	C. CRAWFORD	Customer	Address	reminder to service 1 comm can
10/02/2023	FREE	#70594	C. CRAWFORD	Customer	Address	F/A MISC FURNITURE
10/02/2023	MPU	#70534	C. CRAWFORD	Customer	Address	HHG MPU WHOLE CONDO
10/02/2023	BULPURES	#147572	W. TORRES	Customer	Address	
10/02/2023	FREE	#4433	T. SAIFANANDRE	Customer	Address	F/A MISC FURNITURE
10/02/2023	MPU	#3874	C. DAVIS	Customer	Address	mpu of medical rear door
10/02/2023	MPU	#10728	C. DAVIS	Customer	Address	HHG MPU
10/02/2023	WG	#10322	N. TILLMAN	Customer	Address	F/A WG Ref, microwave

All calls coming into our Waste Pro office will be logged into Tower on the customer's account. Reports can be run on a daily, monthly, or as needed basis in order to view all calls. An example of this is below.



Parameter (Show Workflow=No)

Notes Listing with Workflow



Customer ID	Name	Address		
140301	Alpha Dumpsters	720 Back Nine Dr		Cont.
Site Notes:	140301 - 0001	Alpha Dumpsters	720 Back Nine Dr	Active
	10/9/2023	NOTE(SITE)	customer cancelled with driver will charge a deadrun \$150.00	
140318	Alpha Dumpsters	6350 Gulf of Mexico Dr		
Site Notes:	140318 - 0001	Alpha Dumpsters	6350 Gulf of Mexico Dr	Active
	10/11/2023	NOTE(SITE)	cancel per Alpha	
140427	PEP BOYS (LB)	2303 Cortez Rd W		
Customer Notes:	10/17/2023	PAYMENT	Payment for Lock Bar Installation	
140433	Barbour, David	319 64th St		
Customer Notes:	10/17/2023	eTower	Web user login by eTower user dbarbour	
140555	Benderson East District	135 University Town Center Dr		
Site Notes:	140555 - 0001	Benderson East District	135 University Town Center Dr	Active
	10/25/2023	TAGGED	cannot get door closed	
140574	FUCHS, ERNEST	2914 Avenue C		
Customer Notes:	10/26/2023	eTower	Web user login by eTower user efuchs58	
999999	eTower 114 Bradenton Sarasota	7921 15th St E		

Along with this, customers who have a Waste Pro account can access that account online. Information is auto-generated into the customer’s account whenever the customer accesses their online account. This is also reflected in the report above.

WASTE PRO 114 - Bradenton/Sarasota

Username:

Password:

First Time? [Click here to register](#)

Forgot your password? [Click here for assistance](#)

Waiting for your confirmation email? [Click here to resend](#)

Log In

Go Green!!! [Click here to learn how](#)

Our Invoice has a new look!

[Click here to learn how to read your invoice!!](#)

Accessing your account is safe and easy.

Signing in the first time takes an extra minute and requires either your last invoice number or the phone number on file for your account. We will not share your personal information.

Once you log in, you can:

1. **Go Paperless!** Click on the Paperless Invoice Option on the Welcome Screen
2. Make a Payment
3. Set Up Automatic Payments
4. View and Download Invoices
5. Review Your Service Days

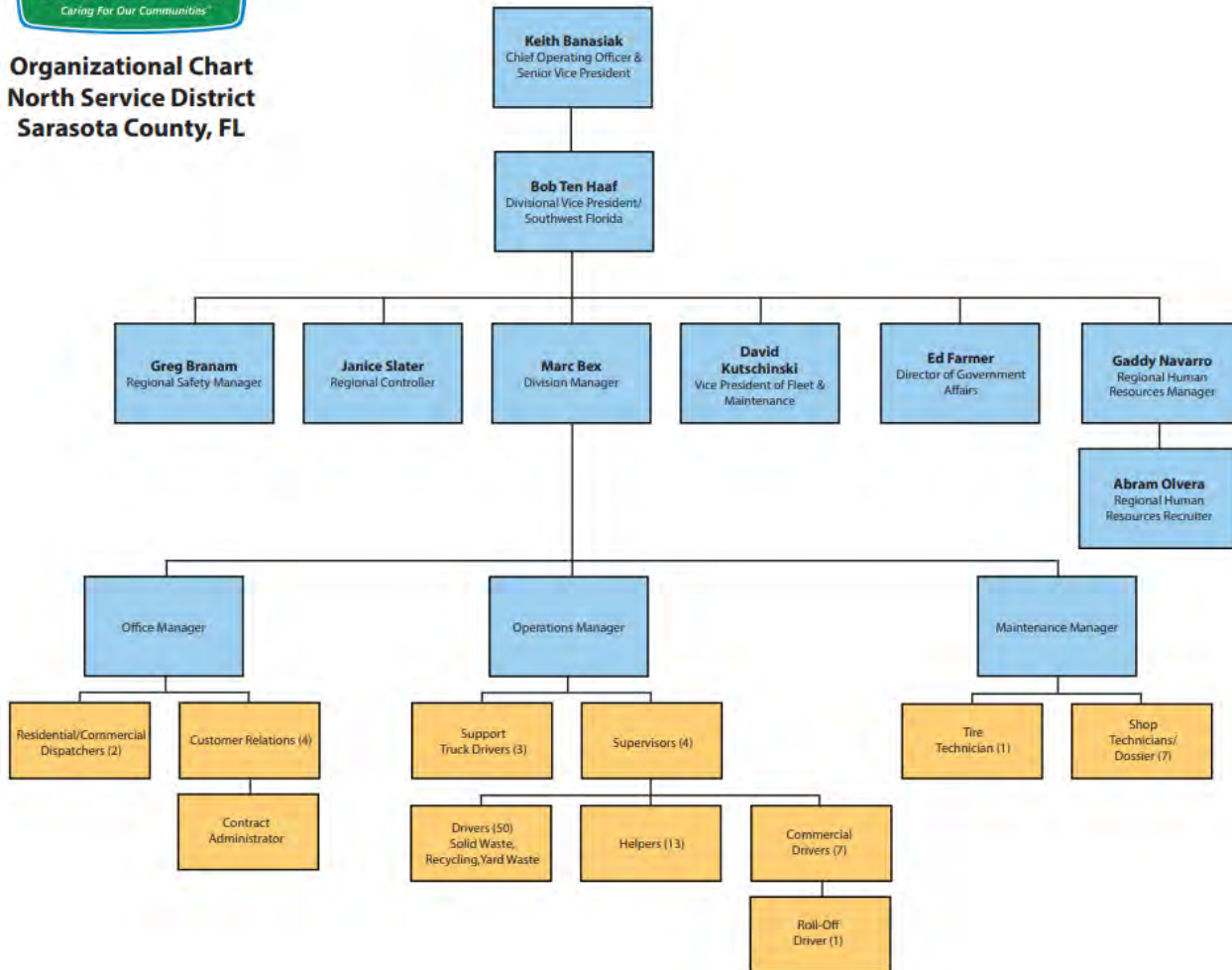
Section 6.5.4. Approach – North Service District

e. Organization: Respondent should include an organization chart indicating titles and total number of personnel that would be devoted to work resulting from this ITN. Any subcontractors to be utilized should be clearly identified in the chart with a description of the specific work to be performed. Organization for each service option should be clearly identified. The chart should identify the structure of the company, and the County’s day-to-day point of contact for the contract.

Waste Pro does not intend to use subcontractors.



**Organizational Chart
North Service District
Sarasota County, FL**



Summary of Proposed Services:

Residential & Commercial solid waste, yard waste, bulk & recycling services. City location services. Vacuum truck service.



Section 6.5.4. Approach – North Service District

f. Staffing – Provide staffing information, including, but not limited to:

- Identify team members who are not 100% dedicated to this contract. Provide their percentage of dedication and other responsibilities.
- A detailed staffing plan for the operation including the number of employees in each position.
- A description of the process for hiring, selecting, and retaining employees.
- A proposed staffing ratio plan for drivers which identifies any part-time employees. Describe proposed staffing ratio for road supervisors to routes.
- Identify other positions such as safety manager, maintenance manager, road supervisors, dispatchers, schedulers, operators, and mechanic

Proposed Staffing

Position Title	Name	Number of Each	Percentage of dedication	Main Responsibility
COO/Senior VP	Keith Banasiak	1	15%	
Regional VP	Bob ten Haff	1	50%	
Regional HR	Gaddy Navarro	1	25%	
Regional HR Recruiter	Abram Olvera	1	50%	
Regional Fleet Maintenance Manager	Dave Kutschinski	1	25%	
Director of Government Relations	Ed Farmer	1	25%	
Safety Manager	Greg Branam	1	100%	
Division Manager	Marc Bex	1	100%	Day to Day Point of Contact
Sales Manager	TBD	1	100%	
Office Manager	TBD	1	100%	Day to Day Point of Contact
CSR	TBD	4	100%	
Maintenance Manager	TBD	1	100%	
Operations Manager	TBD	1	100%	Day to Day Point of Contact
Supervisor	TBD	3	100%	
Residential Dispatcher	TBD	1	100%	
Commercial Dispatcher	TBD	1	100%	
Shop Techs	TBD	6	100%	
Dossier Clerk	TBD	1	100%	
Tire Tech	TBD	1	100%	
Drivers	TBD	55	100%	
Helpers	TBD	13	100%	
Groundskeeper	TBD	1	100%	



Waste Pro intends to have one supervisor for each unique line of business and maintains at minimum a 15% spare truck ratio. Approximately 44 routes based on the information provided by Sarasota County, which would be 50 drivers, with four supervisors and an Operations Manager reporting to the Division Manager. This is an 11% supervision of routes.

Employment

At Waste Pro, we believe people make the difference. We are committed to helping our best become better by offering and encouraging training courses, leadership programs, promotion, and transfer opportunities.

Waste Pro vacancies are posted at www.wasteprousa.com and are electronically distributed from our career page to several external sites. Through partnerships with Career Builder, Indeed, and LinkedIn, our vacancies are posted on these job boards and are shared electronically with outreach partners. America's Job Exchange posts Waste Pro vacancies with their partner organizations comprised of community-based organizations (disability, women's services, veteran's services, and more), and one-stop career centers throughout the United States. We also utilize social media outlets such as Facebook, LinkedIn, and Twitter to reach thousands of qualified applicants. Our local regional recruiter manages the process, along with reaching out to qualified applicants.

We utilize a top-of-the-line applicant tracking system that allows applicants to easily apply electronically. This process allows us to begin reviewing potential candidates within hours of a new position being posted and provides an immediate ongoing talent pool of candidates within an identified area. In addition, Waste Pro's local recruiter sources candidates and maintains the online program to ensure we are maintaining proper staffing levels.

Waste Pro provides excellent benefits. We understand that the real strength behind our company is our employees. We believe in continually investing in our organization and our people. We aim to attract and maintain a highly competent workforce by offering one of the most comprehensive benefits packages in the industry, including annual bonuses and performance incentives. We have a \$3,000 retention bonus for CDL drivers and diesel technicians. The bonus is paid out in 30-, 60-, 120-, and 1-year increments.

Health and wellness benefits include medical, dental, vision, preventative care, free 24-hour access to a physician, a medical expense reimbursement program, employee assistance programs, long and short-term disability insurance, and more.

Waste Pro also provides regular bonus and incentive programs. Employees have the potential to receive a bonus of \$250 for each year of service, along with our \$10k driver award and \$5k helper award designed for drivers and helpers who meet specific criteria over a 3-year period. Technicians are eligible for tool reimbursement and pay increases following the completion of training programs.

Maintaining the continuum of service in our communities is paramount to the health and cleanliness of the people.



WASTE PRO NEW OPERATIONS EMPLOYEE ONBOARDING PROGRAM OUTLINE

Pre-Arrival	<ul style="list-style-type: none"> • Send welcome letter and packet of information (e.g., benefits, first day agenda, names of staff, etc. • Assign a “peer supporter” to teach new employees about the organization, offer advice, help with job instruction, and provide support in social terms • Have workspace prepared (truck, supplies, key manuals) • Have computer configured and ready for use, email account, etc. • First-day forms prepared for completion and other necessary information • Enroll in New Employee Orientation • Notify staff when a new employee will be joining them
Day One	<ul style="list-style-type: none"> • Introduction to Waste Pro and our philosophy – “The Waste Pro Way” • Compliance with State and Federal regulations to include discussions, lectures, videotapes, and written material • Assistance with employee enrollment in company programs • Introduction to 3rd Eye system
First Day Following Orientation With Safety Trainer	<ul style="list-style-type: none"> • Meet at the present time and location • Tour building/organization/truck/shop, as applicable • Introduce the employee to “peer supporter” • Division Manager welcomes employee • Introduce to other employees • Provide a timecard and demonstrate the use of a timeclock • Review of route sheet and map
First Week	<ul style="list-style-type: none"> • Peer Supporter to discuss role and responsibilities • Route supervisors check in on the route to get feedback and address issues, if any • Route supervisors check in with peer supporter • Introduction to Safety Lane, pre-trip and post-trip inspections and requirements • Operations manager to discuss performance expectations and initial assignments • Introduce employee to safety personnel, HR/payroll personnel, and other key team members • Safety trainer contacts the new hire to check in on their experience thus far
First Month	<ul style="list-style-type: none"> • Review 3rd Eye • Check employee’s progress weekly • Have a progress review and planning meeting at the end of the first month-provide and get feedback • Explain expectations and coach on observations • Acknowledge employee in safety meeting for 30 days of service
45 Days	<ul style="list-style-type: none"> • HR mails postcard regarding benefits and contact info • Safety trainer contacts employee to check in and get feedback



	<ul style="list-style-type: none"> Route supervisor completes New Hire Survey – submits to HR and operations manager for review/follow-up
60 Days	<ul style="list-style-type: none"> Route supervisor and operations manager meet with the employee for open discussion HR to follow up on questions and benefit enrollment registration
90 Days	<ul style="list-style-type: none"> Observe employee’s work on regular basis-provide ongoing feedback, answer questions Recognize employees and referring employees, if any, to safety meeting Pay out referral if required Safety trainer contacts the employee to check in and get feedback Employees are taught the Waste Pro Way and what is expected of them professionally and regarding customer service New employees are placed on a route and trained for two weeks before they are allowed to operate unsupervised Employees are educated on the specific needs of the municipality they service and the rules and regulations of the contract Route manager is responsible for monitoring all routes for misses or late set-out

Safety Performance

Waste Pro Safety

At Waste Pro, “Safety” is not just a word. It is a way of life. Our safety program ties in the daily, weekly, monthly, and yearly equipment inspections to ensure compliance and safe operation of equipment and vehicles. Locally, the program is led by a dedicated safety trainer. The following is a brief outline of our initial safety onboard training.

Day One Orientation



This class is dominated by safety training presentations that help a seasoned waste industry employee stay in tune with the daily hazards he/she may encounter. It educates new employees on the industry hazards they may encounter as well. New hires report to the training classroom, where they are met by the Instructor and the Human Resources manager. Everyone has an opportunity to introduce themselves and talk about their families and their future as new Waste Pro family members.

Each employee is trained in equipment operation, so they understand the equipment and its capabilities. They are taught to identify and document issues via the Driver Vehicle Inspection Report (DVIR). The empowerment to identify and document needed repairs increases the drivers’ attention to the safety culture. The daily pre-trip and post-trip vehicle inspections are key to keeping the vehicles and equipment used by the employees compliant with OSHA and DOT standards.

New hires are taught the safety lane process. The driver and technician meet daily to inspect the vehicle together. The safety lanes allow for the safety commitment to strengthen when a driver and a qualified



technician speak face-to-face about issues with the vehicles or equipment. The driver and technician walk around checking all the post-trip Inspection points.

The safety lane process validates concerns the driver may have and gives him/her a venue to explain those hard-to-describe issues on paper. The technician also has an opportunity to explain not only the repair process but the preventive actions that can be taken to reduce the repairs. This bond during the safety lane Inspection has been proven to reduce repairs through the proactive process and gives the driver and technician a say in the initial reporting and repair stages of the process. The “safety lane” is key for equipment and vehicle safety compliance. It is a morale builder and allows for the safe operation of our vehicles.

SAFETY LANE PROCESS

Pre-trip/Post-trip Vehicle Inspection (REL)



The following training topics cover additional situations one would experience as a Waste Pro employee:

- Hazard communications such as fluids
- Blood Borne Pathogens
- Traffic Safety while servicing customers
- Customer Service
- Hand Signals (Communication between Driver and Helper)
- Covid-19
- Personal Protective Equipment (PPE)
- Employee Supervisor Observations
- Confined spaces
- Lock Out/Tag Out
- Truck Fire Procedures
- Hydration



Day 2 Safety Orientation

This day is geared for drivers who possess a CDL. Continuing education is paramount for safe operations at Waste Pro. It does not matter where our employees are in their careers as solid waste professionals. Waste Pro teaches



the *Smith System* (defensive driving class explained below) to all drivers with CDLs or employees who drive any vehicle on public streets. The class continues to refresh the drivers on DOT laws that affect their daily responsibilities, compliance, safety, and accountability Inspections. The drivers are also briefed on safety meetings that occur at Waste Pro. Here, the interaction between the front-line supervisor and driver is where ideas and urgent reminders of safety, customer service, and efficiency are discussed. We find that during these meetings, we get best practices and out-of-the-box thinking from the employees on the front lines.

We have weekly division manager safety meetings that train on OSHA compliance. This is also when we recognize employees in the presence of their peers for jobs well done (Franklin Awards \$100) and for being heroes for our customers during their shifts. Safety calls are held weekly by the Regional Vice President and staff to address anything that might need more attention during a proactive state. Also scheduled are corporate safety meetings that include the regional staff to address new laws and Implementation of new and improved safety policies. They will also encounter ride-alongs, where the supervisor will join the driver in the cab during the route observation and get to know each other and any concerns the driver may have.

The drivers leave for their divisions to schedule their return to the Driver Training Center for five days. Training in the safe operation of vehicles and equipment is taught through the Driver Training Center (DTC). This education center opened for new hire employees in July 2018. The curriculum ensures that all drivers understand the operation of each line of business. (front-load, residential, roll-off, Curroto can) It is also infused with the *Smith System*, a proven defensive driving course. While in class, they are evaluated on how well they implemented the five keys to the *Smith System* on a truck driving simulator: 1) Aim high in steering; 2) Get the big picture; 3) Keep your eyes moving; 4) Leave yourself an out, and 5) Make sure they see you. The drivers receive two tests before graduation; one is conducted on a closed skills course, driving their line of business vehicles, and the other is a written knowledge test on all material presented during the five days. Once the DTC is completed, drivers are released back to their divisions. They are then assigned a training mentor for two weeks (or more) of field training at their division. The mentor certifies the new driver as qualified to drive the vehicle assigned and that he is well acquainted with his routes. The DTC and mentor training gives new drivers confidence that they have been properly trained to service Waste Pro's customers. Most management personnel maintain a CDL with many years of experience in the waste industry. We understand mishaps can occur, and Waste Pro has a "Complete the Routine" education class for post-incidents. The "Complete the Routine" class takes place on Saturdays to ensure drivers' availability to attend. This class is for employees who have had accidents, incidents, or property damage. During the class, the employees share accounts of their incidents, adding what they could have done differently to avoid it. The classmates are given the opportunity to offer anything additional that may be of help in that situation. A PowerPoint presentation is shared with additional training geared toward best practices such as getting sufficient rest, scanning your mirrors, and looking at least 15 seconds ahead for early detection of hazards. The PowerPoint further emphasizes the *Smith System* safe driving program.

At Waste Pro, our most important asset is our employees. If you have an accident, it is investigated properly and whether at fault or not, the driver will attend the "Complete the Routine" post-accident class. The "Complete the



Routine” class sends a positive message that Waste Pro cares about retaining our drivers and the safety of the public we serve.

Safety Bonus/Franklin Awards



Our quality control system begins with our employees, who are very conscientious about their jobs and always strive to achieve the highest standards. Employees are rewarded for their high standard with weekly bonuses and Franklin Awards (\$100). In addition, drivers who achieve a 3-year perfect record are awarded a \$10,000 bonus. Companywide Waste Pro has given over 500 drivers this award and 700 awards total, as some drivers have received this award multiple times. In 2016, we launched a Safety Bonus for our helpers.

Helpers who achieve a 3-year perfect record are awarded a \$5,000 bonus.

Weekly bonuses are based on such factors as performance, attendance, safety, neatness, and cleanliness. Franklin Awards are given to any/all employees for outstanding performance. If a resident or a customer sends a letter, email or comment detailing an employee’s outstanding performance, the employee is given a Franklin Award of \$100.

Waste Pro established the award in 2004 to encourage drivers to drive safely. Since then, more than \$7 million has been awarded to drivers across the southeast United States. To be eligible for the award, drivers must maintain a spotless work record for three years, including excellent customer service, no accidents, injuries, or property damage, a positive attitude and attendance record, and a well-kept truck. Waste Pro is the only company in the United States that offers a \$10,000 safety award to its drivers.



WASTE PRO CO-HEART PROGRAM

At Waste Pro, we believe career development is important. Our people make the difference, and we are committed to doing our best for our people by offering training courses, leadership programs, and promotion opportunities.

Waste Pro supports a diverse workforce and is a Drug-Free Workplace & Equal Opportunity Employer. Waste Pro does not discriminate against individuals based on race, creed, color, gender, religion, origin, age, disability, veteran status, pregnancy, marital status, citizenship status, sexual orientation, gender identity, genetic information, or any other classification protected by applicable laws.



Amid an already struggling industry, state and federal Department of Transportation (DOT) laws on commercial driver's license (CDL) eligibility tightened in 2015, making it even harder for truck drivers to earn their CDL. In the wake of those changes, Waste Pro's Corporate Operations Trainer, a state-approved examiner and instructor, began working one-on-one with Waste Pro employees to train them as they studied for their CDL exam. That year, 30 Waste Pro helpers earned their CDL under his mentorship.

He also spearheaded the creation of Waste Pro's Co-Heart program, which aims to help Waste Pro employees at all levels earn their CDL. Waste Pro is one of only two solid waste companies in Florida that work with the Florida DOT to offer such a program, which teaches advanced backing and driving skills, rollover prevention, and more. Waste Pro's Regional Operations Center in Sanford, Florida, is a state-approved CDL testing site.

The Waste Pro Co-Heart Program was created in January 2015, and the very first helper-turned-driver earned his CDL license from our program in early February of 2015. The goal of the Waste Pro Co-Heart program is to promote qualified helpers to drivers by way of proper training and to create dedicated, safe drivers for our company—all while promoting the success of our people. To that end, we have had great success with the program. New drivers experience increased morale, and several helpers have worked their way up to driver, supervisor, and route manager positions. Graduates of the program who go one year without at-fault accidents, claims, or property damage are eligible to have the \$300 testing fee reimbursed.

To date, we have had nearly 400 employees complete the Co-Heart Program. We are investing in our people to reduce turnover, increase safety, decrease maintenance issues, and build a team that cares about the communities it serves. This is the Waste Pro Way, and this is one example that makes us *The Distinguishable Difference!*



Section 6.5.4. Approach – North Service District

g. Schedule/Timeline – Provide a master timetable that is comprehensive and achievable for the transition of service as described in Part II Section 7.1.3.

Key Personnel - for timeline

Sean Jennings - President and CEO

Marc Bex- Division Manager

Bob ten Haaf-Division Vice President

Dave Kutchinski-Corp Fleet Manager

Keith Banasiak - Chief Operating Officer

Kelly Hunt - Regional Sales Manager

Gaddy Navarro - Regional HR Manager

Ranell Bradfield - Administrator

Greg Branam - Regional Safety Manager

Ed Farmer - Director of Governmental Affairs

Jessee Musgrave - Regional Fleet Administrator

Abram Olvera - Regional Recruiter

Enrique Cadena - Corporate Routing Manager

Mandy Krieger - Nat'l Accounts Manager

Janice Slater - Regional Controller

Sybil Ginn - New Contract Information Administrator



Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Waste Pro Implementation Schedule/ Timeline - Sarasota County

Action Item	Beginning Date	Due Date	Completion Date	Person Responsible	Comments
Sarasota County					
Commission vote	TBD	TBD		Bob / Ed	
Certificate of Insurance	Upon award	3/1/2025		Ed	
Performance Bond	Upon award	3/1/2025		Ed	
Provide Transition Plan / Schedule	Upon award	10 days after award		Bob / Marc / Ed	
Set up accounts with LIF and MRF	Upon award	2/1/2025		Marc / Ops Mgr	
Weigh trucks at LIF	Upon award	3/30/2025		Marc / Ops Mgr	
Send weekly update to County Staff	Upon award	Ongoing		Ed	Ongoing weekly until after start date
Commence services	Upon award	3/31/2025		Marc / Ops Mgr	1st day: Monday 3/31/2025
Set up County required Monthly and Annual Reports	Upon award	2/1/2025		Marc / Ranell	
Transition Meetings with Sarasota County staff	TBD	Weekly		Marc / Ranell / Ed	Verify with County on their participation
Schedule onsite training for County staff on 3rd Eye & V	TBD	TBD		Ranell / Rehrig	
Contact List - Key Personnel	Upon award	TBD		Bob / Marc / Ranell / Ed	
Information Management / Accounting					
Customer Service Office Set Up and Functional	Upon award	3/1/2025		Ranell / Office Mgr	
Phone/ Internet providers	Upon award	2/1/2025		Ranell / Office Mgr	
Confirm phone and fax numbers	Upon award	2/1/2025		Ranell / Office Mgr	
Computers/ data ports needed	Upon award	2/15/2025		Corp IT	
Printers/ office equipment	Upon award	2/15/2025		Corp IT	
Driver phones	Upon award	2/1/2025		Ranell / Office Mgr	
Set up lock box for payments/ virtual scanner	Upon award	2/15/2025		Janice - Reg Controller	
Site security/ camera system	Upon award	2/15/2025		Corp IT	
Set-up vendors A/P	Upon award	2/1/2025		Janice - Reg Controller	
Acquire data for customers	Upon award	1/1/2024		Marc / Enrique	
New time clocks	Upon award	2/1/2025		Corp IT	
Data import into Tower - Commercial	Upon award	2/1/2025		Sibyl G	
Data import into Tower - Residential	Upon award	2/1/2025		Sibyl G	
Sales Team to visit Commercial Customers to verify ser	Upon award	10/1/2024		Kelly H	
Approve notice to Commercial Customers	Upon award	1/1/2025		Marc	
Disclosure notices mailed to Commercial Customers	60 days after award	2/15/2025		Ranell / Office Mgr	
Community Outreach					
Website - Sarasota County specific (North or South)	Upon Award	2/1/2025		Ed F	
Roll Cart Request System (New and Swaps)	Upon Award	1/1/2025		Corp IT / Ed	
Standard tag for Sarasota County	Upon Award	2/1/2025		Ed F	
Joint press release with Sarasota County	Upon Award	TBD		Bob / Ed F	County/Waste Pro to decide
Schedule local job fairs	60 days after award	1/1/2024		Abram - Reg Recruiter	
Employees					
Meet with displaced hauler on employee availability	60 days after award	1/1/2025		Bob / Marc / Abram	
Employee Introduction Letter	Upon award	2/1/2025		Gaddy - Reg HR	
Hire Operations/ Division Manager	Upon award	6/1/2024		Bob	
Hire Supervisors	Upon award	1/1/2025		Marc	
Benefits Guides	Upon award	1/1/2025		Gaddy - Reg HR	
Employee Handbooks	Upon award	1/1/2025		Gaddy - Reg HR	
Open House - Hiring Event	Upon award	1/1/2025		Abram - Reg Recruiter	
Hire Maintenance Manager	Upon award	1/1/2025		Bob / Marc / Dave K	
Hire Office Manager	Upon award	1/1/2025		Ranell - Office Mgr	
Schedule First Day events - Employee events	Upon award	1/1/2025		Bob / Marc / Ranell	
Develop initial Saturday trainings	Upon award	1/1/2025		Marc / Ops Mgr	
Retention bonus	Upon award	1/1/2025		Bob / Marc	
Order uniforms	Upon award	1/1/2025		Marc / Ops Mgr	
Opening Day Cookout for new employees	Upon award	3/1/2025		Bob / Marc / Ranell	



Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Commercial Customers / Sales					
Sales to meet with all Commercial Customers	Upon award	1/1/2025		Kelly Huntt - Reg Sales	
Submit Commercial SA for County Approval	Upon award	1/1/2025		Bob / Kelly	
Provide list of "broker" accounts to be contacted	Upon award	11/1/2024		Mandy Krieger	
Garbage 101 CSR/ Supervisor Training	Upon award	1/1/2025		Marc / Ranell - Office Mgr	
Set up 8x8	Upon award	2/1/2025		Corp IT	
Order phones/ equipment for CSRs	Upon award	2/1/2025		Ranell - Office Mgr	
Order computers/ monitors for CSRs	Upon award	2/1/2025		Corp IT	
Employee Training / Safety					
Driver/ Mechanic Safety Training	Upon award	3/1/2025		Greg B - Reg Safety	
Driver Training Center attendance	Upon award	3/1/2025		Ops Mgr	
Driver Qualification Files	Upon award	1/1/2025		Ops Mgr	
Facility permits	Upon award	1/1/2025		Greg B - Reg Safety	
Fuel Tank permits/ inspection	Upon award	1/1/2025		Greg B - Reg Safety	
Employee Onboarding	Upon award	2/1/2025		Gaddy - Reg HR	
Insurance/ Registration - Trucks - Laminated copies	Upon award	1/1/2025		Dossier Clerk	
Order PPE (Gloves/ hardhats/ glasses/ vests)	Upon award	1/1/2025		Ops Mgr	
Full Facility Inspection - Internal	Upon award	1/1/2025		Greg B - Reg Safety	
Safety Plan provided to County for approval	Upon award	12/1/2024		Greg B - Reg Safety	
Operations / Service					
Routing/ Customer list from Displaced Hauler/County	Upon award	12/1/2024		Marc / Ops Mgr	
Review existing routes - Residential	Upon award	7/1/2024		Marc / Ops Mgr	
Supervisors run new routes	Upon award	3/1/2025		Marc / Ops Mgr	
Create new route maps - GIS	Upon award	1/1/2025		Marc / Enrique	
Review existing routes - Commercial FEL	Upon award	1/1/2025		Marc / Ops Mgr	
Receive County Hot Lists	Upon award	1/1/2025		Marc / Ops Mgr	
Receive and Review Substandard Street List	Upon award	1/1/2025		Marc / Ops Mgr	
Route audits - FEL - Can sizes, condition, hazards	Upon award	1/1/2025		Marc / Ops Mgr	
Provide Collection Plan to County for Approval	Upon award	12/1/2024		Marc / Ops Mgr	
Staff Trained and approved for routes	Upon award	3/1/2025		Marc / Ops Mgr	
Service Verification Testing	Upon award	2/15/2025		Marc / Ops Mgr	
Equipment / Maintenance / Facility					
Secure hauling location, equipment yard, and office	Ongoing	6/1/2024		Sean / Keith B / Bob	Multiple sites under review
Facility layout appropriate for uses and permitted prop	Ongoing	10/1/2024		Sean / Keith B / Bob	
Verify ability to fuel CNG vehicles	Ongoing	ior to Site Purchase		Bob/Marc	
Add assets to Dossier	Upon award	3/1/2025		Jesse M	
Order trucks	Upon award	Upon award		Bob / Dave K	
Trucks Complete and Street Legal	Upon award	2/15/2025		Dave K	
Provide County with truck order/ verification	Upon award	Upon award		Bob	
Order can decals	Upon award	Upon award		Maint Mgr	
Secure can staging area - County property	Upon award	1/1/2025		Bob / Marc	Possibly LIF?
Potential Short term yard for start-up	Upon award	Upon award		Bob / Marc	
Review shop tool needs	Upon award	1/1/2025		Dave K	
Develop Safety Lane for Pre-Post Trip Inspections	Upon award	Upon award		Dave K / Greg B	Shop, yard vehicle flow
Collection Containers Manufacture Specs submitted fo	Upon award	7/1/2024		Dave K	
Order new FEL cans/ secure from displaced hauler	Upon award	Upon award		Keith / Bob / Marc	
Coordinate FEL can transition with displaced hauler	Upon award	Upon award		Keith B / Bob	
Order resi carts for inventory	Upon award	11/1/2024		Bob / Marc	

FIVE-STAR SERVICE FROM YOUR SARASOTA WASTE PRO CREWS!



If I could rate any higher than 5 stars I definitely would. I always have a phenomenal experience when I work with Angela and Ranell. They are an absolute pleasure to work with. They do such a fantastic job here, don't waste your time anywhere else!

Olivia R
★★★★★

There are not enough glowing adjectives to describe the outstanding service we receive from Willie and Shawn! They make a fabulous team and we are blessed to have them as our waste pick-up representatives. I look forward to seeing them, week after week. Always kind and with genuine smiles to share, they never fail to do a thorough job. After all the years servicing our route, we consider them family. They are THE BEST!!!

Debbie S
★★★★★



I'm pretty sure that Nate Tillman has been the driver on our route for the 7 years that we've been here and he has been the most incredible guy ever! Always careful about making sure there is no trash left or dumped inadvertently on our road, polite, friendly, helpful, he hops out ALWAYS and collects up and down the road, too. He's just a really nice guy. Even if he sees me somewhere else around town he knows my car and is quick to give a beep of his horn and smiling and waving as an old friend would do. He's had a few different helpers but his current one, Jobaii Olave does a remarkable job as well. I hope you have more outstanding employees like this-they're worth their weight in gold. I know it's hard to find people to even work anymore let alone do their job so well. Thanks for the amazing service!

Karen G
★★★★★

The service from our Waste Pro team has been consistently phenomenal. Not only do they show up on time, but they are polite and respectful throughout our neighborhood. We have many other construction vehicles around here daily, and the Waste Pro team are hands down the safest drivers of big trucks that service our community. Big kudos to Chris Hall and Jabari for their excellent customer service!!

Jessica W
★★★★★

Truck #1348 did a great job picking up all bags today! One of our bags broke while they were picking up and the crew of three guys, including the driver, picked up every bit of trash quickly with no complaints and a great attitude! Great Job!

Karina F
★★★★★



I would like to commend Mr. Steven Smith the gentleman who runs my route. He is always pleasant and greets me with a smile each visit. I have seen Mr. Smith leave his truck and retrieve a piece of recycle material that may have been windblown from the cans. He cares about his customers and certainly enjoys interacting with the folks on his route. Please commend Mr. Smith on his outstanding dedication to your company.

M.J.
★★★★★

Chris Hall is an excellent professional and very friendly. He makes sure the job is done and done right and you can tell he is motivated and dedicated to providing great service. He even brings my trash cans up and ensure they don't roll down the street. Thanks for the excellent service!

Nancy F
★★★★★

Waste Pro

Item: **Approach for South Service District**

Attachments

6.5.4 Approach South Service District-Final - Submittal.pdf



ITN TITLE: SOLID WASTE, RECYCLABLE MATERIALS,
AND YARD TRASH COLLECTION SERVICES

PROPOSER'S NAME: WASTE PRO OF FLORIDA, INC.

EVALUATION CRITERIA SECTION: APPROACH

Approach South Service District

Section 6.5.4. Approach – South Service District (Proposer must submit a separate Approach for North Service District and South Service District. Maximum 30 pages for each District.)

Describe your approach to providing the scope of services required. Approach should clearly and succinctly describe how Respondent will perform the services requested in Part II Scope of Services. The County seeks proposals that aspire to maintain a high level of customer service while maximizing recycling, efficiency, and cost-effectiveness.

- a. Collection Services**
- b. Transition Plan and Customer Service**
- c. Service Verification and Asset Management System**
- d. Information Management and Reporting**
- e. Organization**
- f. Staffing**
- g. Schedule/Timeline**

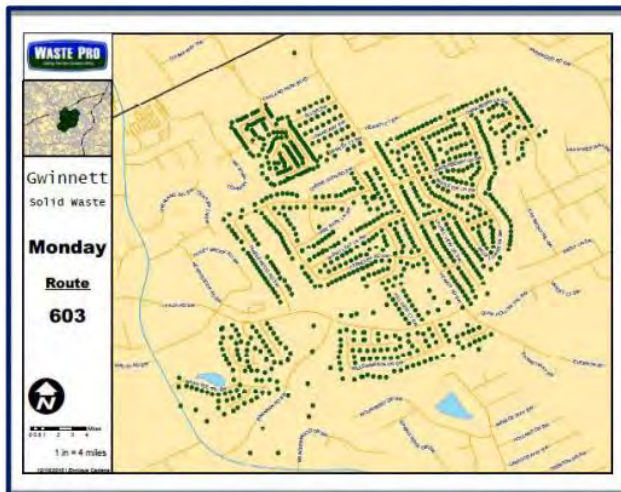


Collection Services

6.5.4a. Collection Services: Respondent should explain how it plans to provide Collections Services as requested in Part II Scope of Services. At a minimum, descriptions must include the primary methods by which Residential Solid Waste, Recyclables, Yard Trash and Bulk Trash will be collected, a list of the types (year, make and model) and number of vehicles that will be used to provide collection services, number of drivers, workers, and customer service staff, as well as how materials will be handled following collection. Methods for each service option should be clearly identified.

This section outlines Waste Pro's proposed approach to residential and commercial services for Sarasota County. Waste Pro has an Operations Team that works with a Customer Service Team and a Corporate Routing Team. These combined teams work together to put in place a plan of action that will best benefit Sarasota County customers. All information provided by Sarasota County was utilized to put in place the most efficient route effectiveness based on the proximity to the disposal site to best serve all aspects of the waste, recycle and yard waste collections for all lines of business.

Through this process Waste Pro concluded the number of trucks based off 1000 units per route for residential, 1100 units per route for Recycling, and approximately 2000 units for Yard Waste. This was formulated by the experience in other municipal contracts. The number of commercial trucks was determined by yardage—again, years of experience in the industry has taught Waste Pro the best practice to put together the most comprehensive plan to collect commercial accounts. Waste Pro will utilize its routing platform, Route Smart, to create routes that minimize service day changes for Sarasota County residents. This software takes into account all conditions, mapping, and turn by turn navigation, along with current service days.



In what follows, we detail the collection of solid waste, recycling, yard waste, bulky waste, and e-waste and white goods, along with our plan for the post-collection handling of each type of material. This is followed by an overview of our collection vehicle specifications and collection staffing numbers for Sarasota County, our non-collection procedures, and our experience with continuity of operations during adverse weather events. Route maps will be put together through our routing team, enabling us to provide the best service plan. Above and beyond that, we have put in place the optimal number of trucks, people, and assets needed. However, we have also built into the plan spare vehicles and additional personnel and assets in order to compensate for any potential "unknowns."



Residential Service

Waste Pro will collect residential solid waste once per week curbside. Non-compliant materials (hazardous materials and non-conforming materials according to Sarasota County's recycling program) will receive a county-approved non-collection notice, explaining why collection was not made.

Our commitment to residents' satisfaction begins before we make our first collection with ensuring that each resident has the trash and recycling carts they need. After the first initial distribution of solid waste carts by Sarasota County, Waste Pro will purchase, assemble, and distribute 32, 64 and 96-gallon solid waste and recycling carts as requested per resident. Waste Pro is committed to completing the ongoing swap-outs and deliveries of new carts in a timely manner. A generous supply of all required cart sizes shall be on hand and available upon customer request. These carts will be tracked by an asset management tool to verify locations, and Sarasota County will have access to this information.

Details for each service that Waste Pro will provide for residents of Sarasota County are as follows:

- **Solid Waste:** All carted residential solid waste will receive one time per week curbside collection by automated side loaders (ASLs). Carts will be completely emptied and placed back in an upright position with lids closed. Waste Pro will run 15 solid waste ASLs plus, at minimum, one satellite truck five days per week to service all identified areas that cannot be accommodated by larger trucks. Routes will be designed to accomplish the goal of minimizing day changes from current practice, and routes will (as much as possible) start at the furthest point from the disposal site and work toward the disposal site in order to minimize down time when trucks are being emptied. In addition to the 15 route trucks, there are three spare trucks available and three additional dedicated solid waste drivers in case of unexpected absences or turnover. These additional drivers will be experienced lead drivers whose day-to-day responsibilities will include assisting supervisors in training and managing the 15 routes. All materials will be taken to the Sarasota County Landfill at 4000 Knight Trail Road, Nokomis, FL 34275.
- **Program Recyclables:** Carted residential recyclables will be collected one time per week by automated side loaders (ASLs). Carts will be completely emptied and placed back in an upright position with lids closed. Waste Pro will run 14 recycling ASLs plus one satellite truck five days per week as needed. In addition to the 14 route trucks, there are two spare trucks available and two additional dedicated recycle drivers in case of unexpected absences or turnover. These additional drivers will be experienced lead drivers whose day-to-day responsibilities will include assisting supervisors in training and managing the 14 routes. Again, all routes are designed to work from the furthest point out and work toward the processing facility. Recyclables will be deposited at the single stream SSR processing facility at 3901 N. Orange Ave, Sarasota, FL 34234 every day following the collection route. We will provide one-time curbside collection of unprepared corrugated cardboard from new residential occupants (move-ins), complete with a rear load or grapple truck. Supervisors will periodically conduct cart audits to ensure materials are compliant.
- **Yard Trash:** Residential yard trash will receive weekly collection by seven (7) rear load trucks plus one satellite truck five days per week. In addition to the seven route trucks, there is one spare truck and one additional yard waste driver in case of unexpected absences or turnover. This additional driver will be an experienced lead driver whose day-to-day responsibilities will include assisting the supervisor in training and managing the 7 routes. Waste Pro utilizes driver/driver teams to ensure additional drivers are always available in times of need. All yard waste must be properly prepared per the bid specifications. After yard



trash collection takes place, our trucks will unload material at the Sarasota County Disposal facility. After unloading yard waste, the same REL crews will then return to the route to collect bulk items. Yard waste or bulk items that are deemed too large for REL collection will be collected by grapple truck.

- **Bulky Waste:** Waste Pro will operate one grapple truck and one rear load, Monday through Friday, to pick-up up bulky waste items in South Sarasota County. Bulky waste routes will run on a scheduled route. Bulk waste will be scheduled with the use of a routing program, Optimo, to ensure maximum efficiency and scheduling will coincide with day of service for solid waste and recycling. Bulky waste will be disposed of at the Sarasota County Landfill located at 4000 Knight Trail Road, Nokomis, FL 34275. Bulky waste grapple truck will unload bulk waste and then return to the same routes to collect scheduled yard waste setouts if needed.
- **White Goods and E-Waste:** White goods and e-waste shall receive collection from a stake body truck, Monday through Friday. White goods will be collected on a schedule through use of a routing program, Optimo, to ensure efficiency. They will be taken to the Sarasota County Landfill facility. To ensure maximum efficiency for this vehicle, it will also perform cart delivery and maintenance.

Residential Collection Hours will take place from 6 AM to 8 PM, Monday through Friday, and 6 AM to 2:00 PM on Saturday when needed. Regarding holidays, Waste Pro understands that collections will be delayed by one day, with Saturday being the makeup day with hours compliant with landfill hours.

Residential Rear Door Service: Medical Rear Door Service is a supplemental service available to Sarasota County residents upon doctors note. **Rear Door Service** is a supplemental service for recycling and MSW. Rear door services are generally completed by the route truck in the area. However, these will be added to the pup trucks in areas where there are multiple rear doors.

Commercial Service

Commercial customers are routed through Route Smart which takes into account pounds per yard, density, and proximity to the landfill. Waste Pro anticipates having 5 commercial routes six days per week, Monday through Saturday. In addition to the 5 route trucks there is 1 spare truck available and one additional dedicated solid waste driver in case of unexpected absences or turnover. This lead driver will assist the supervisor in training and managing the 5 routes. Waste Pro will adjust this number as needed when final container counts and services are verified. The goal is to average 70 to 90 lifts per truck per day, depending on the density and distance from the disposal site.

Commercial Supplemental Collection Services are offered for the following:

- A. Rolling out collection container and returning it to its original location
- B. Opening and closing doors or gates
- C. Locks for collection containers
- D. Moving customer-owned container upon customer's request

Overfilled Containers and Non-Conforming Materials Supervisors conduct visual audits periodically and utilize 3rd eye to monitor non-conforming materials and overfilled containers. Drivers will be instructed to notify dispatch of overfilled and non-conforming containers and pictures will be provided to the County through the Contract Administrator.



Supplemental Information

- Waste Pro intends to use at minimum 4 supervisors for the work to be completed in the South section. As indicated above each supervisor has several lead drivers to assist in properly completing the work.
- When building routes, growth is one of the major factors. Routes in built up areas are normally above the average and routes in high growth areas are generally below the average. Route balancing activities are completed annually, normally in June or July to allow financial budgeting for the upcoming year.
- Communication for this contract is intended to be funneled through a dedicated Contract Administrator. The County will have direct access to this individual in addition to the normal operational contacts.
- Special attention will be given to Beach communities as Waste Pro recognizes they are normally condensed and congested and require smaller trucks.

Non-Collection Procedures



Waste Pro will attach a county-approved Non-Collection Notice to a set out that is non-compliant. The tag will describe reasons for non-collection—for instance, hazardous materials or materials placed in a recycling container that do not comply with Sarasota County’s list of Program Recyclables in Attachment J. The top portion of tag stays with the customer, and the bottom portion stays with Dispatch to ensure accurate record keeping. All tags will be logged, and a tag list will be sent daily to the county. An example of the “noncompliance” tag is included.

“Contaminated recyclable material” is defined as unacceptable materials that are inadvertently commingled or mixed with accepted materials in the recycling containers provided specifically for source separated recyclable materials. We will not consider a cart or container as contaminated unless the amount of unacceptable material exceeds 25% of the total content (by volume) of the cart or container. In these cases, we will tag the cart or container to inform the resident of the issue.



Staffing and Vehicle Specifications

Residential							
Material Collection Type	Number of drivers	Number of helpers	Vehicle Type	Year	Make	Body	Number of Vehicles
Solid Waste	15	0	CNG/ASL	2024	Mack or similar	McNeilus or similar	15
Recycling	14	0	CNG/ASL	2024	Mack or similar	McNeilus or similar	14
Yard Waste	7	7	CNG RL	2024	Mack or similar	McNeilus or similar	7
SW/REC/YW	3	3	Diesel RL	2024	Freightliner or Similar	New Way or similar	3
Service Truck	1	0	Diesel	2024	Ford or Similar	F250 or similar	1
Operations Support	5	0	Regular	2024	Ford or Similar	F150 or similar	5
Grapple	2	0	Diesel	2024	Mack or similar	Peterson or similar	2
Container Delivery	1	0	Diesel	2024	Ford or Similar	F450 or similar	1
Solid Waste Spare	3	0	CNG/ASL	2024	Mack or similar	McNeilus or similar	3
Recycling Spare	2	0	CNG/ASL	2024	Mack or similar	McNeilus or similar	2
Yard Waste Spare	1	0	CNG RL	2024	Mack or similar	McNeilus or similar	1
SW/REC/YW Spare	1	0	Diesel RL	2024	Freightliner or Similar	New Way or similar	1
Commercial							
Material Collection Type	Number of drivers	Number of helpers	Vehicle Type	Year	Make	Body	Number of Vehicles
Solid Waste	5	0	CNG/FL	2024	Auto Car or Similar	EZ Pak	5
Rolloff	1	0	CNG/RO	2024	Peterbilt or Similar		1
FL Delivery	1	0	Diesel	2024	Mack or similar	Freightliner or similar	1
Solid Waste	1	0	CNG/FL	2024	Auto Car or Similar	EZ Pak	1
Customer Service							
Position Title	Number of Personnel						
CSR	4						
Office Manager	1						
Resi Dispatcher	1						
Commercial Dispatcher	1						
Contract Administrator	1						
Division Manager	1						

Continuity of Operations

Preparing for storm events is an area where Waste Pro has seasoned experience. With over 22 years of Florida storm and hurricane cleanup in service areas from Miami to the panhandle, we have a time-tested method for post-storm events. With more municipal contracts in the State of Florida than any other hauler, Waste Pro has experience and expertise with severe storms, “unnamed/undeclared” hurricanes, and tornadoes.

A plan of action will be developed between county staff and Waste Pro before a storm is expected. If Waste Pro is contracted to collect additional storm debris, morning and afternoon communication with the County is essential. At the end of the collection day, it is imperative to “de-brief” with county staff regarding the day’s results and to plan the following day. Large storms usually involve pre-planning conference calls between division, region, and corporate staff. Fleets and crews are secured, assigned, and pre-positioned for additional storm collection. Waste Pro has an extensive disaster plan for pre and post storms. Due to the page restriction, the plan is available upon request by Sarasota County.



Transition Plan and Customer Service

6.5.4b. Transition Plan and Customer Service: Respondent should explain how it would transition into providing requested services, and how it would maintain a high quality of customer service and satisfaction throughout the contract. Respondent should provide a basic transition timeline.

From the careful work of coordinating with our municipal partners to execute a seamless transition to maintaining a high level of customer service and satisfaction for years down the line,

Waste Pro’s “Distinguishable Difference” is our highly local commitment to world-class service.

Waste Pro Transition Experience

Waste Pro not only understands the importance of executing a transition with no service delays for residents or businesses—we are the industry Pros. One of Waste Pro’s primary drivers of growth is our attention to detail during the process of startup. **We have started 300 municipal contracts and executed more than 100 successful transitions over the past 20 years,** and we have this process down to a science.

Waste Pro will work diligently with the County to ensure that a switch in vendors will be seamless for the residents and businesses of Sarasota County. We have recently transitioned collection services for several of your neighbors, including Collier County and Lee County (Service Area 4). Waste Pro encourages you to reach out to them and hear for yourself how smoothly our transitions are conducted. We kept the municipalities informed every step of the way and had successful kick offs that were on schedule, and we are committed to doing the same for Sarasota County.

To provide exceptional solid waste collection services to Sarasota County, Waste Pro will transition all County services to a fully staffed hauling operations facility located *in* Sarasota County. Both to support our startup transition and as part of our planned continuity of services in case of inclement weather or other unforeseen events, Waste Pro has back-up vehicles and other resources available to Sarasota County at four additional, fully staffed operating locations situated within an hour of the Sarasota County Landfill:

- Waste Pro – Bradenton/Sarasota, located at 7921 15th Street East, Sarasota FL 34243
- Waste Pro – Fort Myers, located at 13110 Rickenbacker Parkway, Ft. Myers FL 33913
- Waste Pro – Lehigh Acres, located at 5594 6th Street W, Lehigh Acres, FL 33971
- Waste Pro – Clearwater, located at 5170 126th Avenue North, Clearwater FL

All our operating locations have fully staffed offices, customer service centers, storage yards, garages, and maintenance facilities in place. Just as we are committed to serving our community partners, our local Southwest Florida facilities are committed to supporting each other, ensuring the success of new service operations for their neighbor Sarasota County.



The Waste Pro Way to Transition Success

To do things the Waste Pro Way is to do them right, with a commitment to caring and the dependability that customers expect from local businesses. At Waste Pro, we take the worry out of transitioning from one company to another. We take the time to work directly with our municipal partners—no matter how big or small the community—to ensure that we are mapping out safe, reliable, and efficient services that meet unique local needs and challenges.

This brief description provides highlights from our transition plan. As requested in Section 7 of the Scope of Services, Waste Pro will provide a more detailed transition plan to Sarasota County at the stated time after award of a contract.

Our Timeline

If awarded the Sarasota County South Service District, we will begin working immediately. Our corporate transition team, which includes members from operations, maintenance, procurement, legal, human resources, IT, and accounting, will meet weekly with local staff to support our new operation in Sarasota County. Through this collaborative local-corporate process, all facets of the startup are accounted for, and a project timeline is established. Although the timeline is rigid, adjustments are made, if necessary, to ensure that we have accounted for any changes that are needed. Sarasota County personnel are encouraged to participate in any or all of these meetings as we establish our formal transition plan for the County.

As we establish our service presence in Sarasota County, most employees will be hired at least six to ten weeks before startup. Waste Pro spends the additional money necessary to get folks on board and comfortable with their new employment.

Hiring and Training

Our success is based on hiring the best people available. All employees are screened properly during our hiring process. This includes background checks, MVR checks for drivers, and drug and alcohol testing. Drivers are paid a fair market wage; we give them new equipment to work with and design balanced routes to promote a healthy work life balance.

As mentioned, drivers are typically secured six to ten weeks prior to startup. This allows them time for training, as well as time to learn their new routes. All drivers complete a week of training at our Driver Waste Pro Training facility in Sanford, FL. The following weeks for drivers will be used to train in equipment and daily procedures and safety. We take much pride in our state-of-the-art fleet of trucks, and the only way to keep the trucks in good shape is to get proper input from our drivers. They will be trained in filling out maintenance paperwork as well as operational paperwork.

Drivers will be trained in proper communication to ensure a smooth flow between dispatch and routes. Four weeks before startup, drivers will start performing dry runs on their routes. Initial dry runs are usually done in company pickups. Dry runs in the last two weeks are done with the actual truck that the driver will be operating. Each driver will receive a route sheet that details each daily service area. These dry runs allow our personnel time to give us feedback to ensure transitional success. This creates driver ownership over routes, which will translate to increased attention to detail and fewer missed pickups for Sarasota County residents and businesses. At this time, we will also begin training drivers on key safety issues. We care about our drivers and our customers, and we exercise that commitment to caring through our rigorous



safety training. Waste Pro also provides regular bonus and incentive programs. Employees have the potential to receive a bonus of \$250 for each year of service, along with our \$10k driver award and \$5k helper award designed for drivers and helpers who meet specific criteria over a 3-year period. To date, over 7.4 million dollars has been awarded!

Establishing Safe and Efficient Service Routes

One of the most critical aspects of a transition is routing. Our current software platform is Route Smart. The platform shows areas which may have obstacles or increased accessibility issues. Our goal when routing is to reduce our carbon footprint by creating density and building routes to border one another to allow more efficient completion of routes should an issue arise. Waste Pro is constantly reviewing routes on an annual basis to ensure they are being ran in the most efficient way. Drivers work together as a team to ensure that all routes are completed daily.

Equipment Delivery

As the county will be delivering the first set of residential waste carts, Waste Pro will deliver and swap front load containers throughout Sarasota County with the goal of minimizing service disruptions. Waste Pro will work with Sarasota County and/or the displaced hauler to coordinate a staging area. Once container delivery begins, Waste Pro will provide a daily update to County staff. We will ensure that all bins and containers are delivered to the proper service addresses provided by the County.

Waste Pro understands that a stock of carts and containers for new delivery will need to be purchased and maintained at the division for future use and growth. Waste Pro has agreements with multiple manufacturers that allow for a supply of carts and containers to be maintained at their facilities to ensure we have stock as needed. All container delivery for any new containers or replacements will be handled at our local Sarasota County division. Waste Pro intends to have one dedicated commercial representative to communicate directly with commercial customers and address their needs.



Transition Communication

Based on our experience, Waste Pro knows that a key component of a successful transition is consistent communication with both County leaders and County residents. As we get to know them and become part of the Sarasota County community, we know that residents also need to get to know us. When residents and business owners are informed about and understand all changes to the collection program, they gain confidence in our commitment to your community. We will partner with the County to use multiple platforms to get the word out about upcoming changes, including:





- ✓ An informational webpage just for Sarasota County residents hosted on Waste Pro's main website, which can be linked directly from the County's website.
- ✓ Postcards and flyers detailing changes that resident can keep for easy reference.
- ✓ County-approved educational programs promoting recycling and waste reduction and introducing Sarasota County residents to their Waste Pro service partners.

We are agreeable to utilizing other channels of communication at the County's suggestion. Our goal is to make it easy for residents and businesses to find the information they need about their new services!

Local, Dedicated Customer Service

At Waste Pro, our motto is "Caring for Our Communities." We believe that people make the difference, and caring never goes to waste. Sarasota County will see this "Distinguishable Difference" in our approach to customer service.

We believe that when a Sarasota County customer picks up the phone, they should reach a dedicated customer service team that is located in Sarasota County. As experts in Waste Pro's day-to-day operations in the County, a local customer service team will quickly direct comments, questions, or complaints to the relevant parties.

The first step to effective customer service is operations. We check and double-check our work to eliminate complaints before they happen:

- All employees undergo comprehensive training focused on company policies and procedures.
- Employees are taught the Waste Pro Way, which includes professional conduct and customer service.
- New drivers and helpers run supervised routes for two weeks before they begin to work independently.
- Employees will be educated on the specific needs, rules, and regulations of Sarasota County's contract.
- Routes are set up so that the teams/routes can assist one another, if unexpected service delays occur.
- The Route Supervisors responsibility is to communicate and spot check all routes. This is done via 3rd Eye and on the street to ensure routes are being given the appropriate attention and running on time.

This is the start to our customer service philosophy: If you perform the service correctly, there are no complaints. However, we know that even with the best laid plans and most dedicated team members, sometimes issues or customer questions do arise. This drives the second part of our customer service philosophy: **No customer issue will go unanswered at the end of the day.**

All Customer Service Representatives (CSR) are trained to understand company policies, procedures, and our commitment to world-class, best-in-the-business customer service. CSRs get 2 weeks of real-world, hands-on experience during their training as they answer calls under the supervision of the Office Manager.



Sarasota County, FL
Bid #232452VG

Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Our Customer Service Commitment to Caring for Sarasota County

- ✓ All calls answered locally in Sarasota County, Monday – Friday 8am – 5pm and Saturdays 8am – 2pm
- ✓ No automated attendants—Real people answer the phone!
- ✓ County CSRs specially trained in County contract requirements
- ✓ Sarasota County’s dedicated Office Manager will ensure all issues are closed out or scheduled by the end of the day
- ✓ All calls received after hours will be sent to a voicemail that will be responded to first thing the following day.
- ✓ Planning for all contingencies—If local phones are out, we divert calls to another Waste Pro customer service location. This means **no** disruptions in customer service availability!



Public Education. Describe the components of the public education program to be provided over the term of the Agreement. Describe method of developing and distributing public education materials. Provide samples of public education materials that your company has developed for other similar collection programs and for school education programs.

Waste Pro will provide a marketing campaign and/or materials tailored to address the specific concerns and service requirements of Sarasota County. Waste Pro will work with the county to develop educational material to be disseminated to the public to notify them of the new service provider, supplying information regarding any new pick-up information, cart delivery information, and contact information for questions or comments. Additionally, we will work with the county to develop recycling material to educate the public on proper recycling practices, including what items are recyclable and how to recycle without contamination. Hazardous waste will be included in educational material and at public events.

FLYERS/BROCHURES

A series of postcards/flyers will be developed and delivered to residents for educational purposes and regarding cart distribution. Two weeks prior to the start of the new contract a postcard will be provided to each resident. The postcard will advise them of their new service provider and provide phone and website information for their reference. A website will be created, and a link attached to the county’s website for easy access. All new customers will receive a “welcome” packet explaining days of service, acceptable material, and common facts.

These communication steps have proven to help transitions run smoothly. By distributing multiple notifications, we are better able to cover the county with information.

Recycling and Hazardous Waste Material Education

Waste Pro is committed to helping maintain a healthy environment for the Sarasota County’s current and future generations. Recycling helps preserve our natural resources. Waste Pro looks forward to a partnership with Sarasota County providing residential curbside recycling services to the residents. In addition, we offer recycling services for commercial businesses.



Waste Pro will provide education to residents to better help them understand what should and should not be recycled, how to reduce contamination and hazardous waste awareness. We do this by attending local community events and sharing material at those events, going into local schools, and presenting to the students, updating information on the county's website, and making educational material available at other community locations so residents have this material and information at their fingertips. Waste Pro is committed to helping the county decrease contamination rates and increase recycling by the residents. Waste Pro has a local recycling processing facility and is willing to give guided tours in order to educate various groups on the benefits of recycling.

Waste Pro has several programs and practices to encourage recycling for both commercial and residential users. We believe that to increase recycling, we all must do three things: teach, provide frequent reminders, and lead by example. We will also work with the county to create information with educational material on the dos and don'ts of the county's program that can be left behind at a residential home, or on a cart, should our driver or county staff see visible contamination.

PUBLIC EDUCATION AND COMMUNITY SERVICE

We can continue to identify areas with lower recycling and target them for repeat notifications. We will work together to tailor the content to include the specifics of the county's program. Waste Pro's recycling education outreach efforts, commercial recycling audit team, and customized informational flyers will enable the county to meet and exceed the state's 75% recycling goal.

EDUCATIONAL PROGRAMS FOR SCHOOLS

Waste Pro will work with local schools to assist in the encouragement and education of recycling. Coloring books and other educational materials can be shared in area schools on a periodic basis, and we routinely provide recycling trucks and speakers for demonstrations. Our experienced marketing team has created these coloring books to cater to younger students and a curriculum program for middle school-aged children.

Other Initiatives utilized throughout our footprint:

- School presentations
- Special event creative recycling containers for use in the field
- "Waste Pro Man" at sports events, other special events, and schools
- Branding on trucks to create more brand awareness (at the county's approval)

Waste Pro is able to assist with educational discussions at various events, at community centers, and other community events, and provide recycling trucks and speakers for demonstrations.



Service Verification and Asset Management System

6.5.4c. Service Verification and Asset Management System: As identified in Part II Scope of Services, the County seeks access to a real-time service verification system. Respondent should describe the service verification system proposed, to include Radio Frequency Identification (RFID) based systems, if being utilized. In addition, Respondents should describe all asset management technology to be utilized.

Service Verification

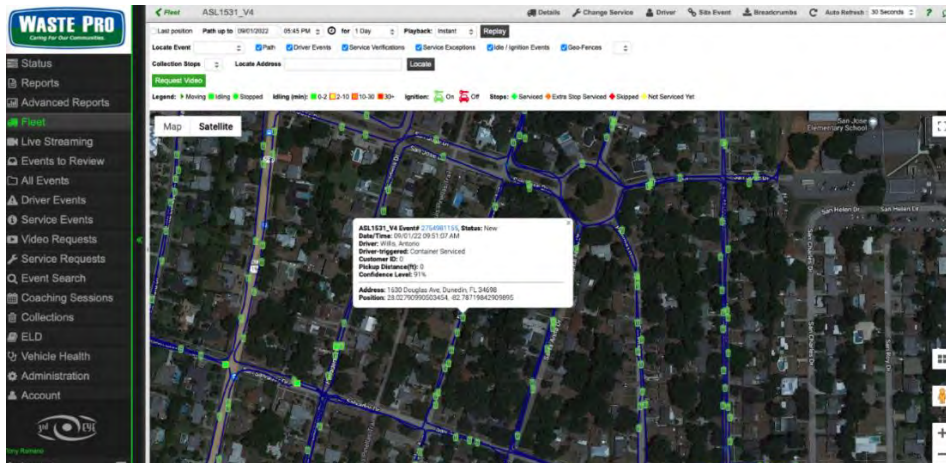
When it comes to service verification, Waste Pro’s state-of-the-art **360 Degree 3rd Eye Cameras** provide real-time service verification while simultaneously monitoring driver safety. This service verification system provides a double benefit for the County: You know *when* service was completed, and, if the need arises, you can access camera records to see *how* that service was completed. 3rd Eye allows us to track visually and through GPS every vehicle we have on the road.



Waste Pro has invested over \$3 million in our 3rd Eye System, which is installed in more than 1,800 collection vehicles to include tracking services in various municipal contracts such as Manatee County, Lee County, Dunedin, Collier County and many others. Up to eight cameras are installed in the cab of each truck and on the exterior of the truck body, and a microphone is installed inside the cab. The cameras – front, cab, rear, and side – provide 360 degrees of external “monitoring,” and the microphone inside the cab captures 20 seconds of video segments. The cameras can be activated by management at any time to observe collection activities.

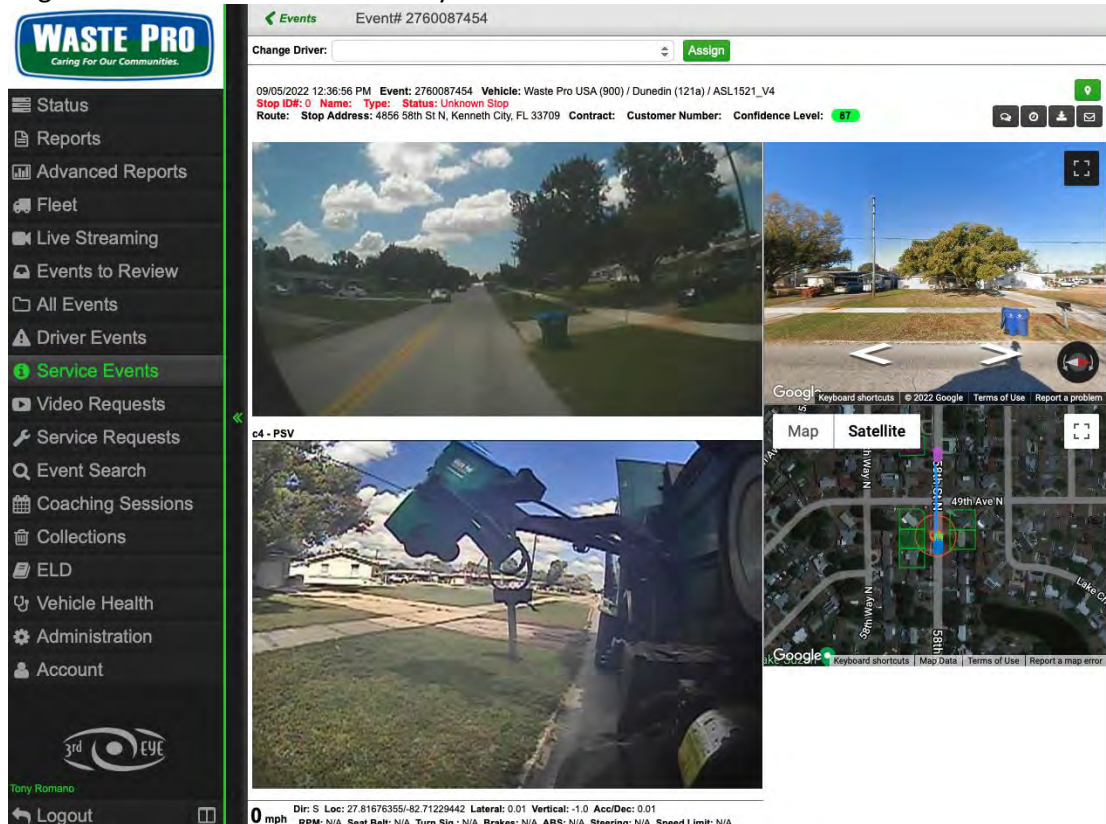
If services are unable to be completed, the photo records the reason. As drivers operate their vehicles, the 3rd Eye system captures photographic evidence of service events, simplifying the process and providing fleets with access to video footage of any missed, blocked, completed, failed set outs or property damage event with a single click.

3rd Eye allows Waste Pro to see every home serviced on a street, as shown below on the map. Sarasota County will have shared access to 3rd Eye login. Below, is the interactive map. The green dots represent the actual serviced locations. With the 3rd Eye system, users are able to click on any of the green dots to see the time/date stamp and also funnel deeper into the service to see pictures of the actual address, and container serviced.





The pictures below represent an actual container being serviced. This can be viewed by clicking on the green service dot on the map. The 3rd Eye system allows you to see the container as it was serviced along with a 360 degree area that will show you the house and address where the container was located.



Reports can be generated from any of the information collected through the 3rd Eye System.

As noted, in addition to providing service verification, 3rd Eye allows us to observe general collection behaviors with real-time monitoring. If an inconsistent practice were to be observed, a supervisor will be contacted immediately to contact and correct the route. Positive behaviors are reinforced, and negative behaviors are coached. 3rdEye has proven to be an excellent instructional tool for Waste Pro.

Although Waste Pro believes the 3rd Eye system is a more beneficial system for service verification, we have allowed for the RFID Technology (Vision) in our submission per the County’s direction. We would welcome the opportunity to discuss this in further detail.

Asset Management

Sarasota County currently uses Rehrigs vision software for Asset Management, Waste Pro has included a combination of Rehrigs Vision and Tower as their technology platforms for asset management. By utilizing the Vision software currently in use by Sarasota County, Waste Pro feels this will make the transition process more efficient and streamlined.



Vision will be utilized to track carts through the RFID software, which the County will have full access to the database they currently utilize. The county will have full access to all data, such as cart movements, deliveries, swapouts, and cart repairs. The county will also have the ability to scan assets via a hand-scanning device such as a cell phone to move and locate assets as needed.

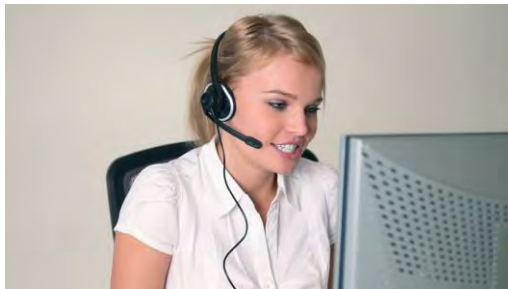
Tower is the main, centralized database of all Waste Pro solid waste records. It will house all Sarasota County customer information, site information, asset lists/data bases, and service records. All reports in Tower are considered Crystal Reports, which can be exported in a variety of formats: Word, PDF, Excel, etc. Tower has the ability to generate customer lists with all pertinent information and has a field that enables Waste Pro to identify each customer. This system records all material and disposal tonnages by route.



Information Management and Reporting

6.5.4d. Information Management and Reporting: Respondent should describe in detail how it plans to record, manage and report information to satisfy all reporting requirements identified in Part II Scope of Services. Respondents are encouraged to submit examples of report formats. Sample formats shall not count toward the submittal page limit but should not exceed four pages total.

Tower is the main, centralized database of all Waste Pro solid waste records. It will house all Sarasota County customer information, site information, asset lists/databases, and service records, along with all calls.



Tower can generate customer lists with all reporting requirements Sarasota County has requested in the ITN. Tower will enable us to easily run and submit the various daily, monthly, and annual reports the County has requested, such as Call Logs. This system records all material and disposal tonnages by route. Tonnage information can be reported in many ways – by period, material type, etc. so this will make the monthly tonnage reported to the County a simple process. As Tower also tracks our assets, the annual reports for the county will also be generated through this system. Work orders can be

generated and tracked in the Tower system for deliveries, removals, repairs, and other necessary information. Tower can also record customer complaints, missed pickups, extra pickups, compliments, or any other service-related issue or calls and from this we can generate reports in multiple formats.

Below is just one example of a report generated through our Tower system to review such as missed pickups, deliveries, swaps, white good pick-ups, etc.

A	C	D	E	F	G	H
DATE	CODE	PREM#	DRIVER	CUSTOMER	ADDRESS	SERVICENOTE
10/02/2023	REMINDER	#3342		Customer	Address	Compliment- Cust is very happy with hauler and wants to thank him for being courteous through neighborhood
10/02/2023	DELRB	#178913	T. HINES	Customer	Address	DEL RYB
10/02/2023	DELRB	#180714	T. HINES	Customer	Address	del ryb
10/02/2023	REPAIR	#23977	T. HINES	Customer	Address	REPLACE LID RYB CONTAINER
10/02/2023	DELRB	#150790	T. HINES	Customer	Address	DEL RYB
10/02/2023	DELRB	#178965	T. HINES	Customer	Address	DEL RYB
10/02/2023	TIRE	#70626	T. HINES	Customer	Address	P/U 2 TIRES W/RIMS
10/02/2023	REPAIR	#0463	T. HINES	Customer	Address	repair or replace ryb- lid broken
10/02/2023	SWAPTO	#70337	T. HINES	Customer	Address	broken wheel
10/02/2023	REPAIR	#143951	T. HINES	Customer	Address	PLS REPAIR OR REPLACE RYB- BROKEN WHEEL
10/02/2023	DELRB	#179283	T. HINES	Customer	Address	recycle cart
10/02/2023	REPAIR	#23965	T. HINES	Customer	Address	PLS REPAIR/REPLACE RYB- BROKEN WHEELS
10/02/2023	DELRB	#180264	T. HINES	Customer	Address	del ryb
10/02/2023	FREE	#72285	T. HINES	Customer	Address	FA- WG
10/02/2023	FREE	#14284	T. HINES	Customer	Address	FA- Washer
10/02/2023	TIRE	#58642	T. HINES	Customer	Address	2 TIRES
10/02/2023	DELRB	#17143	T. HINES	Customer	Address	Del RYB
10/02/2023	REPAIR	#57578	T. HINES	Customer	Address	reapir- broken lid
10/02/2023	DELTOT	#14404	T. HINES	Customer	Address	del ryb
10/02/2023	REPAIR	#11962	T. HINES	Customer	Address	reapir ryb- broken top
10/02/2023	REPAIR	#22451	T. HINES	Customer	Address	repair ryb- broken wheels LOT 55
10/02/2023	DELRB	#178454	T. HINES	Customer	Address	DEL RYB
10/02/2023	SWAPTO	#158025	T. HINES	Customer	Address	SWAP RYB
10/02/2023	DELRB	#25393	T. HINES	Customer	Address	DEL RYB
10/02/2023	REFL	#23179	R. BROWN	Customer	Address	please move the 2 dumpsters (from phase 2 condos) out to the main road, 2nd right There will be a sign saying "phase 2"
10/02/2023	REMINDER	#139851	V. REZENDES	Customer	Address	PLS REMEMBER TO SVC THE CUST'S ZYD BIN- HAS BEEN MISSED OFTEN
10/02/2023	REMINDER	#62749	V. REZENDES	Customer	Address	PLS REMEMBER TO SVC- HAS BEEN MISSED OFTEN
10/02/2023	REMINDER	#88789	V. REZENDES	Customer	Address	PLS BE SURE TO SVC 8-YD
10/02/2023	REMINDER	#70164	H. LABOY	Customer	Address	reminder to service hhg today
10/02/2023	REMINDER	#132896	C. CRAWFORD	Customer	Address	reminder to service 1 comm can
10/02/2023	FREE	#70594	C. CRAWFORD	Customer	Address	F/A MISC FURNITURE
10/02/2023	MPU	#70534	C. CRAWFORD	Customer	Address	HHG MPU WHOLE CONDO
10/02/2023	BULPURES	#147572	W. TORRES	Customer	Address	
10/02/2023	FREE	#4433	T. SAIFANANDRE	Customer	Address	F/A MISC FURNITURE
10/02/2023	MPU	#3874	C. DAVIS	Customer	Address	mpu of medical rear door
10/02/2023	MPU	#10728	C. DAVIS	Customer	Address	HHG MPU
10/02/2023	WG	#10322	N. TILLMAN	Customer	Address	F/A WG Ref, microwave

All calls coming into our Waste Pro office will be logged into Tower on the customer's account. Reports can be run on a daily, monthly, or as needed basis in order to view all calls. An example of this is below.



Parameter (Show Workflow=No)

Notes Listing with Workflow



Customer ID	Name	Address		
140301	Alpha Dumpsters	720 Back Nine Dr		Cont.
Site Notes:	140301 - 0001	Alpha Dumpsters	720 Back Nine Dr	Active
	10/9/2023	NOTE(SITE)	customer cancelled with driver will charge a deadrun \$150.00	
140318	Alpha Dumpsters	6350 Gulf of Mexico Dr		
Site Notes:	140318 - 0001	Alpha Dumpsters	6350 Gulf of Mexico Dr	Active
	10/11/2023	NOTE(SITE)	cancel per Alpha	
140427	PEP BOYS (LB)	2303 Cortez Rd W		
Customer Notes:	10/17/2023	PAYMENT	Payment for Lock Bar Installation	
140433	Barbour, David	319 64th St		
Customer Notes:	10/17/2023	eTower	Web user login by eTower user dbarbour	
140555	Benderson East District	135 University Town Center Dr		
Site Notes:	140555 - 0001	Benderson East District	135 University Town Center Dr	Active
	10/25/2023	TAGGED	cannot get door closed	
140574	FUCHS, ERNEST	2914 Avenue C		
Customer Notes:	10/26/2023	eTower	Web user login by eTower user efuchs58	
999999	eTower 114 Bradenton Sarasota	7921 15th St E		

Along with this, customers who have a Waste Pro account can access that account online. Information is auto-generated into the customer’s account whenever the customers access their online account. This is also reflected in the report above.

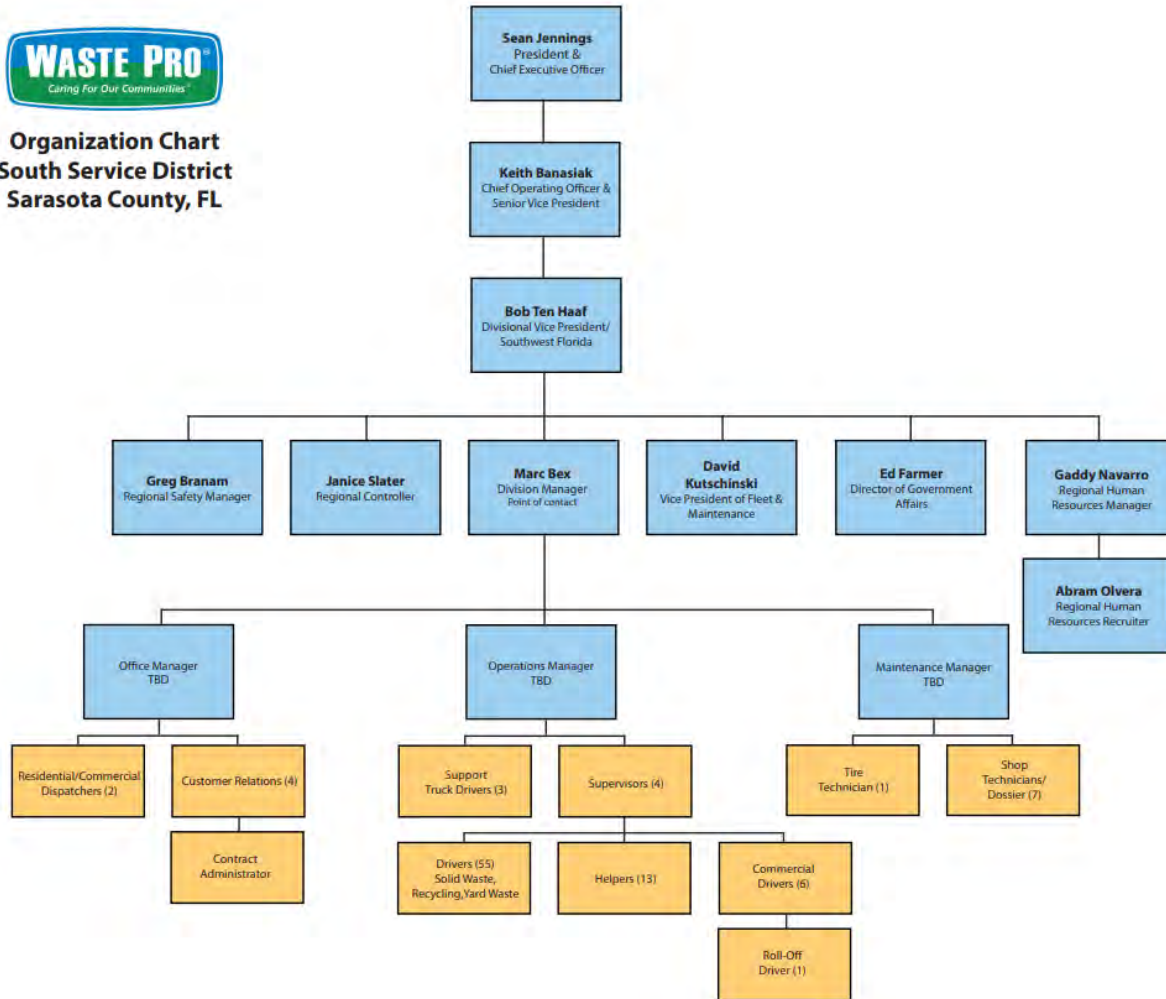
Section 6.5.4. Approach – South Service District

e. Organization: Respondent should include an organization chart indicating titles and total number of personnel that would be devoted to work resulting from this ITN. Any subcontractors to be utilized should be clearly identified in the chart with a description of the specific work to be performed. Organization for each service option should be clearly identified. The chart should identify the structure of the company, and the County’s day-to-day point of contact for the contract.

Waste Pro does not intend to use subcontractors.



Organization Chart
South Service District
Sarasota County, FL



Summary of Proposed Services:

Residential & Commercial solid waste, yard waste, bulk & recycling services. City location services. Vacuum truck service.



Section 6.5.4. Approach – South Service District

f. Staffing – Provide staffing information, including, but not limited to:

- *Identify team members who are not 100% dedicated to this contract. Provide their percentage of dedication and other responsibilities.*
- *A detailed staffing plan for the operation including the number of employees in each position.*
- *A description of the process for hiring, selecting, and retaining employees.*
- *A proposed staffing ratio plan for drivers which identifies any part-time employees. Describe proposed staffing ratio for road supervisors to routes.*
- *Identify other positions such as safety manager, maintenance manager, road supervisors, dispatchers, schedulers, operators, and mechanic*

Proposed Staffing

Position Title	Name	Number of Each	Percentage of dedication	Main Responsibility	Contact Info
COO/Senior VP	Keith Banasiak	1	15%		
Regional VP	Bob ten Haaf	1	50%		
Regional HR	Gaddy Navarro	1	25%		
Regional HR Recruiter	Abram Olvera	1	50%		
Regional Fleet Maintenance Manager	Dave Kutschinski	1	25%		
Director of Government Relations	Ed Farmer	1	25%		
Safety Manager	Greg Branam	1	25%		
Division Manager	Marc Bex	1	100%		
Sales Manager	TBD	1	100%		
Office Manager	TBD	1	100%		
CSR	TBD	4	100%		
Maintenance Manager	TBD	1	100%		
Operations Manager	TBD	1	100%		
Supervisor	TBD	4	100%		
Residential Dispatcher	TBD	1	100%		
Commercial Dispatcher	TBD	1	100%		
Shop Techs	TBD	6	100%		
Dossier Clerk	TBD	1	100%		
Tire Tech	TBD	1	100%		
Drivers	TBD	54	100%		
Helpers	TBD	8	100%		
Groundskeeper	TBD	1	100%		

Waste Pro intends to have one supervisor for each unique line of business and maintains at minimum a 15% spare truck ratio. Approximately 47 routes based on the information provided by Sarasota County, which would be 54 drivers, with 4 supervisors and an Operations Manager reporting to the Division Manager. This is a 9% supervision to routes.



Employment

At Waste Pro we believe people make the difference. We are committed to helping our best become better by offering and encouraging training courses, leadership programs, promotion, and transfer opportunities.

Waste Pro vacancies are posted at www.wasteprousa.com and are electronically distributed from our career page to several external sites. Through partnerships with Career Builder, Indeed, and LinkedIn, our vacancies are posted on these job boards and are shared electronically with outreach partners. America's Job Exchange posts Waste Pro vacancies with their partner organizations comprised of community-based organizations (disability, women's services, veteran's services, and more), and one-stop career centers throughout the United States. We also utilize social media outlets such as Facebook, LinkedIn, and Twitter to reach thousands of qualified applicants. Our local regional recruiter manages the process, along with reaching out to qualified applicants.

We utilize a top-of-the-line applicant tracking system that allows applicants to easily apply electronically. This process allows us to begin reviewing potential candidates within hours of a new position being posted and provides an immediate ongoing talent pool of candidates within an identified area. In addition, Waste Pro's local recruiter sources candidates and maintains the online program to ensure we are maintaining proper staffing levels.

Waste Pro provides excellent benefits. We understand that the real strength behind our company is our employees. We believe in continually investing in our organization and our people. We aim to attract and maintain a highly competent workforce by offering one of the most comprehensive benefits packages in the industry, including annual bonuses and performance incentives. We have a \$3,000 retention bonus for CDL drivers and diesel technicians. The bonus is paid out in 30, 60, 120, and 1-year increments.

Health and wellness benefits include medical, dental, vision, preventative care, free 24-hour access to a physician, a medical expense reimbursement program, employee assistance programs, long and short-term disability insurance, and more.

Waste Pro also provides regular bonus and incentive programs. Employees have the potential to receive a bonus of \$250 for each year of service, along with our \$10k driver award and \$5k helper award designed for drivers and helpers who meet specific criteria over a 3-year period. Technicians are eligible for tool reimbursement and pay increases following the completion of training programs.

Maintaining the continuum of service in our communities is paramount to the health and cleanliness of the people.



WASTE PRO NEW OPERATIONS EMPLOYEE ONBOARDING PROGRAM OUTLINE

Pre-Arrival	<ul style="list-style-type: none"> • Send welcome letter and packet of information (e.g., benefits, first-day agenda, names of staff, etc. • Assign a “peer supporter” to teach new employees about the organization, offer advice, help with job instruction, and provide support in social terms • Have workspace prepared (truck, supplies, key manuals) • Have computer configured and ready for use, email account, etc. • First-day forms prepared for completion and other necessary information • Enroll in New Employee Orientation • Notify staff when a new employee will be joining them
Day One	<ul style="list-style-type: none"> • Introduction to Waste Pro and our philosophy – “The Waste Pro Way” • Compliance with State and Federal regulations to include discussions, lectures, videotapes, and written material • Assistance with employee enrollment in company programs • Introduction to 3rd Eye system
First Day Following Orientation With Safety Trainer	<ul style="list-style-type: none"> • Meet at the present time and location • Tour building/organization/truck/shop, as applicable • Introduce employee to “peer supporter.” • Division Manager welcomes employee • Introduce to other employees • Provide a timecard and demonstrate the use of a timeclock • Review of route sheet and map
First Week	<ul style="list-style-type: none"> • Peer Supporter to discuss role and responsibilities • Route supervisors check in on the route to get feedback address issues, if any • Route supervisors check in with peer supporter • Introduction to Safety Lane, pre-trip and post-trip inspections and requirements • Operations manager to discuss performance expectations and initial assignments • Introduce employee to safety personnel, HR/payroll personnel, and other key team members • Safety trainer contacts the new hire to check in on their experience thus far
First Month	<ul style="list-style-type: none"> • Review 3rd Eye • Check employee’s progress weekly • Have a progress review and planning meeting at the end of the first month-provide and get feedback • Explain expectations and coach on observations • Acknowledge employee in safety meeting for 30 days of service
45 Days	<ul style="list-style-type: none"> • HR mails postcard regarding benefits and contact info • Safety trainer contacts employee to check in and get feedback



	<ul style="list-style-type: none"> Route supervisor completes New Hire Survey – submits to HR and operations manager for review/follow-up
60 Days	<ul style="list-style-type: none"> Route supervisor and operations manager meet with the employee for open discussion HR to follow up on questions and benefit enrollment registration
90 Days	<ul style="list-style-type: none"> Observe employee’s work on regular basis-provide ongoing feedback, answer questions Recognize employees and referring employees, if any, in a safety meeting Pay out referral if required Safety trainer contacts the employee to check in and get feedback Employees are taught the Waste Pro Way and what is expected of them professionally and regarding customer service New employees are placed on a route and trained for two weeks before they are allowed to operate unsupervised Employees are educated on the specific needs of the municipality they service and the rules and regulations of the contract Route manager is responsible for monitoring all routes for misses or late set-out

Safety Performance

Waste Pro Safety

At Waste Pro, “Safety” is not just a word. It is a way of life. Our safety program ties in the daily, weekly, monthly, and yearly equipment inspections to ensure compliance and safe operation of equipment and vehicles. Locally, the program is led by a dedicated safety trainer. The following is a brief outline of our initial safety onboard training.

Day One Orientation



This class is dominated by safety training presentations that help a seasoned waste industry employee stay in tune with the daily hazards he/she may encounter. It educates new employees on the industry hazards they may encounter as well. New hires report to the training classroom, where they are met by the Instructor and the Human Resources manager. Everyone has an opportunity to introduce themselves and talk about their families and their future as new Waste Pro family members.

Each employee is trained in equipment operation, so they understand the equipment and its capabilities. They are taught to identify and document issues via the Driver Vehicle Inspection Report (DVIR). The empowerment to identify and document needed repairs increases the drivers’ attention to the safety culture. The daily pre-trip and post-trip vehicle inspections are key to keeping the vehicles and equipment used by the employees compliant with OSHA and DOT standards.

New hires are taught the safety lane process. The driver and technician meet daily to inspect the vehicle together. The safety lanes allow for the safety commitment to strengthen when a driver and a qualified



technician speak face-to-face about issues with the vehicles or equipment. The driver and technician walk around checking all the post-trip Inspection points.

The safety lane process validates concerns the driver may have and gives him/her a venue to explain those hard-to-describe issues on paper. The technician also has an opportunity to explain not only the repair process but the preventive actions that can be taken to reduce the repairs. This bond during the safety lane Inspection has been proven to reduce repairs through the proactive process and gives the driver and technician a say in the initial reporting and repair stages of the process. The “safety lane” is key for equipment and vehicle safety compliance. It is a morale builder and allows for the safe operation of our vehicles.

SAFETY LANE PROCESS

Pre-trip/Post-trip Vehicle Inspection (REL)



The following training topics cover additional situations one would experience as a Waste Pro employee:

- Hazard communications such as fluids
- Blood Borne Pathogens
- Traffic Safety while servicing customers
- Customer Service
- Hand Signals (Communication between Driver and Helper)
- Covid-19
- Personal Protective Equipment (PPE)
- Employee Supervisor Observations
- Confined spaces
- Lock Out/Tag Out
- Truck Fire Procedures
- Hydration



Day 2 Safety Orientation

This day is geared for drivers who possess a CDL. Continuing education is paramount for safe operations at Waste Pro. It does not matter where our employees are in their careers as solid waste professionals. Waste Pro teaches



the *Smith System* (defensive driving class explained below) to all drivers with CDLs or employees who drive any vehicle on public streets. The class continues to refresh the drivers on DOT laws that affect their daily responsibilities, compliance, safety, and accountability Inspections. The drivers are also briefed on safety meetings that occur at Waste Pro. Here, the interaction between the front-line supervisor and driver is where ideas and urgent reminders of safety, customer service, and efficiency are discussed. We find that during these meetings, we get best practices and out-of-the-box thinking from the employees on the front lines.

We have weekly division manager safety meetings that train on OSHA compliance. This is also when we recognize employees in the presence of their peers for jobs well done (Franklin Awards \$100), and for being heroes for our customers during their shifts. Safety calls are held weekly by the Regional Vice President and staff to address anything that might need more attention during a proactive state. Also scheduled are corporate safety meetings that include the regional staff to address new laws and Implementation of new and improved safety policies. They will also encounter ride-alongs, where the supervisor will join the driver in the cab during the route observation and get to know each other and any concerns the driver may have.

The drivers leave for their divisions to schedule their return to the Driver Training Center for five days. Training in the safe operation of vehicles and equipment is taught through the Driver Training Center (DTC). This education center opened for new hire employees in July 2018. The curriculum ensures that all drivers understand the operation of each line of business. (front-load, residential, roll-off, Curroto can) It is also infused with the *Smith System*, a proven defensive driving course. While in class, they are evaluated on how well they implemented the five keys to the *Smith System* on a truck driving simulator: 1) Aim high in steering; 2) Get the big picture; 3) Keep your eyes moving; 4) Leave yourself an out, and 5) Make sure they see you. The drivers receive two tests before graduation; one is conducted on a closed skills course, driving their line of business vehicles, and the other is a written knowledge test on all material presented during the five days. Once the DTC is completed, drivers are released back to their divisions. They are then assigned a training mentor for two weeks (or more) of field training at their division. The mentor certifies the new driver as qualified to drive the vehicle assigned and that he is well acquainted with his routes. The DTC and mentor training gives new drivers confidence that they have been properly trained to service Waste Pro's customers. Most management personnel maintain a CDL with many years of experience in the waste industry. We understand mishaps can occur, and Waste Pro has a "Complete the Routine" education class for post-incidents. The "Complete the Routine" class takes place on Saturdays to ensure drivers' availability to attend. This class is for employees who have had accidents, incidents, or property damage. During the class, the employees share accounts of their incidents, adding what they could have done differently to avoid it. The classmates are given the opportunity to offer anything additional that may be of help in that situation. A PowerPoint presentation is shared with additional training geared toward best practices such as getting sufficient rest, scanning your mirrors, and looking at least 15 seconds ahead for early detection of hazards. The PowerPoint further emphasizes the *Smith System* safe driving program.

At Waste Pro, our most important asset is our employees. If you have an accident, it is investigated properly, and whether at fault or not, the driver will attend the "Complete the Routine" post-accident class. The "Complete the



Sarasota County, FL
 Bid #232452VG

Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Routine” class sends a positive message that Waste Pro cares about retaining our drivers and the safety of the public we serve.

Safety Bonus/Franklin Awards



Our quality control system begins with our employees, who are very conscientious about their jobs and always strive to achieve the highest standards. Employees are rewarded for their high standard with weekly bonuses and Franklin Awards (\$100). In addition, drivers who achieve a 3-year perfect record are awarded a \$10,000 bonus. Companywide Waste Pro has given over 500 drivers this award and 700 awards total, as some drivers have received this award multiple times. In 2016, we launched a Safety Bonus for our helpers.

Helpers who achieve a 3-year perfect record are awarded a \$5,000 bonus.

Weekly bonuses are based on such factors as performance, attendance, safety, neatness, and cleanliness. Franklin Awards are given to any/all employees for outstanding performance. If a resident or a customer sends a letter, email or comment detailing an employee’s outstanding performance, the employee is given a Franklin Award of \$100.

Waste Pro established the award in 2004 to encourage drivers to drive safely. Since then, more than \$7 million has been awarded to drivers across the southeast United States. To be eligible for the award, drivers must maintain a spotless work record for three years, including excellent customer service, no accidents, injuries, or property damage, a positive attitude and attendance record, and a well-kept truck. Waste Pro is the only company in the United States that offers a \$10,000 safety award to its drivers.



WASTE PRO CO-HEART PROGRAM

At Waste Pro, we believe career development is important. Our people make the difference, and we are committed to doing our best for our people by offering training courses, leadership programs, and promotion opportunities.

Waste Pro supports a diverse workforce and is a Drug-Free Workplace & Equal Opportunity Employer. Waste Pro does not discriminate against individuals based on race, creed, color, gender, religion, origin, age, disability, veteran status, pregnancy, marital status, citizenship status, sexual orientation, gender identity, genetic information, or any other classification protected by applicable laws.



Amid an already struggling industry, state and federal Department of Transportation (DOT) laws on commercial driver's license (CDL) eligibility tightened in 2015, making it even harder for truck drivers to earn their CDL. In the wake of those changes, Waste Pro's Corporate Operations Trainer, a state-approved examiner and instructor, began working one-on-one with Waste Pro employees to train them as they studied for their CDL exam. That year, 30 Waste Pro helpers earned their CDL under his mentorship.

He also spearheaded the creation of Waste Pro's Co-Heart program, which aims to help Waste Pro employees at all levels earn their CDL. Waste Pro is one of only two solid waste companies in Florida that work with the Florida DOT to offer such a program, which teaches advanced backing and driving skills, rollover prevention, and more. Waste Pro's Regional Operations Center in Sanford, Florida, is a state-approved CDL testing site.

The Waste Pro Co-Heart Program was created in January 2015 and the very first helper-turned-driver earned his CDL license from our program in early February of 2015. The goal of the Waste Pro Co-Heart program is to promote qualified helpers to drivers by way of proper training and to create dedicated, safe drivers for our company—all while promoting the success of our people. To that end, we have had great success with the program. New drivers experience increased morale, and several helpers have worked their way up to driver, supervisor, and route manager positions. Graduates of the program who go one year without at-fault accidents, claims, or property damage are eligible to have the \$300 testing fee reimbursed.

To date, we have had nearly 400 employees complete the Co-Heart Program. We are investing in our people to reduce turnover, increase safety, decrease maintenance issues, and build a team that cares about the communities it serves. This is the Waste Pro Way, and this is one example that makes us *The Distinguishable Difference!*



Section 6.5.4. Approach – South Service District

g. Schedule/Timeline – Provide a master timetable that is comprehensive and achievable for the transition of service as described in Part II Section 7.1.3.

Key Personnel - for timeline

Sean Jennings - President and CEO

Marc Bex- Division Manager

Bob ten Haaf-Division Vice President

Dave Kutchinski-Corp Fleet Manager

Keith Banasiak - Chief Operating Officer

Kelly Huntt - Regional Sales Manager

Gaddy Navarro - Regional HR Manager

Ranell Bradfield - Administrator

Greg Branam - Regional Safety Manager

Ed Farmer - Director of Governmental Affairs

Jessee Musgrave - Regional Fleet Administrator

Abram Olvera - Regional Recruiter

Enrique Cadena - Corporate Routing Manager

Mandy Krieger - Nat'l Accounts Manager

Janice Slater - Regional Controller

Sybil Ginn - New Contract Information Administrator



Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Waste Pro Implementation Schedule/ Timeline - Sarasota County

Action Item	Beginning Date	Due Date	Completion Date	Person Responsible	Comments
Sarasota County					
Commission vote	TBD	TBD		Bob / Ed	
Certificate of Insurance	Upon award	3/1/2025		Ed	
Performance Bond	Upon award	3/1/2025		Ed	
Provide Transition Plan / Schedule	Upon award	30 days after award		Bob / Marc / Ed	
Set up accounts with LIF and MRF	Upon award	2/1/2025		Marc / Ops Mgr	
Weigh trucks at LIF	Upon award	3/30/2025		Marc / Ops Mgr	
Send weekly update to County Staff	Upon award	Ongoing		Ed	Ongoing weekly until after start date
Commence services	Upon award	3/31/2025		Marc / Ops Mgr	1st day: Monday 3/31/2025
Set up County required Monthly and Annual Reports	Upon award	2/1/2025		Marc / Ranell	
Transition Meetings with Sarasota County staff	TBD	Weekly		Marc / Ranell / Ed	Verify with County on their participation
Schedule onsite training for County staff on 3rd Eye & V	TBD	TBD		Ranell / Rehrig	
Contact List - Key Personnel	Upon award	TBD		Bob / Marc / Ranell / Ed	
Information Management / Accounting					
Customer Service Office Set Up and Functional	Upon award	3/1/2025		Ranell / Office Mgr	
Phone/ Internet providers	Upon award	2/1/2025		Ranell / Office Mgr	
Confirm phone and fax numbers	Upon award	2/1/2025		Ranell / Office Mgr	
Computers/ data ports needed	Upon award	2/15/2025		Corp IT	
Printers/ office equipment	Upon award	2/15/2025		Corp IT	
Driver phones	Upon award	2/1/2025		Ranell / Office Mgr	
Set up lock box for payments/ virtual scanner	Upon award	2/15/2025		Janice - Reg Controller	
Site security/ camera system	Upon award	2/15/2025		Corp IT	
Set-up vendors AIP	Upon award	2/1/2025		Janice - Reg Controller	
Acquire data for customers	Upon award	1/1/2024		Marc / Enrique	
New time clocks	Upon award	2/1/2025		Corp IT	
Data import into Tower - Commercial	Upon award	2/1/2025		Sibyl G	
Data import into Tower - Residential	Upon award	2/1/2025		Sibyl G	
Sales Team to visit Commercial Customers to verify ser	Upon award	10/1/2024		Kelly H	
Approve notice to Commercial Customers	Upon award	1/1/2025		Marc	
Disclosure notices mailed to Commercial Customers	60 days after award	2/15/2025		Ranell / Office Mgr	
Community Outreach					
Website - Sarasota County specific (North or South)	Upon Award	2/1/2025		Ed F	
Roll Cart Request System (New and Swaps)	Upon Award	1/1/2025		Corp IT / Ed	
Standard tag for Sarasota County	Upon Award	2/1/2025		Ed F	
Joint press release with Sarasota County	Upon Award	TBD		Bob / Ed F	County/Waste Pro to decide
Schedule local job fairs	60 days after award	1/1/2024		Abram - Reg Recruiter	
Employees					
Meet with displaced hauler on employee availability	60 days after award	1/1/2025		Bob / Marc / Abram	
Employee Introduction Letter	Upon award	2/1/2025		Gaddy - Reg HR	
Hire Operations/ Division Manager	Upon award	6/1/2024		Bob	
Hire Supervisors	Upon award	1/1/2025		Marc	
Benefits Guides	Upon award	1/1/2025		Gaddy - Reg HR	
Employee Handbooks	Upon award	1/1/2025		Gaddy - Reg HR	
Open House - Hiring Event	Upon award	1/1/2025		Abram - Reg Recruiter	
Hire Maintenance Manager	Upon award	1/1/2025		Bob / Marc / Dave K	
Hire Office Manager	Upon award	1/1/2025		Ranell - Office Mgr	
Schedule First Day events - Employee events	Upon award	1/1/2025		Bob / Marc / Ranell	
Develop initial Saturday trainings	Upon award	1/1/2025		Marc / Ops Mgr	
Retention bonus	Upon award	1/1/2025		Bob / Marc	
Order uniforms	Upon award	1/1/2025		Marc / Ops Mgr	
Opening Day Cookout for new employees	Upon award	3/1/2025		Bob / Marc / Ranell	



Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Commercial Customers / Sales					
Sales to meet with all Commercial Customers	Upon award	1/1/2025		Kelly Huntt - Reg Sales	
Submit Commercial SA for County Approval	Upon award	1/1/2025		Bob / Kelly	
Provide list of "broker" accounts to be contacted	Upon award	11/1/2024		Mandy Krieger	
Garbage 101 CSR/ Supervisor Training	Upon award	1/1/2025		Marc / Ranell - Office Mgr	
Set up 8x8	Upon award	2/1/2025		Corp IT	
Order phones/ equipment for CSRs	Upon award	2/1/2025		Ranell - Office Mgr	
Order computers/ monitors for CSRs	Upon award	2/1/2025		Corp IT	
Employee Training / Safety					
Driver/ Mechanic Safety Training	Upon award	3/1/2025		Greg B - Reg Safety	
Driver Training Center attendance	Upon award	3/1/2025		Ops Mgr	
Driver Qualification Files	Upon award	1/1/2025		Ops Mgr	
Facility permits	Upon award	1/1/2025		Greg B - Reg Safety	
Fuel Tank permits/ inspection	Upon award	1/1/2025		Greg B - Reg Safety	
Employee Onboarding	Upon award	2/1/2025		Gaddy - Reg HR	
Insurance/ Registration - Trucks - Laminated copies	Upon award	1/1/2025		Dossier Clerk	
Order PPE (Gloves/ hardhats/ glasses/ vests)	Upon award	1/1/2025		Ops Mgr	
Full Facility Inspection - Internal	Upon award	1/1/2025		Greg B - Reg Safety	
Safety Plan provided to County for approval	Upon award	12/1/2024		Greg B - Reg Safety	
Operations / Service					
Routing/ Customer list from Displaced Hauler/County	Upon award	12/1/2024		Marc / Ops Mgr	
Review existing routes - Residential	Upon award	7/1/2024		Marc / Ops Mgr	
Supervisors run new routes	Upon award	3/1/2025		Marc / Ops Mgr	
Create new route maps - GIS	Upon award	1/1/2025		Marc / Enrique	
Review existing routes - Commercial FEL	Upon award	1/1/2025		Marc / Ops Mgr	
Receive County Hot Lists	Upon award	1/1/2025		Marc / Ops Mgr	
Receive and Review Substandard Street List	Upon award	1/1/2025		Marc / Ops Mgr	
Route audits - FEL - Can sizes, condition, hazards	Upon award	1/1/2025		Marc / Ops Mgr	
Provide Collection Plan to County for Approval	Upon award	12/1/2024		Marc / Ops Mgr	
Staff Trained and approved for routes	Upon award	3/1/2025		Marc / Ops Mgr	
Service Verification Testing	Upon award	2/15/2025		Marc / Ops Mgr	
Equipment / Maintenance / Facility					
Secure hauling location, equipment yard, and office	Ongoing	6/1/2024		Sean / Keith B / Bob	Multiple sites under review
Facility layout appropriate for uses and permitted propo	Ongoing	10/1/2024		Sean / Keith B / Bob	
Verify ability to fuel CNG vehicles	Ongoing	ior to Site Purchase		Bob/Marc	
Add assets to Dossier	Upon award	3/1/2025		Jesse M	
Order trucks	Upon award	Upon award		Bob / Dave K	
Trucks Complete and Street Legal	Upon award	2/15/2025		Dave K	
Provide County with truck order/ verification	Upon award	Upon award		Bob	
Order can decals	Upon award	Upon award		Maint Mgr	
Secure can staging area - County property	Upon award	1/1/2025		Bob / Marc	Possibly LIF?
Potential Short term yard for start-up	Upon award	Upon award		Bob / Marc	
Review shop tool needs	Upon award	1/1/2025		Dave K	
Develop Safety Lane for Pre-Post Trip Inspections	Upon award	Upon award		Dave K / Greg B	Shop, yard vehicle flow
Collection Containers Manufacture Specs submitted fo	Upon award	7/1/2024		Dave K	
Order new FEL cans/ secure from displaced hauler	Upon award	Upon award		Keith / Bob / Marc	
Coordinate FEL can transition with displaced hauler	Upon award	Upon award		Keith B / Bob	
Order resi carts for inventory	Upon award	1/1/2024		Bob / Marc	

FIVE-STAR SERVICE FROM YOUR SARASOTA WASTE PRO CREWS!



If I could rate any higher than 5 stars I definitely would. I always have a phenomenal experience when I work with Angela and Ranell. They are an absolute pleasure to work with. They do such a fantastic job here, don't waste your time anywhere else!

Olivia R
★★★★★

There are not enough glowing adjectives to describe the outstanding service we receive from Willie and Shawn! They make a fabulous team and we are blessed to have them as our waste pick-up representatives. I look forward to seeing them, week after week. Always kind and with genuine smiles to share, they never fail to do a thorough job. After all the years servicing our route, we consider them family. They are THE BEST!!!

Debbie S
★★★★★



I'm pretty sure that Nate Tillman has been the driver on our route for the 7 years that we've been here and he has been the most incredible guy ever! Always careful about making sure there is no trash left or dumped inadvertently on our road, polite, friendly, helpful, he hops out ALWAYS and collects up and down the road, too. He's just a really nice guy. Even if he sees me somewhere else around town he knows my car and is quick to give a beep of his horn and smiling and waving as an old friend would do. He's had a few different helpers but his current one, Jobaii Olave does a remarkable job as well. I hope you have more outstanding employees like this-they're worth their weight in gold. I know it's hard to find people to even work anymore let alone do their job so well. Thanks for the amazing service!

Karen G
★★★★★

The service from our Waste Pro team has been consistently phenomenal. Not only do they show up on time, but they are polite and respectful throughout our neighborhood. We have many other construction vehicles around here daily, and the Waste Pro team are hands down the safest drivers of big trucks that service our community. Big kudos to Chris Hall and Jabari for their excellent customer service!!

Jessica W
★★★★★

Truck #1348 did a great job picking up all bags today! One of our bags broke while they were picking up and the crew of three guys, including the driver, picked up every bit of trash quickly with no complaints and a great attitude! Great Job!

Karina F
★★★★★



I would like to commend Mr. Steven Smith the gentleman who runs my route. He is always pleasant and greets me with a smile each visit. I have seen Mr. Smith leave his truck and retrieve a piece of recycle material that may have been windblown from the cans. He cares about his customers and certainly enjoys interacting with the folks on his route. Please commend Mr. Smith on his outstanding dedication to your company.

M.J.
★★★★★

Chris Hall is an excellent professional and very friendly. He makes sure the job is done and done right and you can tell he is motivated and dedicated to providing great service. He even brings my trash cans up and ensure they don't roll down the street. Thanks for the excellent service!

Nancy F
★★★★★

Waste Pro

Item: **Fee Schedule**

Attachments

6.5.5 Fee_Schedule_Addendum_1 - Final.xlsx

PRICE FORM - PAGE 1 of 7**PROPOSER'S NAME: Waste Pro of Florida, Inc.****Class I Residential Collection Service
(Curbside Service)**

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. The County will be responsible for billing all Residential Customers. All unit prices must be rounded to the nearest cent. Unit numbers provided are estimated and for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the option and level of service as provided in Part II Scope of Services.

CLASS I and CLASS II (Curbside Service) OPTION #1: Automated Solid Waste Collection with Single Stream Carted Recycling			
Line	Type of Service	North District Monthly Service Rate per Unit	South District Monthly Service Rate per Unit
1	Solid Waste: 1x per week carted collection in County provided carts ¹	\$6.99	\$8.30
2	Recyclables: 1x per week single stream collection in County provided carts ¹	\$6.99	\$8.30
3	Yard Trash: 1x per week unlimited collection	\$2.62	\$3.12
4	Bulk/Special Waste: Up to 4x per year collection of up to 10 cubic yards (includes collection of Bulk Waste, White Goods, E-Waste, used oil, used oil filters, and Tires)	\$0.87	\$1.04
5	Total Monthly Fee per Unit	\$17.47	\$20.76
6	Estimated Units	64,277	74,037
7	Estimated Annualized Cost for Option #1 [Line 5 x Line 6 x 12 months]	\$13,475,030.28	\$18,444,097.44
8	¹ Franchisee responsible for cart maintenance and replacement.		

PRICE FORM - PAGE 2 of 7

PROPOSER'S NAME: Waste Pro of Florida, Inc

**Class II Residential Collection Service
(Site Service)**

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. The County will be responsible for billing all Residential Customers. All unit prices must be rounded to the nearest cent. Unit numbers provided are estimated and for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the option and level of service as provided in Part II Scope of Services.

**CLASS II (Site Service) OPTION #1:
Solid Waste Collection with Single Stream Recycling**

Line	Type of Service	North District Monthly Service Rate per Unit	South District Monthly Service Rate per Unit
9	Solid Waste: Minimum of 1x per week collection in Franchisee-provided or Customer-provided containers (includes collection of Bulk Waste, White Goods, used oil, used oil filters, and Tires)	\$5.59	\$6.64
10	Recyclables: Minimum of 1x per week single stream collection	\$5.59	\$6.64
11	Yard Trash: Minimum of 1x per week ¹ in Franchisee-provided or Customer-provided containers.	\$2.10	\$2.49
12	Bulk/Special Waste: Collection up to 4x per year of up to 20 cubic yards per complex (includes collection of Bulk Waste, White Goods, E-Waste, used oil, used oil filters, and Tires) ²	\$0.70	\$0.84
13	Total Monthly Fee per Unit	\$13.98	\$16.61
14	Estimated Complexes ³	163	284
15	Estimated Units	17,172	11,365
16	Estimated Annualized Cost for Option #1 [(Line 13 x Line 15) x 12 months]	\$2,880,774.72	\$2,265,271.80
17	¹ Customers may elect to use Commercial Lawn Care Service, which is not part of the Agreement.		
18	² Collection shall be coordinated between complex owner/manager and Franchisee.		
19	³ Estimated complexes not utilized in annualized cost. Provided to assist proposers in calculating Bulk/Special Waste monthly service rate per unit.		

Class I and Class II (Curbside and Site) Residential Supplemental Collection Services

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. Franchisee is responsible for billing for Residential Supplemental Collection Services. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the options and level of service as provided in Part II Scope of Services.

Note: Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost for scoring of Compensation (Price Form) Evaluation per Part I Section 11.6 of the ITN.

Line	Type of Service	North District	South District
	Class I & II (Curbside) Residential Supplemental Collection Services	Monthly Service Rate per Unit	Monthly Service Rate per Unit
20	Second collection day	\$22.30	\$22.30
21	Rear door service for non-handicapped	\$11.95	\$11.95
22	Each additional roll cart	\$7.60	\$7.60
23	In ground container service	\$11.95	\$11.95
24		Service Rate per cubic yard	Service Rate per cubic yard
25	Improperly prepared Solid Waste	\$25.00	\$25.00
26	Improperly prepared Yard Trash	\$25.00	\$25.00
	Class II (Site) Residential Supplemental Collection Services	Service Rate per occurrence	Service Rate per occurrence
28	Rolling out container(s) and returning to original location	\$4.62	\$4.62
29	Estimated Annualized Cost for Residential Supplemental Collection Services [((Line 20 x 1)+(Line 21 x 1)+(Line 22 x 1)+(Line 23 x 1)+(Line 25 x 1)+(Line 26 x 1)+(Line 28 x 1)) x 12 months]	\$1,301.04	\$1,301.04

PRICE FORM - PAGE 3 of 7

PROPOSER'S NAME: Waste Pro of Florida, Inc

Commercial Solid Waste and Yard Trash Collection Services - Non-Compaction Containers

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Billing Units/Month	Rate per Pickup	Est. Pickups/Month	Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Pickups/Month	
30	1 cubic yard	\$79.50	1	\$159.01	1	\$238.51	1	\$318.02	1	\$397.52	1	\$477.03	1	\$25.00	1					\$20,335.24
31	2 cubic yard	\$132.51	418	\$265.02	48	\$397.52	19	\$530.03	1	\$662.54	3	\$795.05	1	\$30.00	1	\$40.00	1	\$30.00	1	\$948,898.53
32	3 cubic yard	\$180.69	85	\$361.39	21	\$542.08	15	\$722.77	1	\$903.46	1	\$1,084.16	1	\$45.00	1	\$45.00	1	\$45.00	1	\$407,095.04
33	4 cubic yard	\$219.02	362	\$438.04	77	\$657.07	44	\$876.09	5	\$1,095.11	5	\$1,314.13	1	\$55.00	1	\$60.00	1	\$55.00	1	\$1,839,194.79
34	6 cubic yard	\$273.78	179	\$547.55	74	\$821.33	39	\$1,095.11	3	\$1,368.89	9	\$1,642.66	2	\$75.00	1	\$65.00	1	\$75.00	1	\$1,687,952.69
35	8 cubic yard	\$331.85	192	\$663.70	142	\$995.55	104	\$1,327.40	26	\$1,659.26	46	\$1,991.11	27	\$90.00	1	\$70.00	1	\$90.00	1	\$5,116,163.29
	Customer-Owned Containers																			
36	1 cubic yard	\$77.12	1	\$154.24	1	\$231.36	1	\$308.48	1	\$385.60	1	\$462.72	1	\$25.00	1					\$19,734.18
37	2 cubic yard	\$128.53	1	\$257.07	1	\$385.60	1	\$514.13	1	\$642.66	1	\$771.20	1	\$30.00	1					\$32,750.30
38	3 cubic yard	\$175.27	1	\$350.54	1	\$525.82	1	\$701.09	1	\$876.36	1	\$1,051.63	1	\$45.00	1					\$44,708.55
39	4 cubic yard	\$212.45	1	\$424.90	1	\$637.35	1	\$849.80	1	\$1,062.25	1	\$1,274.71	1	\$55.00	1					\$54,197.62
40	6 cubic yard	\$265.56	1	\$531.13	1	\$796.69	1	\$1,062.25	1	\$1,327.82	1	\$1,593.38	1	\$75.00	1					\$67,822.04
41	8 cubic yard	\$321.90	1	\$643.79	1	\$965.69	1	\$1,287.58	1	\$1,609.48	1	\$1,931.37	1	\$90.00	1					\$82,197.71
42	Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers (Sum of Lines 30-41)																			\$10,321,049.99

SOUTH DISTRICT - NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Billing Units/Month	Rate per Pickup	Est. Pickups/Month	Monthly Rate	Est. Billing Units/Month	Monthly Rate	Est. Pickups/Month	
43	1 cubic yard	\$96.19	1	\$192.37	1	\$288.56	1	\$384.74	1	\$480.93	1	\$577.12	1	\$25.00	1					\$24,538.87
44	2 cubic yard	\$160.31	225	\$320.62	26	\$480.93	8	\$641.24	12	\$801.55	2	\$961.86	1	\$30.00	4	\$40.00	1	\$30.00	1	\$704,437.82
45	3 cubic yard	\$218.60	24	\$437.21	4	\$655.81	2	\$874.42	1	\$1,093.02	1	\$1,311.63	1	\$45.00	1	\$45.00	1	\$45.00	1	\$140,652.50
46	4 cubic yard	\$264.98	195	\$529.95	47	\$794.93	9	\$1,059.90	1	\$1,324.88	2	\$1,589.85	2	\$55.00	1	\$60.00	2	\$55.00	2	\$1,090,878.29
47	6 cubic yard	\$331.22	94	\$662.44	39	\$993.66	10	\$1,324.88	3	\$1,656.10	7	\$1,987.31	1	\$75.00	1	\$65.00	2	\$75.00	2	\$1,017,790.20
48	8 cubic yard	\$401.48	84	\$802.96	61	\$1,204.43	51	\$1,605.91	18	\$2,007.39	12	\$2,408.87	7	\$90.00	1	\$70.00	1	\$90.00	1	\$2,570,850.73
	Customer-Owned Containers																			
49	1 cubic yard	\$93.30	1	\$186.60	1	\$279.90	1	\$373.20	1	\$466.50	1	\$559.80	1	\$25.00	1					\$23,811.71
50	2 cubic yard	\$155.50	1	\$311.00	1	\$466.50	1	\$622.00	1	\$777.50	1	\$933.00	1	\$30.00	1					\$39,546.18
51	3 cubic yard	\$212.05	1	\$424.09	1	\$636.14	1	\$848.19	1	\$1,060.23	1	\$1,272.28	1	\$45.00	1					\$53,975.70
52	4 cubic yard	\$257.03	1	\$514.05	1	\$771.08	1	\$1,028.10	1	\$1,285.13	1	\$1,542.16	1	\$55.00	1					\$65,430.54
53	6 cubic yard	\$321.28	1	\$642.56	1	\$963.85	1	\$1,285.13	1	\$1,606.41	1	\$1,927.69	1	\$75.00	1					\$81,863.18
54	8 cubic yard	\$389.43	1	\$778.87	1	\$1,168.30	1	\$1,557.73	1	\$1,947.17	1	\$2,336.60	1	\$90.00	1					\$99,217.17
55	Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers (Sum of Lines 43-54)																			\$5,912,992.89

PRICE FORM - PAGE 4 of 7

PROPOSER'S NAME: Waste Pro of Florida, Inc

Commercial Solid Waste and Yard Trash Collection Services - Compaction Containers

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - COMPACTION CONTAINERS																
Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickups		Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	
56	1 cubic yard	\$272.80	1	\$465.60	1	\$658.40	1	\$851.20	1	\$1,044.00	1	\$1,236.80	1	\$62.50	1	\$44,881.08
57	2 cubic yard	\$401.33	1	\$722.66	3	\$1,044.00	1	\$1,365.33	1	\$1,686.66	1	\$2,007.99	1	\$75.00	1	\$88,595.75
58	3 cubic yard	\$518.18	1	\$956.36	1	\$1,394.54	1	\$1,832.72	1	\$2,270.90	1	\$2,709.08	1	\$112.50	1	\$95,538.72
59	4 cubic yard	\$631.13	1	\$1,162.26	1	\$1,693.38	1	\$2,224.51	1	\$2,755.63	1	\$3,286.77	1	\$137.50	1	\$115,999.91
60	6 cubic yard	\$763.91	1	\$1,427.82	3	\$2,091.73	4	\$2,755.63	2	\$3,419.55	2	\$4,083.46	2	\$187.50	1	\$343,293.63
61	8 cubic yard	\$904.74	1	\$1,709.48	2	\$2,514.22	1	\$3,318.96	1	\$4,123.70	1	\$4,928.43	1	\$225.00	1	\$193,380.53
	Customer-Owned Containers															
62	1 cubic yard	\$192.80	1	\$385.60	1	\$578.40	1	\$771.20	1	\$964.00	1	\$1,156.80	1	\$62.50	1	\$40,081.08
63	2 cubic yard	\$321.33	1	\$642.66	1	\$964.00	1	\$1,285.33	1	\$1,606.66	1	\$1,927.99	1	\$75.00	1	\$66,451.80
64	3 cubic yard	\$438.18	1	\$876.36	1	\$1,314.54	1	\$1,752.72	1	\$2,190.90	1	\$2,629.08	1	\$112.50	1	\$90,738.72
65	4 cubic yard	\$531.13	1	\$1,062.26	1	\$1,593.38	1	\$2,124.51	1	\$2,655.63	1	\$3,186.77	1	\$137.50	1	\$109,999.91
66	6 cubic yard	\$663.91	1	\$1,327.82	1	\$1,991.73	1	\$2,655.63	1	\$3,319.55	1	\$3,983.46	1	\$187.50	1	\$137,687.60
67	8 cubic yard	\$804.74	1	\$1,609.48	1	\$2,414.22	1	\$3,218.96	1	\$4,023.70	1	\$4,828.43	1	\$225.00	1	\$166,866.79
	Estimated Annualized Cost for Commercial Collection in Compaction Containers (Sum of Lines 56-67)															\$1,493,515.52

SOUTH DISTRICT - COMPACTION CONTAINERS																
Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickups		Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	
68	1 cubic yard	\$313.25	1	\$546.50	1	\$779.75	1	\$1,013.00	1	\$1,246.26	1	\$1,479.51	1	\$62.50	1	\$53,133.22
69	2 cubic yard	\$468.75	1	\$857.50	1	\$1,246.26	1	\$1,635.01	1	\$2,023.76	1	\$2,412.51	1	\$75.00	1	\$85,005.36
70	3 cubic yard	\$610.12	1	\$1,140.23	1	\$1,670.35	1	\$2,200.46	1	\$2,730.58	1	\$3,260.70	1	\$112.50	1	\$114,293.67
71	4 cubic yard	\$742.56	3	\$1,385.13	1	\$2,027.69	1	\$2,670.26	1	\$3,312.82	1	\$3,955.39	1	\$137.50	1	\$156,554.80
72	6 cubic yard	\$903.21	1	\$1,706.41	4	\$2,509.62	1	\$3,312.82	1	\$4,116.03	1	\$4,919.24	1	\$187.50	1	\$233,534.89
73	8 cubic yard	\$1,073.58	1	\$2,047.17	1	\$3,020.75	1	\$3,994.33	1	\$4,967.92	1	\$5,941.50	1	\$225.00	1	\$207,310.94
	Customer-Owned Containers															
74	1 cubic yard	\$233.25	1	\$466.50	1	\$699.75	1	\$933.00	1	\$1,166.26	1	\$1,399.51	1	\$62.50	1	\$48,333.22
75	2 cubic yard	\$388.75	1	\$777.50	1	\$1,166.26	1	\$1,555.01	1	\$1,943.76	1	\$2,332.51	1	\$75.00	1	\$80,205.36
76	3 cubic yard	\$530.12	1	\$1,060.23	1	\$1,590.35	1	\$2,120.46	1	\$2,650.58	1	\$3,180.70	1	\$112.50	1	\$109,493.67
77	4 cubic yard	\$642.56	1	\$1,285.13	1	\$1,927.69	1	\$2,570.26	1	\$3,212.82	1	\$3,855.39	1	\$137.50	1	\$132,733.24
78	6 cubic yard	\$803.21	1	\$1,606.41	1	\$2,409.62	1	\$3,212.82	1	\$4,016.03	1	\$4,819.24	1	\$187.50	1	\$166,104.05
79	8 cubic yard	\$973.58	1	\$1,947.17	1	\$2,920.75	1	\$3,894.33	1	\$4,867.92	1	\$5,841.50	1	\$225.00	1	\$201,310.94
80	Estimated Annualized Cost for Commercial Collection in Compaction Containers (Sum of Lines 68-79)															\$1,588,013.36

PRICE FORM - PAGE 5 of 7

PROPOSER'S NAME: Waste Pro of Florida, Inc

Commercial Solid Waste and Yard Trash Collection Services - Hand Pickups

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - COMMERCIAL REAR LOAD CONTAINERS

Line	Container	(a)	(b)	(c)	(d)	= ((axb)+(cxd)) x 12 months
		Monthly Rate for 1x/Week Pickup	Est. Billing Units/ Month	Monthly Rate/ 2x/Week Pickup	Est. Billing Units/ Month	Annual Price Proposal
81	1 - 3 cans/bags	\$30.00	97	\$60.00	19	\$48,600.00
82	4 cans	\$40.00	8	\$80.00	2	\$5,760.00
83	5 cans	\$50.00	1	\$100.00	2	\$3,000.00
84	Each additional can	\$10.00	1	\$20.00	1	\$360.00
85	1 96-gal Roll Cart	\$30.00	309	\$60.00	6	\$115,560.00
86	2 96-gal Roll Carts	\$55.00	3	\$110.00	1	\$3,300.00
87	Each additional Roll Cart	\$15.00	1	\$30.00	1	\$540.00
88	Estimated Annualized Cost for Commercial Collection in curbside cans/bags and carts (Sum of Lines 81-87)					\$177,120.00

SOUTH DISTRICT - COMMERCIAL REAR LOAD CONTAINERS

Line	Container	(a)	(b)	(c)	(d)	= ((axb)+(cxd)) x 12 months
		Monthly Rate for 1x/Week Pickup	Est. Billing Units/ Month	Monthly Rate/ Additional Weekly Pickup	Est. Billing Units/ Month	Annual Price Proposal
89	1 - 3 cans/bags	\$30.00	10	\$60.00	6	\$7,920.00
90	4 cans	\$40.00	1	\$80.00	1	\$1,440.00
91	5 cans	\$50.00	1	\$100.00	1	\$1,800.00
92	Each additional can	\$10.00	1	\$20.00	1	\$360.00
93	1 96-gal Roll Cart	\$30.00	280	\$60.00	5	\$104,400.00
94	2 96-gal Roll Carts	\$55.00	1	\$110.00	1	\$1,980.00
95	Each additional Roll Cart	\$15.00	1	\$30.00	1	\$540.00
96	Estimated Annualized Cost for Commercial Collection in curbside cans/bags and carts (Sum of Lines 89-95)					\$118,440.00

Collection of Debris from Disaster Events (as Defined in ITN Part II Sec. 20.4)

Proposer must fill in all proposed pricing (yellow highlighted cells); all other cells are locked. Prices are for collection service only. See Section 20.4 of the ITN Part II Scope of Services for additional information regarding this service. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced.

Line	Type of Service	North District	South District
97	Collection of debris (\$/ton)	\$190.00	\$190.00
98	Estimated tons/year (for RFP purposes only)	50	50
99	Estimated Annualized Cost for Debris Collection (Line 97 x Line 98)	\$9,500.00	\$9,500.00

Commercial Supplemental Collection Services

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced.

Note: Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost for scoring of Compensation (Price Form) Evaluation per Part I Section 11.6 of the ITN.

Line	Type of Service	North District	South District
		Service Rate per Occurance	Service Rate per Occurance
100	Rolling out container(s) and returning to original location	\$6.00	\$6.00
101	Unlocking and locking containers	\$5.00	\$5.00
102	Moving container location per Customer request (if more than 2x per year)	\$50.00	\$50.00
103	Changing out container size (if more than 2x per year)	\$50.00	\$50.00
104		One-time fee	One-time fee
105	Locks for containers	\$225.00	\$225.00
106	Estimated Annualized Cost for Commercial Supplemental Collection Services (((Line 100 x 1)+(Line 101 x 1)+(Line 102 x 1)+(Line 103 x 1)+(Line 105 x 1)) x 12 months)	\$4,032.00	\$4,032.00

PRICE FORM - PAGE 6 of 7

PROPOSER'S NAME: Waste Pro of Florida, Inc

Commercial Collection Service - Roll-Offs

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service for roll-offs as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal rates or Drop-off Charges to Commercial Customers for roll-off containers shall be based upon scale tickets and shall not be a component to the Commercial Base Rate provided for roll-off containers.

NORTH DISTRICT / ROLL-OFFS

Line	Container Size	(a)	(b)	(c)	(d)	= ((axb) + (cxd)) x 12 months
		Monthly Container & Maintenance Fee	Est. Billing Units/Month	Fee per Pull	Est. Pulls/ Month	Annual Price Proposal
107	Non-Compaction: 15 cy	\$100.00	5	\$325.00	10	\$45,000.00
108	Non-Compaction: 20 cy	\$120.00	5	\$325.00	10	\$46,200.00
109	Non-Compaction: 25 cy	\$125.00	5	\$325.00	10	\$46,500.00
110	Non-Compaction: 30 cy	\$130.00	5	\$325.00	5	\$27,300.00
111	Non-Compaction: 40 cy	\$160.00	5	\$325.00	20	\$87,600.00
112	Compaction: 30 cubic yards	\$550.00	5	\$400.00	20	\$129,000.00
113	Compaction: 36 cubic yards	\$650.00	5	\$400.00	10	\$87,000.00
114	Compaction: 40 cubic yards	\$750.00	5	\$400.00	5	\$69,000.00
115	Estimated Annualized Cost for Commercial Collection in Roll-Offs (Sum of Lines 107-113)					\$537,600.00

SOUTH DISTRICT / ROLL-OFFS

Line	Container Size	(a)	(b)	(c)	(d)	= ((axb) + (cxd)) x 12 months
		Monthly Container & Maintenance Fee	Est. Billing Units/Month	Fee per Pull	Est. Pulls/ Month	Annual Price Proposal
116	Non-Compaction: 15 cy	\$100.00	5	\$325.00	10	\$45,000.00
117	Non-Compaction: 20 cy	\$120.00	5	\$325.00	10	\$46,200.00
118	Non-Compaction: 25 cy	\$125.00	5	\$325.00	10	\$46,500.00
119	Non-Compaction: 30 cy	\$130.00	5	\$325.00	5	\$27,300.00
120	Non-Compaction: 40 cy	\$160.00	5	\$325.00	20	\$87,600.00
121	Compaction: 30 cubic yards	\$550.00	5	\$400.00	20	\$129,000.00
122	Compaction: 36 cubic yards	\$650.00	5	\$400.00	10	\$87,000.00
123	Compaction: 40 cubic yards	\$750.00	5	\$400.00	5	\$69,000.00
124	Estimated Annualized Cost for Commercial Collection in Roll-Offs (Sum of Lines 116-123)					\$537,600.00

PRICE FORM - PAGE 7 of 7

PROPOSER'S NAME: Waste Pro of Florida, Inc

Total Proposed Annual Contract Value

NORTH DISTRICT		
Service		Est. Annualized Cost
Class I & II (Curbside) Residential Collection Service		
(a)	Class I & II Option #1: Automated Solid Waste Collection with Single Stream Recycling	\$13,475,030.28
Class II (Site) Residential Collection Service		
(b)	Class II Option #1: Solid Waste Collection with Single Stream Recycling	\$2,880,774.72
Commercial Collection Service		
(c)	All Container Types and Services	\$12,529,285.50
Other Collection Services		
(d)	Residential Supplemental Collection Services	\$1,301.04
(e)	Commercial Supplemental Collection Services	\$4,032.00
(f)	Collection of Debris from Non-Declared Emergency Events	\$9,500.00
Total Class I & II Option #1 with all other Services (a + b + c + d + e + f)		\$28,899,923.54

SOUTH DISTRICT		
Service		Est. Annualized Cost
Class I & II (Curbside) Residential Collection Service		
(a)	Class I & II Option #1: Automated Solid Waste Collection with Single Stream Recycling	\$18,444,097.44
Class II (Site) Residential Collection Service		
(b)	Class II Option #1: Solid Waste Collection with Single Stream Recycling	\$2,265,271.80
Commercial Collection Service		
(c)	All Container Types and Services	\$8,157,046.25
Other Collection Services		
(d)	Residential Supplemental Collection Services	\$1,301.04
(e)	Commercial Supplemental Collection Services	\$4,032.00
(f)	Collection of Debris from Non-Declared Emergency Events	\$9,500.00
Total Class I & II Option #1 with all other Services (a + b + c + d + e + f)		\$28,881,248.53

Supplier: **Waste Pro**



PROPOSER INFORMATION

Proposer Information:

Proposer (legal name of firm submitting proposal): **Waste Pro of Florida, Inc.**
 # of Years in Business: **22** MBE? (check if yes)
 Contact Name: **Ed Farmer**
 Contact Email: **efarmer@wasteprousa.com** Contact Phone: **941-356-9831**

Proposer's Headquarters:

Headquarters Address: **2101 W SR 434, 3rd Floor**
 City: **Longwood** State: **FL** Zip: **32779** # of years @ location: **22**

Location of Personnel's Office:

Address: **7921 15th St E**
 City: **Sarasota** State: **FL** Zip: **34243** # of years @ location: **16**

Summary of Qualifications:

Provide a high level overview of your firm's qualifications and interest in providing services related to this RPS.

Waste Pro currently maintains over 300 exclusive County and City franchises for solid waste collection services. Waste Pro has taken a leadership role in Florida, haven secured more municipal contracts in this state, than any other hauler.

We now provide service to over 2,000,000 residences and over 100,000 businesses in franchise agreements.

Disclosure:

List all private sector clients with who you have an active or pending contract and who have an interest within the areas affected by this scope of services. Also include any properties or interests held by your firm, or officers of your firm within the areas affected by this scope of services.

The person named below certifies that the information provided above is true and correct. Proposers who submit falsified data shall be subject to Section 2-213 of the Sarasota County Procurement Code and subject to suspension and debarment pursuant to Chapter 13 of the Sarasota County Procurement Manual.

Business Name: **Waste Pro of Florida, Inc**
 Authorized Representative: **Robert ten Haaf** Title: **Division Vice President**
 Solicitation #: **232452VG** Date: **8/30/2023**

Waste Management

Bid Contact **Tim Bowers**
tbowers3@wm.com
Ph 561-607-3038

Address **11051 43rd Street North**
Clearwater, FL 33762

Qualifications **2 CFR FL CBE IMMIGRATION JV LEGAL NAME LOCAL HIRING NO LOBBY PR PUBLIC ENTITY**

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch.	Docs
232452VG--01-01	Letter of Interest	Supplier Product Code:	First Offer -	1 / sheet	Y	Y
232452VG--01-02	Resumes	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-03	Financial Capability	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-04	Experience	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-05	Service Transition History Form	Supplier Product Code:	First Offer -	1 / sheet	Y	Y
232452VG--01-06	Non Performance History and Litigation	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-07	Comprehensive List of Government Clients	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-08	Approach for North Service District	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-09	Approach for South Service District	Supplier Product Code:	First Offer -	1 / lot	Y	Y
232452VG--01-10	Fee Schedule	Supplier Product Code:	First Offer -	1 / lot	Y	Y
Supplier Total					\$0.00	

Waste Management

Item: **Letter of Interest**

Attachments

WMIF Letter of Interest Nov 2.pdf

**Waste Management Inc. of Florida**

5221 State Road 776,

Venice, FL 34293

LETTER OF INTEREST

November 2, 2023

Sarasota County

4000 Knights Trail Road

Nokomis, FL 34275

Attention: Vianey Garcia, Procurement Professional III

Dear Ms. Garcia:

Waste Management Inc. of Florida (WMIF/WM), as a wholly owned subsidiary of Waste Management, Inc. (WM), is pleased to provide the enclosed proposal response package, outlining its ability and commitment to continue providing service excellence to Sarasota County, as described in the County's Invitation to Negotiate (ITN) Solicitation 232452VG for Solid Waste, Recyclable Materials, and Yard Trash Collection Services.

As your long-term community partner, we value your safety, your residents, and your businesses. Our dedicated personnel and personalized service solutions are truly designed around your needs. As North America's largest waste hauler and recycling processor, we use our vast experience to bring Sarasota County a higher standard for our services and drive continuous improvement in our operations.

Although our resources are nationwide, our approach to service is intensely local. We roll up our sleeves and help the community and the customer not only achieve cost savings, but compliance status with state mandates. What's more, WM has the right people for the job. We are confident in stating that our local WM of Sarasota County team has more experience servicing customers throughout the County than any other hauler.

Sarasota County's key contact is Governmental Affairs Managers Tim Bowers. Tim can be reached at (561) 607-3038 or tbowers3@wm.com. Tim directed a thorough review of the data provided, the draft agreements, the ITN, and Addenda 1 through 11 to develop this response. He will partner with our experienced team at WM of Sarasota County to oversee the new contract implementation for Sarasota County.

Thank you for this opportunity to present a Waste Management Inc. of Florida response for Sarasota County Solicitation 232452VG Solid Waste, Recyclable Materials, and Yard Trash Collection Services. I am authorized to negotiate this proposal and we welcome any comments or questions you may have.

Sincerely,

David Myhan, President Waste Management Inc. of Florida

Waste Management

Item: **Resumes**

Attachments

Resumes of Key Personnel North District.pdf

Resumes of Key Personnel South District.pdf



RESUMES OF KEY PERSONNEL NORTH DISTRICT

Creating an Effortless Experience for Our Customers

(Proposer must submit a separate response for North Service District and South Service District) – Respondents must include information that demonstrates relevant qualifications and experience to perform the services specified herein. The submittal must include the years of experience of its key personnel in providing services like those required herein.

Key personnel include, at a minimum, the Chief Executive Officer, Chief Operating Officer, Operations Manager, and General Manager, or similarly titled positions if available demonstrating the minimum and preferred qualifications as outlined above. Include resumes of any subcontractors who are considered key personnel.

If a specific person has not been identified for a key personnel position, the proposal should indicate the expected qualifications for that position.

Headquartered in Houston, TX, WM employs 49,317 professionals who believe it is imperative to exhibit the highest ethical standards - as a company and as individuals. Our aim is to be defined by a culture that reflects our core values, and this starts at the top. Below is a glimpse of WM's senior leadership who shapes our culture and moves our organization forward. Members of this team have reviewed WM's proposal for Sarasota County.

Leading the Way: WM's Senior Leadership Team



James C. Fish, Jr.

President and Chief Executive Officer

James (Jim) Fish, Jr. is President and Chief Executive Officer for WM, and a member of the Board of Directors. Jim joined WM in 2001 and was named CEO in November 2016. Prior to becoming CEO, Jim was the Company's CFO from 2012-2016 and was named President in July 2016. Over the last 20 years, he has held several key positions with the Company, including Senior Vice President for the Company's Eastern Group, Area Vice President for Pennsylvania and West

Virginia, Market Area General Manager for Massachusetts and Rhode Island, Vice President of Price Management and Director of Financial Planning and Analysis. Before joining WM, Jim held finance and revenue management positions at Westex, a Yellow-Roadway subsidiary; Trans World Airlines; and America West Airlines. He began his professional career at KPMG Peat Marwick. Jim earned a Bachelor of Science in accounting from Arizona State University and an MBA in finance from the University of Chicago. He is also a certified public accountant.

Sarasota County

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**John J. Morris, Jr.****Executive Vice President and Chief Operating Officer**

As Executive Vice President and Chief Operating Officer (COO) for WM, John Morris has responsibility for all field operations, which includes oversight of collections, disposal, recycling and landfills. He is a member of the Company's senior leadership team and reports to Jim Fish, President and Chief Executive Officer. Morris has held several positions in his 20-plus years with the company including Market Area General Manager of NYC, Area Vice President of Greater Mid-Atlantic Area, Chief Strategy Officer, and most recently Senior Vice President, Field Operations. John is a graduate of Rutgers University.

**Devina A. Rankin****Executive Vice President and Chief Financial Officer**

As the Executive Vice President and Chief Financial Officer for WM, Devina A. Rankin is responsible for all finance functions for the Company. She also has executive responsibility for the internal audit, investor relations, supply chain functions and business development. She is a member of the Company's senior leadership team and reports to WM President and Chief Executive Officer, Jim Fish. Rankin joined the company in 2002 and has held several corporate finance positions of increasing responsibility including Assistant Treasurer and Treasurer. Prior to joining WM, Rankin was a member of the assurance practices of Ernst & Young and Arthur Andersen. Rankin has a Bachelor of Business Administration and Master of Science in Accounting from Texas A&M University and is a certified public accountant licensed in Texas.

Key Personnel for the North Service District

WM's Sarasota County Executive Management Team

The following Waste Management Inc. of Florida Executive Team stands behind WM of Sarasota County to bring WM's resources to Sarasota County. Each member of this team has reviewed this proposal and the requirements of this RFP. All are committed to Sarasota County's continued success.

David Myhan, President, Waste Management Inc. of Florida



1800 N. Military Trail, Boca Raton, FL 33431, (601) 861-0003 | dmyhan@wm.com

David's 30-year WM career has earned him the position of President of Waste Management Inc. of Florida (WMIF). David oversees the full operations of WM's Florida Area and its over 5,000 team members.

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David has strategic, financial, and operation responsibilities for the overall businesses for WMIF franchised and open market sectors. He has held various positions in sales and general management in FL, LA, AL, MS, TX, AR, and OK after graduating from the University of North Alabama.

Jim Lambros, Vice President, Waste Management Inc. of Florida



1800 N. Military Trail, Suite 201, Boca Raton, Fl. 33431, (954) 984-2007 | jlambros@wm.com

At this point in Jim's 38 years with WM, he is the Vice President of WMIF, with strategic, financial, and operational responsibilities for the overall businesses for WMIF franchised and open market sectors. He has held various financial and operational positions in FL, PA, NJ, NY, DE, MD, VA, WVA, and OH, and graduated from the University of Akron.

Bill Stubblebine, Area Director of Collections Operations



1800 N. Military Trail, Suite 201, Boca Raton, Fl. 33431, Phone wstubble@wm.com

As an experienced operations professional, Bill has established and transitioned several municipal waste collection contracts in his 27 years in the waste industry. Bill's experience in both contract renewal and new contract start up is extensive. His experience includes start-up operations in Polk and Osceola Counties in Florida to collection privatization in the City of Detroit. Bill is highly experienced in transitioning both small and large communities. Bill served as a troubleshooter in previous roles that provided him with the experience to improve and optimize service through establishing processes and standards for operations and maintenance teams. Bill has the oversight responsibility for the management of the west Florida marketplace. His commitment to customer satisfaction and doing the job right the first time make him an excellent leader.

Dawn McCormick, Director of Communications



1800 N. Military Trail, Suite 201, Boca Raton, FL 33431, (954) 984-2041 | dmccormick@wm.com

Dawn is an experienced broadcast journalist and communications professional with more than 30 years of experience in media relations, issues management, crisis communications and pro-active stakeholder communications. She was an award-winning broadcast journalist with NBC and ABC affiliated TV stations. Dawn graduated with a degree in Journalism from Northwestern University.

Rick Kania, Area Director Revenue Management



1800 N Military Trail, Suite 201, Boca Raton, FL 33431, (813) 505-1814 | rkania@wm.com

Rick has been with WM for 33 years, serving in various leadership positions throughout Florida and the rest of United States. Rick's experience with WM includes Operations Management (collections, post-collection), Sales, WM Healthcare Solutions, Pricing, and overall Revenue Management. Rick joined WM upon graduating from Bowling Green State University.

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Paul Schneider, Sales Director



1800 N Military Trail, Suite 201, Boca Raton, FL 33431, Phone: (813) 927-1519 | pschneid@wm.com

Paul has been a valued member of the WM team for the past 33 years, holding various roles prior to advancing to his current Sales Leadership of 23 years. As the Director of Sales, Paul oversees a team of 71 dedicated team members throughout the Florida Area with a commitment to providing an outstanding customer experience.

Paul is a leader in focusing on a creative and innovative approach to build relationships and support customer satisfaction in the Florida Area. He graduated from Broward Community College.

Natasha Harbour, Customer Experience Director



1800 N Military Trail, Suite 201, Boca Raton, FL 33431, Phone: (662) 346-3669 | nharbour@wm.com

Natasha joined WM in 2008 as a Customer Service Representative. Her excellent rapport and skill in solving customer concerns was quickly noticed, and she advanced quickly within WM, becoming Customer Experience Team Lead in 2010, ultimately advancing to Customer Experience Director for WM's Gulf Coast Region. During her time in that role, she was successful in leading Gulf Coast as one of the top three market areas across the enterprise. In 2023, Natasha joined WM's Florida Market Area as Customer Experience Director, where she looks forward to enhancing processes to improve the overall customer experience. Natasha is a graduate of Ittawamba Community College.

Lisa McNeight, Public Affairs Director



3411 North 40th Street, Tampa, FL 33605, (716) 913-9146 | lmcneigh@wm.com

Lisa is a 27-year veteran of WM, holding progressive roles in Sales, Pricing and Public Sector over that time. She began her career with WM in 1995 as an Inside Special Waste Sales Representative in Western New York. Over the next 10 years, she increased the scope of her roles and diversified her functional experience, ultimately reaching Area Public Sector Manager, Upstate New York, Western Pennsylvania and West Virginia in 2011, and holding that position until 2015, when she relocated to the Florida Area. Over the past 8 years, Lisa has held the role of Public Sector Manager for North Florida. With her level of strategic planning, organization, consistency and partnership in North Florida, Lisa recently expanded her leadership role to Director, extending her managerial role across the entire Florida Area. She graduated from State University of New York.

Sarasota County's Local Management and Operations Support Team

We bring a diversity of backgrounds, skillsets, and job responsibilities to the County. Your WM service team will include these experienced key staff members who have longevity and relevant experience in performing this work.

Sarasota County

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Under the capable direction of WM of Sarasota Senior District Manager Jason White, the following operations team will lead the support for Sarasota County each and every day.

Jason White | Senior District Manager



5221 State Road 776, Venice, FL 34293 (813) 918-1593 | jwhite3@wm.com

As Senior District Manager, Jason oversees the day-to-day operations of the WM of Sarasota Hauling District, including oversight of the 100 employees that are responsible for the collection of garbage, recycling, and yard waste from over 150,000 customers. He provides leadership support to front-line managers for safety, operational, and service performance while also diagnosing and improving processes and procedures. Jason is responsible for the District's overall service and budget performance.

He will work with County staff to maximize customer satisfaction and improve service efficiency along with the daily quality of contract services. During the implementation of services, Jason will oversee the completion of all operational tasks.

He has 34 years of industry experience, including 12 years in and around Sarasota County. Jason started with WM in 1988 and has held many positions. His career began in Hastings, MN, before being transferred to Maryland. Jason moved to Florida in 1993. He has worked in most operational roles in all lines of business for the company, including Helper, Driver, Port-O-Let, Dispatcher, Route Manager, Operations Manager, and on WM's Safety Team for two years. Jason says that the best thing about his job is no matter how long you do it, you can learn something new every day.

Troy Cowell | Senior Fleet Manager



5221 State Road 776, Venice, FL 34293 (941) 751-7503 | tcowell@wm.com

As WM of Sarasota's Senior Fleet Manager, Troy reviews the safety and reliability of our collection vehicles. Specifically, he oversees our vehicle maintenance shop, maintenance staff, and preventive maintenance programs.

Troy will be responsible for all initial and ongoing procurement of vehicles required for the service of Sarasota County collections. He will continue to oversee repairs, inspections, scheduled maintenance, and cleanliness of the County's collection vehicles.

Troy began his career with WM in 2008. He started as tire technician and worked his way to Sr. District Fleet Manager. During his tenure with WM, Troy has worked at three different sites. He currently manages two sites.

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Neil Bacon | Residential Route Manager



5221 State Road 776, Venice, FL 34293 (941) 786-8423 | nbacon1@wm.com

As a Residential Route Manager, Neil is responsible for the overall performance of Mixed Solid Waste Departments. His role is vital in continuing to provide leadership support to our front-line employees and to continue to improve the site's service, safety, and daily route performance. Neil plays an important role in supporting WM's daily operations in Sarasota County. Also, Neil believes that we embrace and cultivate respect, trust, open communication and diversity.

Neil joined WM in 2022 as Residential Route Manager and is responsible for the residential collection for all of Sarasota County. Also, Neil comes to WM with 20 years of managerial experience in logistics. He has held various position as Driver, Route Supervisor, Branch Manager, Area Manager, District Manager and Route Manager during his management career.

Jose A. Merlo, Jr. | Commercial Route Manager



5221 State Road 776, Venice, FL 34293 | jmerlo@wm.com

As a dedicated Commercial Route Manager at WM, Jose brings a wealth of experience to his role. With a keen eye for detail and a passion for delivering exceptional service, he is committed to ensuring that WM's operations run smoothly and efficiently. With a proven track record of success in the industry, Jose is a trusted leader who specializes in critical thinking situations, whether he is managing complex logistics or providing expert guidance to his team, he is always focused on achieving

the best possible outcomes for his organization and its stakeholders.

Jose joined WM in 2013 as a MSW Residential Driver and quickly began to set goals to guarantee and ensure a positive footprint in the company. Keeping a positive mindset throughout his entire driving career, he felt the need to continue to climb the ladder. Jose quickly became a swing driver to learn as many routes as possible. After learning all the routes available, he was ready to take on a different role as a Lead Driver/Mentor. By taking this responsibility, he had a growing passion to share his knowledge and skills with everyone he came in contact with and not only better himself but better the company.

In August 2023, Jose advanced within the company as a Route Manager where he continues to support WM's daily operations in Sarasota County.

Tim Lockey | Onboarding Optimization Manager



5221 State Road 776, Venice, FL 34293 (941) 525-2791 | tlockeyj@wm.com

Tim Lockey is an Onboarding Optimization Manager with the Florida market area. He began his career 13 years ago at the WM of Sarasota hauling site as a Residential Driver. Within his daily duties as a driver, Tim had to safely maneuver through residential neighborhoods while navigating high traffic and sometimes congested roads to make sure customer expectations were fulfilled.

In 2015, Tim was promoted to a Residential Route Manager position where he demonstrated success in resolving complex operational problems that increase productivity, foster excellent communication skills,

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

along with the proven ability to motivate, train, coach, and mentor employees in the areas of customer service and teamwork. In June of 2022 Tim accepted the role of the Onboarding Optimization Manager. In this role he is responsible for organizing, streamlining, and overseeing the new employee's complete onboarding experience within the organization. His primary role is to make the new hires feel comfortable in their new career with WM as a professional driver. His experience as a former Sarasota County Residential Driver is invaluable in coaching the drivers who service Sarasota County.

Tim facilitates the entire onboarding experience for the new employee starting at day one, in addition to maintaining working relationships with current employees. With Tim in this role, we have yielded positive results in employee retention. This is due to the collection of feedback, identification of opportunities, and making necessary changes through the complete onboarding experience.

Tim Bowers | Governmental Affairs Manager

11051 43rd Street North, Clearwater, FL 33762 (561) 607-3038 | tbowers3j@wm.com



Tim will serve the County by overseeing WM's new agreement implementation. He will make sure all the County's needs and expectations are met. In addition to contract management, Tim is an active community citizen and will manage support and contribution activities to cultivate partnerships through participation in causes and events. Tim has over 30 years of experience in the environmental services industry. He has worked with municipal contracts for the past 15 years and is an experienced professional in governmental contract management. In addition, Tim maintains knowledge about legislation, regulations, and local ordinances regarding WM's delivery of services. He will oversee the efforts of our team to verify that obligations such as reporting are delivered per the contract, law, and company policy.

Justin Primus | Sales and Senior Construction Services Manager

3411 N. 40th Street, Tampa, FL 33605-1639 | jprimus@wm.com



A seasoned professional, Justin has been with WM for nearly five years. He is a Senior Construction Services Manager covering Sarasota, Polk, E. Hillsborough, and Manatee Counties partnering with general contractors to remove debris from their job sites. He has 12 years of industry experience across the Tampa Bay Area, District of Columbia, and Philadelphia markets. Justin will continue in his role serving clients in Sarasota County.

WM is proud to showcase our Sarasota County drivers. It's these professionals that will continue to bring their resilience and years of experience to manage our service delivery to Sarasota County each and every day.

Our key Sarasota County drivers are represented here. It's this crew who provides daily service expertise to the County, fully aware of how residents wish to be serviced or that special touch that means so much to so many, whether it's specific cart placement, out-of-the-norm requests, or just a wave and a smile to a small child who loves the garbage truck, and the garbage man! The Sarasota County drivers pictured

here represent decades of combined service. Many Sarasota County residents know their driver by name and appreciate the professionalism and courtesy this crew brings every service day.

			
<p>Jerry Morse 30 years with WM Residential Garbage Driver</p>	<p>Raymond Dunne 25 years with WM Residential Garbage Driver</p>	<p>James Jacobs 30 years with WM Commercial Roll Off Driver</p>	<p>Junior Nunn 40 years with WM Commercial Garbage Driver</p>

Local Subcontractor Expertise for Sarasota County

WM will partner with Jet Hauling, Inc., a small local business, for the collection of vegetative and bulky waste in Sarasota County. We are pleased to provide their qualifications and key personnel here for your review.

Jet Hauling, Inc. | Vegetation and Bulk Waste Collection Contractor



Jet Hauling, Inc., headquartered in Wellington, FL, is WM's premier contractor for vegetation and bulky waste collection by clamshell trucks. Jet is a small, local business headquartered in South Florida. The company has extensive knowledge serving the local area. Please see the following biographies for Jet Waste's President John Pata and Operational Manager E.J. Rodriguez, who have a combined 66 years of experience in the waste industry.

John Pata, President, Jet Hauling, Inc. | 3140 Fairlane Farms Road, Wellington, FL 33414

Years of Experience: 16 years with Jet Hauling, 50 years total industry experience

Mr. Pata is the President of Jet Hauling, Inc., which was established in 2005. He has knowledgeable ties in the trucking and waste hauling industries, working, building, and growing in the industry since the 1970s. He has worked in the industry in all facets and positions including marketing, collection, operations, maintenance, finance, management, and logistics. Mr. Pata regularly participates in continuing education on topics related to the waste industry and DOT safety regulations.

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

E.J. Rodriguez, Partner, Jet Waste | 3140 Fairlane Farms Road, Wellington, FL 33414

Years of Experience: 16 years with Jet Waste, 16 years total industry experience

Mr. Rodriguez is a partner of Jet Waste and has been with the company since its inception in 2005. He began his career with Jet Hauling as a Route Supervisor and has advanced through positions of increasing responsibility, now serving as Partner. Mr. Rodriguez has extensive knowledge on all aspects of routing, logistics, management and DOT safety regulation.



RESUMES OF KEY PERSONNEL SOUTH DISTRICT

Creating an Effortless Experience for Our Customers

(Proposer must submit a separate response for North Service District and South Service District) – Respondents must include information that demonstrates relevant qualifications and experience to perform the services specified herein. The submittal must include the years of experience of its key personnel in providing services like those required herein.

Key personnel include, at a minimum, the Chief Executive Officer, Chief Operating Officer, Operations Manager, and General Manager, or similarly titled positions if available demonstrating the minimum and preferred qualifications as outlined above. Include resumes of any subcontractors who are considered key personnel.

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Leading the Way: WM's Senior Leadership Team



James C. Fish, Jr.

President and Chief Executive Officer

James (Jim) Fish, Jr. is President and Chief Executive Officer for WM, and a member of the Board of Directors. Jim joined WM in 2001 and was named CEO in November 2016. Prior to becoming CEO, Jim was the Company's CFO from 2012-2016 and was named President in July 2016. Over the last 20 years, he has held several key positions with the Company, including Senior Vice President for the Company's Eastern Group, Area Vice President for Pennsylvania and West

Virginia, Market Area General Manager for Massachusetts and Rhode Island, Vice President of Price Management and Director of Financial Planning and Analysis. Before joining WM, Jim held finance and revenue management positions at Westex, a Yellow-Roadway subsidiary; Trans World Airlines; and America West Airlines. He began his professional career at KPMG Peat Marwick. Jim earned a Bachelor of Science in accounting from Arizona State University and an MBA in finance from the University of Chicago. He is also a certified public accountant.

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**John J. Morris, Jr.****Executive Vice President and Chief Operating Officer**

As Executive Vice President and Chief Operating Officer (COO) for WM, John Morris has responsibility for all field operations, which includes oversight of collections, disposal, recycling and landfills. He is a member of the Company's senior leadership team and reports to Jim Fish, President and Chief Executive Officer. Morris has held several positions in his 20-plus years with the company including Market Area General Manager of NYC, Area Vice President of Greater Mid-Atlantic Area, Chief Strategy Officer, and most recently Senior Vice President, Field Operations. John is a graduate of Rutgers University.

**Devina A. Rankin****Executive Vice President and Chief Financial Officer**

As the Executive Vice President and Chief Financial Officer for WM, Devina A. Rankin is responsible for all finance functions for the Company. She also has executive responsibility for the internal audit, investor relations, supply chain functions and business development. She is a member of the Company's senior leadership team and reports to WM President and Chief Executive Officer, Jim Fish. Rankin joined the company in 2002 and has held several corporate finance positions of increasing responsibility including Assistant Treasurer and Treasurer. Prior to joining WM, Rankin was a member of the assurance practices of Ernst & Young and Arthur Andersen. Rankin has a Bachelor of Business Administration and Master of Science in Accounting from Texas A&M University and is a certified public accountant licensed in Texas.

Key Personnel for the North Service District

WM's Sarasota County Executive Management Team

The following Waste Management Inc. of Florida Executive Team stands behind WM of Sarasota County to bring WM's resources to Sarasota County. Each member of this team has reviewed this proposal and the requirements of this RFP. All are committed to Sarasota County's continued success.

David Myhan, President, Waste Management Inc. of Florida



1800 N. Military Trail, Boca Raton, FL 33431, (601) 861-0003 | dmyhan@wm.com

David's 30-year WM career has earned him the position of President of Waste Management Inc. of Florida (WMIF). David oversees the full operations of WM's Florida Area and its over 5,000 team members.

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David has strategic, financial, and operation responsibilities for the overall businesses for WMIF franchised and open market sectors. He has held various positions in sales and general management in FL, LA, AL, MS, TX, AR, and OK after graduating from the University of North Alabama.

Jim Lambros, Vice President, Waste Management Inc. of Florida



1800 N. Military Trail, Suite 201, Boca Raton, Fl. 33431, (954) 984-2007 | jlambros@wm.com

At this point in Jim's 38 years with WM, he is the Vice President of WMIF, with strategic, financial, and operational responsibilities for the overall businesses for WMIF franchised and open market sectors. He has held various financial and operational positions in FL, PA, NJ, NY, DE, MD, VA, WVA, and OH, and graduated from the University of Akron.

Bill Stubblebine, Area Director of Collections Operations



1800 N. Military Trail, Suite 201, Boca Raton, Fl. 33431, Phone wstubble@wm.com

As an experienced operations professional, Bill has established and transitioned several municipal waste collection contracts in his 27 years in the waste industry. Bill's experience in both contract renewal and new contract start up is extensive. His experience includes start-up operations in Polk and Osceola Counties in Florida to collection privatization in the City of Detroit. Bill is highly experienced in transitioning both small and large communities. Bill served as a troubleshooter in previous roles that provided him with the experience to improve and optimize service through establishing processes and standards for operations and maintenance teams. Bill has the oversight responsibility for the management of the west Florida marketplace. His commitment to customer satisfaction and doing the job right the first time make him an excellent leader.

Dawn McCormick, Director of Communications



1800 N. Military Trail, Suite 201, Boca Raton, FL 33431, (954) 984-2041 | dmccormick@wm.com

Dawn is an experienced broadcast journalist and communications professional with more than 30 years of experience in media relations, issues management, crisis communications and pro-active stakeholder communications. She was an award-winning broadcast journalist with NBC and ABC affiliated TV stations. Dawn graduated with a degree in Journalism from Northwestern University.

Rick Kania, Area Director Revenue Management



1800 N Military Trail, Suite 201, Boca Raton, FL 33431, (813) 505-1814 | rkania@wm.com

Rick has been with WM for 33 years, serving in various leadership positions throughout Florida and the rest of United States. Rick's experience with WM includes Operations Management (collections, post-collection), Sales, WM Healthcare Solutions, Pricing, and overall Revenue Management. Rick joined WM upon graduating from Bowling Green State University.

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Paul Schneider, Sales Director



1800 N Military Trail, Suite 201, Boca Raton, FL 33431, Phone: (813) 927-1519 | pschneid@wm.com

Paul has been a valued member of the WM team for the past 33 years, holding various roles prior to advancing to his current Sales Leadership of 23 years. As the Director of Sales, Paul oversees a team of 71 dedicated team members throughout the Florida Area with a commitment to providing an outstanding customer experience.

Paul is a leader in focusing on a creative and innovative approach to build relationships and support customer satisfaction in the Florida Area. He graduated from Broward Community College.

Natasha Harbour, Customer Experience Director



1800 N Military Trail, Suite 201, Boca Raton, FL 33431, Phone: (662) 346-3669 | nharbour@wm.com

Natasha joined WM in 2008 as a Customer Service Representative. Her excellent rapport and skill in solving customer concerns was quickly noticed, and she advanced quickly within WM, becoming Customer Experience Team Lead in 2010, ultimately advancing to Customer Experience Director for WM's Gulf Coast Region. During her time in that role, she was successful in leading Gulf Coast as one of the top three market areas across the enterprise. In 2023, Natasha joined WM's Florida Market Area as Customer Experience Director, where she looks forward to enhancing processes to improve the overall customer experience. Natasha is a graduate of Ittawamba Community College.

Lisa McNeight, Public Affairs Director



3411 North 40th Street, Tampa, FL 33605, (716) 913-9146 | lmcneigh@wm.com

Lisa is a 27-year veteran of WM, holding progressive roles in Sales, Pricing and Public Sector over that time. She began her career with WM in 1995 as an Inside Special Waste Sales Representative in Western New York. Over the next 10 years, she increased the scope of her roles and diversified her functional experience, ultimately reaching Area Public Sector Manager, Upstate New York, Western Pennsylvania and West Virginia in 2011, and holding that position until 2015, when she relocated to the Florida Area. Over the past 8 years, Lisa has held the role of Public Sector Manager for North Florida. With her level of strategic planning, organization, consistency and partnership in North Florida, Lisa recently expanded her leadership role to Director, extending her managerial role across the entire Florida Area. She graduated from State University of New York.

Sarasota County's Local Management and Operations Support Team

We bring a diversity of backgrounds, skillsets, and job responsibilities to the County. Your WM service team will include these experienced key staff members who have longevity and relevant experience in performing this work.

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Under the capable direction of WM of Sarasota Senior District Manager Jason White, the following operations team will lead the support for Sarasota County each and every day.

Jason White | Senior District Manager



5221 State Road 776, Venice, FL 34293 (813) 918-1593 | jwhite3@wm.com

As Senior District Manager, Jason oversees the day-to-day operations of the WM of Sarasota Hauling District, including oversight of the 100 employees that are responsible for the collection of garbage, recycling, and yard waste from over 150,000 customers. He provides leadership support to front-line managers for safety, operational, and service performance while also diagnosing and improving processes and procedures. Jason is responsible for the District's overall service and budget performance.

He will work with County staff to maximize customer satisfaction and improve service efficiency along with the daily quality of contract services. During the implementation of services, Jason will oversee the completion of all operational tasks.

He has 34 years of industry experience, including 12 years in and around Sarasota County. Jason started with WM in 1988 and has held many positions. His career began in Hastings, MN, before being transferred to Maryland. Jason moved to Florida in 1993. He has worked in most operational roles in all lines of business for the company, including Helper, Driver, Port-O-Let, Dispatcher, Route Manager, Operations Manager, and on WM's Safety Team for two years. Jason says that the best thing about his job is no matter how long you do it, you can learn something new every day.

Troy Cowell | Senior Fleet Manager



5221 State Road 776, Venice, FL 34293 (941) 751-7503 | tcowell@wm.com

As WM of Sarasota's Senior Fleet Manager, Troy reviews the safety and reliability of our collection vehicles. Specifically, he oversees our vehicle maintenance shop, maintenance staff, and preventive maintenance programs.

Troy will be responsible for all initial and ongoing procurement of vehicles required for the service of Sarasota County collections. He will continue to oversee repairs, inspections, scheduled maintenance, and cleanliness of the County's collection vehicles.

Troy began his career with WM in 2008. He started as tire technician and worked his way to Sr. District Fleet Manager. During his tenure with WM, Troy has worked at three different sites. He currently manages two sites.

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Neil Bacon | Residential Route Manager



5221 State Road 776, Venice, FL 34293 (941) 786-8423 | nbaconl@wm.com

As a Residential Route Manager, Neil is responsible for the overall performance of Mixed Solid Waste Departments. His role is vital in continuing to provide leadership support to our front-line employees and to continue to improve the site's service, safety, and daily route performance. Neil plays an important role in supporting WM's daily operations in Sarasota County. Also, Neil believes that we embrace and cultivate respect, trust, open communication and diversity.

Neil joined WM in 2022 as Residential Route Manager and is responsible for the residential collection for all of Sarasota County. Also, Neil comes to WM with 20 years of managerial experience in logistics. He has held various position as Driver, Route Supervisor, Branch Manager, Area Manager, District Manager and Route Manager during his management career.

Jose A. Merlo, Jr. | Commercial Route Manager



5221 State Road 776, Venice, FL 34293 | jmerlo@wm.com

As a dedicated Commercial Route Manager at WM, Jose brings a wealth of experience to his role. With a keen eye for detail and a passion for delivering exceptional service, he is committed to ensuring that WM's operations run smoothly and efficiently. With a proven track record of success in the industry, Jose is a trusted leader who specializes in critical thinking situations, whether he is managing complex logistics or providing expert guidance to his team, he is always focused on achieving

the best possible outcomes for his organization and its stakeholders.

Jose joined WM in 2013 as a MSW Residential Driver and quickly began to set goals to guarantee and ensure a positive footprint in the company. Keeping a positive mindset throughout his entire driving career, he felt the need to continue to climb the ladder. Jose quickly became a swing driver to learn as many routes as possible. After learning all the routes available, he was ready to take on a different role as a Lead Driver/Mentor. By taking this responsibility, he had a growing passion to share his knowledge and skills with everyone he came in contact with and not only better himself but better the company.

In August 2023, Jose advanced within the company as a Route Manager where he continues to support WM's daily operations in Sarasota County.

Tim Lockey | Onboarding Optimization Manager



5221 State Road 776, Venice, FL 34293 (941) 525-2791 | tlockeyj@wm.com

Tim Lockey is an Onboarding Optimization Manager with the Florida market area. He began his career 13 years ago at the WM of Sarasota hauling site as a Residential Driver. Within his daily duties as a driver, Tim had to safely maneuver through residential neighborhoods while navigating high traffic and sometimes congested roads to make sure customer expectations were fulfilled.

In 2015, Tim was promoted to a Residential Route Manager position where he demonstrated success in resolving complex operational problems that increase productivity, foster excellent communication skills,

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along with the proven ability to motivate, train, coach, and mentor employees in the areas of customer service and teamwork. In June of 2022 Tim accepted the role of the Onboarding Optimization Manager. In this role he is responsible for organizing, streamlining, and overseeing the new employee's complete onboarding experience within the organization. His primary role is to make the new hires feel comfortable in their new career with WM as a professional driver. His experience as a former Sarasota County Residential Driver is invaluable in coaching the drivers who service Sarasota County.

Tim facilitates the entire onboarding experience for the new employee starting at day one, in addition to maintaining working relationships with current employees. With Tim in this role, we have yielded positive results in employee retention. This is due to the collection of feedback, identification of opportunities, and making necessary changes through the complete onboarding experience.

Tim Bowers | Governmental Affairs Manager

11051 43rd Street North, Clearwater, FL 33762 (561) 607-3038 | tbowers3j@wm.com



Tim will serve the County by overseeing WM's new agreement implementation. He will make sure all the County's needs and expectations are met. In addition to contract management, Tim is an active community citizen and will manage support and contribution activities to cultivate partnerships through participation in causes and events. Tim has over 30 years of experience in the environmental services industry. He has worked with municipal contracts for the past 15 years and is an experienced professional in governmental contract management. In addition, Tim maintains knowledge about legislation, regulations, and local ordinances regarding WM's delivery of services. He will oversee the efforts of our team to verify that obligations such as reporting are delivered per the contract, law, and company policy.

Justin Primus | Sales and Senior Construction Services Manager

3411 N. 40th Street, Tampa, FL 33605-1639 | jprimus@wm.com



A seasoned professional, Justin has been with WM for nearly five years. He is a Senior Construction Services Manager covering Sarasota, Polk, E. Hillsborough, and Manatee Counties partnering with general contractors to remove debris from their job sites. He has 12 years of industry experience across the Tampa Bay Area, District of Columbia, and Philadelphia markets. Justin will continue in his role serving clients in Sarasota County.

WM is proud to showcase our Sarasota County drivers. It's these professionals that will continue to bring their resilience and years of experience to manage our service delivery to Sarasota County each and every day.

Our key Sarasota County drivers are represented here. It's this crew who provides daily service expertise to the County, fully aware of how residents wish to be serviced or that special touch that means so much to so many, whether it's specific cart placement, out-of-the-norm requests, or just a wave and a smile to a small child who loves the garbage truck, and the garbage man! The Sarasota County drivers pictured

here represent decades of combined service. Many Sarasota County residents know their driver by name and appreciate the professionalism and courtesy this crew brings every service day.

			
<p>Jerry Morse 30 years with WM Residential Garbage Driver</p>	<p>Raymond Dunne 25 years with WM Residential Garbage Driver</p>	<p>James Jacobs 30 years with WM Commercial Roll Off Driver</p>	<p>Junior Nunn 40 years with WM Commercial Garbage Driver</p>

Local Subcontractor Expertise for Sarasota County

WM will partner with Jet Hauling, Inc., a small local business, for the collection of vegetative and bulky waste in Sarasota County. We are pleased to provide their qualifications and key personnel here for your review.

Jet Hauling, Inc. | Vegetation and Bulk Waste Collection Contractor



Jet Hauling, Inc., headquartered in Wellington, FL, is WM's premier contractor for vegetation and bulky waste collection by clamshell trucks. Jet is a small, local business headquartered in South Florida. The company has extensive knowledge serving the local area. Please see the following biographies for Jet Waste's President John Pata and Operational Manager E.J. Rodriguez, who have a combined 66 years of experience in the waste industry.

John Pata, President, Jet Hauling, Inc. | 3140 Fairlane Farms Road, Wellington, FL 33414

Years of Experience: 16 years with Jet Hauling, 50 years total industry experience

Mr. Pata is the President of Jet Hauling, Inc., which was established in 2005. He has knowledgeable ties in the trucking and waste hauling industries, working, building, and growing in the industry since the 1970s. He has worked in the industry in all facets and positions including marketing, collection, operations, maintenance, finance, management, and logistics. Mr. Pata regularly participates in continuing education on topics related to the waste industry and DOT safety regulations.

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E.J. Rodriguez, Partner, Jet Waste | 3140 Fairlane Farms Road, Wellington, FL 33414

Years of Experience: 16 years with Jet Waste, 16 years total industry experience

Mr. Rodriguez is a partner of Jet Waste and has been with the company since its inception in 2005. He began his career with Jet Hauling as a Route Supervisor and has advanced through positions of increasing responsibility, now serving as Partner. Mr. Rodriguez has extensive knowledge on all aspects of routing, logistics, management and DOT safety regulation.

Waste Management

Item: **Financial Capability**

Attachments

Financial Capability.pdf



FINANCIAL CAPABILITY

A Financially Secure Business Partner

WM's financial strength and the liability protection it offers are unparalleled in the environmental industry. All new capital requirements are internally financed by WM using cash flow from existing operations. As a publicly traded company, WM is held to the most stringent regulations for accurate and timely financial disclosure.

Revenue in 2022 was \$19.7 billion, and WM has an asset base of \$31.4 billion. The company generates strong and consistent cash flow and has access to an extensive line of credit. WM's financial strength is the foundation for our commitment to serve our customers, perform our obligations, and protect the environment in carrying out our broad services.

Full financial results are available on our website at investors.wm.com.

WM has achieved solid investment-grade credit ratings from three major rating agencies. The ratings are based on expectations that management will maintain good liquidity, pursue a moderate financial policy, and allocate capital in a disciplined manner.

This financial strength is also the foundation for WM's liability protection commitment to customers, guaranteeing Sarasota County peace of mind regarding indemnification from waste-related claims. Our financial leadership allows us to invest in the safety and communication technology that enables WM to deliver innovative programs that help us provide the service excellence that Sarasota County residents and businesses have come to expect from us.

A company's future viability is directly related to its current financial strength. WM's strength, as summarized above, gives Sarasota County assurance that we can and will fulfill our obligations.

- WM is committed and financially able to perform all operations in full compliance with applicable federal, state, and local regulations and to provide clear documentation of that compliance.
- WM offers the most extensive network providing waste management services in North America, including transportation, disposal, treatment, recovery, remediation, waste identification, and several other specialty services. This network enables us to provide a single source of responsibility, from transportation through disposal of waste.
- Typically, new capital requirements are internally financed by WM using cash flow from existing operations - freeing our new trucks, carts, containers, and facility investments from the timelines and terms of third-party creditors.

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WM's financial strength helps us to continually advance services for all of the customers we serve, and we are committed to maintaining that strength. Of particular relevance to the County and your future plans are:

- Our ability to maintain a dedicated focus on safety and compliance excellence
- Our ability and expertise in implementing new initiatives to enhance customer service
- Our ability to attract and keep the best employees
- Our ability to invest in technology for the management of data and improved communications

Financial Annual Report Link

Please refer to the following link for our 2022 Annual Report:

<http://nasdaqomx.mobular.net/nasdaqomx/7/3586/5105/>

2022 Financial Summary

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Stockholders of Waste Management, Inc.

Opinion on Internal Control over Financial Reporting

We have audited Waste Management, Inc.'s internal control over financial reporting as of December 31, 2022, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). In our opinion, Waste Management, Inc. (the Company) maintained, in all material respects, effective internal control over financial reporting as of December 31, 2022, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the 2022 consolidated financial statements of the Company, and our report dated February 7, 2023 expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects.

Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ ERNST & YOUNG LLP

Houston, Texas
February 7, 2023

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WASTE MANAGEMENT, INC.		
CONSOLIDATED BALANCE SHEETS		
(In Millions, Except Share and Par Value Amounts)		
	December 31,	
	2022	2021
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 351	\$ 118
Accounts receivable, net of allowance for doubtful accounts of \$26 and \$25, respectively	2,461	2,278
Other receivables, net of allowance for doubtful accounts of \$7 and \$8, respectively	291	268
Parts and supplies	164	135
Other assets	284	270
Total current assets	3,551	3,069
Property and equipment, net of accumulated depreciation and depletion of \$21,627 and \$20,537, respectively	15,719	14,419
Goodwill	9,323	9,028
Other intangible assets, net	827	898
Restricted funds	348	348
Investments in unconsolidated entities	578	432
Other assets	1,021	901
Total assets	\$ 31,367	\$ 29,097
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	\$ 1,766	\$ 1,375
Accrued liabilities	1,625	1,428
Deferred revenues	589	571
Current portion of long-term debt	414	708
Total current liabilities	4,394	4,082
Long-term debt, less current portion	14,570	12,997
Deferred income taxes	1,733	1,694
Landfill and environmental remediation liabilities	2,700	2,373
Other liabilities	1,106	1,125
Total liabilities	24,503	21,971
Commitments and contingencies (Note 10)		
Equity:		
Waste Management, Inc. stockholders' equity:		
Common stock, \$0.01 par value; 1,500,000,000 shares authorized;		
430,282,461 shares issued	6	6
Additional paid-in capital	5,314	5,169
Retained earnings	13,167	12,004
Accumulated other comprehensive income (loss)	(69)	17
Treasury stock at cost, 222,396,166 and 214,158,636 shares, respectively	(11,569)	(10,072)
Total Waste Management, Inc. stockholders' equity	6,849	7,124
Noncontrolling interests	15	2
Total equity	6,864	7,126
Total liabilities and equity	\$ 31,367	\$ 29,097

See Notes to Consolidated Financial Statements.

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WASTE MANAGEMENT, INC.			
CONSOLIDATED STATEMENTS OF OPERATIONS			
(In Millions, Except per Share Amounts)			
	Year Ended December 31,		
	2022	2021	2020
Operating revenues	\$ 19,698	\$ 17,931	\$ 15,218
Costs and expenses:			
Operating	12,294	11,111	9,341
Selling, general and administrative	1,938	1,864	1,728
Deprecial on, depletion and amortization	2,038	1,999	1,671
Restructuring	1	8	9
(Gain) loss from divestitures, asset impairments and unusual items, net	62	(16)	35
Total costs and expenses	16,332	14,966	12,784
Income from operations	3,366	2,965	2,434
Other income (expense):			
Interest expense, incl.	(378)	(365)	(425)
Loss on early extinguishment of debt, net	—	(220)	(53)
Equity in net losses of unconsolidated entities	(67)	(36)	(68)
Other, net	(2)	5	5
Total other income (expense)	(447)	(616)	(541)
Income before income taxes	2,919	2,349	1,893
Income tax expense	678	532	397
Consolidated net income	2,240	1,817	1,496
Less: Net income (loss) attributable to noncontrolling interests	2	1	—
Net income attributable to Waste Management, Inc.	\$ 2,238	\$ 1,816	\$ 1,496
Basic earnings per common share	\$ 5.42	\$ 4.32	\$ 3.54
Diluted earnings per common share	\$ 5.39	\$ 4.29	\$ 3.52

WASTE MANAGEMENT, INC.			
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME			
(In Millions)			
	Year Ended December 31,		
	2022	2021	2020
Consolidated net income	\$ 2,240	\$ 1,817	\$ 1,496
Other comprehensive income (loss), net of tax:			
Derivative instruments, incl.	3	9	15
Available-for-sale securities, net	(24)	(6)	11
Foreign currency translation adjustments	(65)	(28)	20
Post-retirement benefit obligations, net	—	3	1
Other comprehensive income (loss), net of tax	(86)	(22)	47
Comprehensive income	2,154	1,795	1,543
Less: Comprehensive income (loss) attributable to noncontrolling interests	2	1	—
Comprehensive income attributable to Waste Management, Inc.	\$ 2,152	\$ 1,794	\$ 1,543

See Notes to Consolidated Financial Statements.

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WASTE MANAGEMENT, INC.		
CONSOLIDATED STATEMENTS OF CASH FLOWS		
(In Millions)		
	Year Ended December 31,	
	2022	2021
Cash flows from operating activities:		
Consolidated net income	\$ 2,240	\$ 1,817
Adjustments to reconcile consolidated net income to net cash provided by operating activities:		
Depreciation, depletion and amortization	2,038	1,999
Deferred income tax expense (benefit)	49	(77)
Interest accretion on landfill and environmental remediation liabilities	112	111
Provision for bad debts	50	37
Equity-based compensation expense	84	108
Net gain on disposal of assets	(21)	(25)
(Gain) loss from divestitures, asset impairments and other, net	62	(16)
(Gain) in net losses of unconsolidated entities, net of dividends	67	38
Loss on early extinguishment of debt, net	—	220
Change in operating assets and liabilities, net of effects of acquisitions and divestitures:		
Receivables	(329)	28
Other current assets	(35)	(39)
Other assets	42	34
Accounts payable and accrued liabilities	393	206
Deferred revenues and other liabilities	(216)	(103)
Net cash provided by operating activities	4,536	4,338
Cash flows from investing activities:		
Acquisitions of businesses, net of cash acquired	(377)	(75)
Capital expenditures	(2,587)	(1,904)
Proceeds from divestitures of businesses and other assets, net of cash divested	27	96
Other, net	(126)	(11)
Net cash used in investing activities	(3,063)	(1,894)
Cash flows from financing activities:		
New borrowings	8,688	7,948
Debt repayments	(7,328)	(9,404)
Premiums and other paid on early extinguishment of debt	—	(211)
Common stock repurchase program	(1,500)	(1,350)
Cash dividends	(1,077)	(970)
Exercise of common stock options	44	66
Tax payments associated with equity-based compensation transactions	(39)	(28)
Other, net	(4)	49
Net cash used in financing activities	(1,216)	(2,900)
Effect of exchange rate changes on cash, cash equivalents and restricted cash and cash equivalents	(6)	2
Increase (decrease) in cash, cash equivalents and restricted cash and cash equivalents	251	(454)
Cash, cash equivalents and restricted cash and cash equivalents at beginning of period	194	648
Cash, cash equivalents and restricted cash and cash equivalents at end of period	\$ 445	\$ 194
Reconciliation of cash, cash equivalents and restricted cash and cash equivalents at end of period:		
Cash and cash equivalents	\$ 351	\$ 118
Restricted cash and cash equivalents included in other current assets	25	7
Restricted cash and cash equivalents included in restricted funds	69	69
Cash, cash equivalents and restricted cash and cash equivalents at end of period	\$ 445	\$ 194

See Notes to Consolidated Financial Statements.

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WASTE MANAGEMENT, INC.						
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY						
(In Millions, Except Shares in Thousands)						
	Waste Management, Inc. Stockholders' Equity					
	Total	Common Stock	Additional Paid-In Capital	Retained Earnings	Comprehensive Income (Loss)	Noncontrolling Interests
Balance, December 31, 2019	\$ 7,070	630,262	\$ 6	\$ 5,049	\$ 10,592	\$ (5)
Adoption of new accounting methods	(2)	—	—	(2)	—	—
Consolidated net income	1,496	—	—	1,496	—	—
Other comprehensive income (loss), net of tax	47	—	—	—	47	—
Cash dividends declared of \$2.18 per common share	(972)	—	—	(972)	—	—
Equity-based compensation transactions, net	172	—	80	1	2,158	91
Common stock repurchase program	(402)	—	—	(1)	(3,667)	(402)
Other, net	—	—	—	(1)	—	—
Balance, December 31, 2020	\$ 7,454	630,262	\$ 6	\$ 5,129	\$ 11,159	\$ 39
Consolidated net income	1,817	—	—	1,816	—	—
Other comprehensive income (loss), net of tax	(22)	—	—	—	(22)	—
Cash dividends declared of \$2.20 per common share	(970)	—	—	(970)	—	—
Equity-based compensation transactions, net	198	—	110	(1)	2,049	89
Common stock repurchase program	(1,350)	—	—	(70)	(6,711)	(1,249)
Other, net	(1)	—	—	—	—	—
Balance, December 31, 2021	\$ 7,126	630,262	\$ 6	\$ 5,169	\$ 12,004	\$ 17
Consolidated net income	2,240	—	—	2,238	—	—
Other comprehensive income (loss), net of tax	(86)	—	—	—	(86)	—
Cash dividends declared of \$2.60 per common share	(1,077)	—	—	(1,077)	—	—
Equity-based compensation transactions, net	150	—	78	2	1,555	78
Common stock repurchase program	(1,500)	—	—	(7)	(9,796)	(1,576)
Acquisitions and other, net	—	—	—	—	—	—
Balance, December 31, 2022	\$ 6,864	630,262	\$ 6	\$ 5,314	\$ 13,167	\$ 469

See Notes to Consolidated Financial Statements.

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2021 Financial Summary

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Stockholders of Waste Management, Inc.

Opinion on Internal Control over Financial Reporting

We have audited Waste Management, Inc.'s internal control over financial reporting as of December 31, 2021, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). In our opinion, Waste Management, Inc. (the Company) maintained, in all material respects, effective internal control over financial reporting as of December 31, 2021, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the 2021 consolidated financial statements of the Company, and our report dated February 15, 2022 expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects.

Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ ERNST & YOUNG LLP

Houston, Texas
February 15, 2022

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

WASTE MANAGEMENT, INC.
CONSOLIDATED BALANCE SHEETS
(In Millions, Except Share and Par Value Amounts)

	December 31,	
	2021	2020
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 118	\$ 553
Accounts receivable, net of allowance for doubtful accounts of \$25 and \$33, respectively	2,278	2,097
Other receivables, net of allowance for doubtful accounts of \$8 and \$7, respectively	268	527
Parts and supplies	135	124
Other assets	270	259
Total current assets	3,069	3,540
Property and equipment, net of accumulated depreciation and amortization of \$20,537 and \$19,337, respectively	14,419	14,148
Goodwill	9,028	8,994
Other intangible assets, net	898	1,024
Restricted trust and escrow accounts	348	347
Investments in unconsolidated entities	432	426
Other assets	903	866
Total assets	<u>\$ 29,097</u>	<u>\$ 29,345</u>
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	\$ 1,375	\$ 1,121
Accrued liabilities	1,428	1,342
Deferred revenues	571	539
Current portion of long-term debt	708	551
Total current liabilities	4,082	3,533
Long-term debt, less current portion	12,697	13,259
Deferred income taxes	1,694	1,806
Landfill and environmental remediation liabilities	2,373	2,222
Other liabilities	1,125	1,051
Total liabilities	21,971	21,891
Commitments and contingencies (Note 10)		
Equity:		
Waste Management, Inc. stockholders' equity:		
Common stock, \$0.01 par value; 1,500,000,000 shares authorized; 630,282,461 shares issued	6	6
Additional paid-in capital	5,169	5,129
Retained earnings	12,004	11,159
Accumulated other comprehensive income (loss)	17	39
Treasury stock at cost, 214,158,636 and 207,480,827 shares, respectively	(10,072)	(8,881)
Total Waste Management, Inc. stockholders' equity	7,124	7,452
Noncontrolling interests	2	2
Total equity	7,126	7,454
Total liabilities and equity	<u>\$ 29,097</u>	<u>\$ 29,345</u>

See Notes to Consolidated Financial Statements.

WASTE MANAGEMENT, INC.
CONSOLIDATED STATEMENTS OF OPERATIONS
(In Millions, Except per Share Amounts)

	Year Ended December 31,		
	2021	2020	2019
Operating revenues	\$ 17,931	\$ 15,218	\$ 15,455
Costs and expenses:			
Operating	11,111	9,341	9,496
Selling, general and administrative	1,864	1,728	1,631
Depreciation and amortization	1,999	1,671	1,574
Restructuring	8	9	6
(Gain) loss from divestitures, asset impairments and unusual items, net	(16)	35	42
	14,966	12,784	12,749
Income from operations	2,965	2,434	2,706
Other income (expense):			
Interest expense, net	(365)	(425)	(411)
Loss on early extinguishment of debt, net	(220)	(53)	(85)
Equity in net losses of unconsolidated entities	(36)	(68)	(55)
Other, net	5	5	(50)
	(616)	(541)	(601)
Income before income taxes	2,349	1,893	2,105
Income tax expense	532	397	434
Consolidated net income	1,817	1,496	1,671
Less: Net income (loss) attributable to noncontrolling interests	1	1	1
Net income attributable to Waste Management, Inc.	<u>\$ 1,816</u>	<u>\$ 1,496</u>	<u>\$ 1,670</u>
Basic earnings per common share	<u>\$ 4.32</u>	<u>\$ 3.54</u>	<u>\$ 3.93</u>
Diluted earnings per common share	<u>\$ 4.29</u>	<u>\$ 3.52</u>	<u>\$ 3.91</u>

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(In Millions)

	Year Ended December 31,		
	2021	2020	2019
Consolidated net income	\$ 1,817	\$ 1,496	\$ 1,671
Other comprehensive income (loss), net of tax:			
Derivative instruments, net	9	15	8
Available-for-sale securities, net	(6)	11	15
Foreign currency translation adjustments	(28)	20	55
Post-retirement benefit obligation, net	3	—	1
Other comprehensive income (loss), net of tax	(22)	47	79
Comprehensive income	1,795	1,543	1,750
Less: Comprehensive income (loss) attributable to noncontrolling interests	1	—	1
Comprehensive income attributable to Waste Management, Inc.	<u>\$ 1,794</u>	<u>\$ 1,543</u>	<u>\$ 1,749</u>

See Notes to Consolidated Financial Statements.

WASTE MANAGEMENT, INC.
CONSOLIDATED STATEMENTS OF CASH FLOWS
(In Millions)

	Year Ended December 31,		
	2021	2020	2019
Cash flows from operating activities:			
Consolidated net income	\$ 1,817	\$ 1,496	\$ 1,671
Adjustments to reconcile consolidated net income to net cash provided by operating activities:			
Depreciation and amortization	1,999	1,671	1,574
Deferred income tax expense (benefit)	(77)	165	100
Interest accretion on landfill and environmental remediation liabilities	111	103	98
Provision for bad debts	37	54	39
Equity-based compensation expense	108	94	86
Net gain on disposal of assets	(25)	(9)	(27)
(Gain) loss from divestitures, asset impairments and other, net	(16)	43	113
Equity in net losses of unconsolidated entities, net of dividends	38	60	55
Less on early extinguishment of debt, net	226	53	85
Change in operating assets and liabilities, net of effects of acquisitions and divestitures:			
Receivables	28	(179)	(53)
Other current assets	(39)	10	(23)
Other assets	34	53	10
Accounts payable and accrued liabilities	206	(137)	243
Deferred revenues and other liabilities	(103)	(174)	(97)
Net cash provided by operating activities	<u>4,338</u>	<u>3,403</u>	<u>3,874</u>
Cash flows from investing activities:			
Acquisitions of businesses, net of cash acquired	(75)	(4,085)	(521)
Capital expenditures	(1,904)	(1,632)	(1,818)
Proceeds from divestitures of businesses and other assets, net of cash divested	96	885	49
Other, net	(111)	(115)	(86)
Net cash used in investing activities	<u>(1,894)</u>	<u>(4,847)</u>	<u>(2,376)</u>
Cash flows from financing activities:			
New borrowings	7,948	9,420	13,237
Debt repayments	(8,404)	(9,629)	(10,088)
Prepayments and other paid on early extinguishment of debt	(211)	(30)	(84)
Common stock repurchase program	(1,350)	(402)	(248)
Cash dividends	(970)	(927)	(876)
Exercise of common stock options	56	63	67
Tax payments associated with equity-based compensation transactions	(28)	(34)	(33)
Other, net	49	(20)	(111)
Net cash (used in) provided by financing activities	<u>(2,900)</u>	<u>(1,559)</u>	<u>1,964</u>
Effect of exchange rate changes on cash, cash equivalents and restricted cash and cash equivalents	2	4	2
(Decrease) increase in cash, cash equivalents and restricted cash and cash equivalents	(454)	(2,999)	3,464
Cash, cash equivalents and restricted cash and cash equivalents at beginning of period	618	3,617	183
Cash, cash equivalents and restricted cash and cash equivalents at end of period	<u>\$ 194</u>	<u>\$ 618</u>	<u>\$ 3,617</u>
Reconciliation of cash, cash equivalents and restricted cash and cash equivalents at end of period:			
Cash and cash equivalents	\$ 118	\$ 553	\$ 3,561
Restricted cash and cash equivalents included in other current assets	7	28	15
Restricted cash and cash equivalents included in restricted trust and escrow accounts	69	67	71
Cash, cash equivalents and restricted cash and cash equivalents at end of period	<u>\$ 194</u>	<u>\$ 618</u>	<u>\$ 3,617</u>

See Notes to Consolidated Financial Statements.

WASTE MANAGEMENT, INC.
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
(In Millions, Except Shares in Thousands)

	Waste Management, Inc. Stockholders' Equity							Noncontrolling Interests
	Total	Common Stock	Additional Paid-In Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Treasury Stock	Amounts	
Balance, December 31, 2018	\$ 6,276	630,282	\$ 6	\$ 4,593	\$ 9,797	\$ (87)	(206,299)	\$ (8,434)
Consolidated net income	1,671			1,670				1
Other comprehensive income (loss), net of tax	79				79			
Cash dividends declared of \$2.05 per common share	(876)			(876)				
Equity-based compensation transactions, net of tax	164			56	1		2,585	107
Common stock repurchase program	(244)						(2,247)	(244)
Other, net	—						3	
Balance, December 31, 2019	\$ 7,070	630,282	\$ 6	\$ 5,049	\$ 10,592	\$ (8)	(205,956)	\$ (8,571)
Adoption of new accounting standards	(21)				(2)			
Consolidated net income	1,496				1,496			
Other comprehensive income (loss), net of tax	47				-47			
Cash dividends declared of \$2.18 per common share	(927)				(927)			
Equity-based compensation transactions, net	172			80	1		2,158	91
Common stock repurchase program	(402)						(3,687)	(402)
Other, net	—				(1)			
Balance, December 31, 2020	\$ 7,454	630,282	\$ 6	\$ 5,129	\$ 11,159	\$ (9)	(207,481)	\$ (8,881)
Consolidated net income	1,817				1,816			1
Other comprehensive income (loss), net of tax	(22)				(22)			
Cash dividends declared of \$2.30 per common share	(970)				(970)			
Equity-based compensation transactions, net	198			110	(1)		2,049	89
Common stock repurchase program	(1,350)						(8,711)	(1,280)
Other, net	(1)						4	
Balance, December 31, 2021	\$ 7,126	630,282	\$ 6	\$ 5,169	\$ 12,004	\$ (12)	(214,159)	\$ (10,072)

See Notes to Consolidated Financial Statements.



2020 Financial Summary

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Stockholders of Waste Management, Inc.

Opinion on Internal Control over Financial Reporting

We have audited Waste Management, Inc.'s internal control over financial reporting as of December 31, 2020, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). In our opinion, Waste Management, Inc. (the Company) maintained, in all material respects, effective internal control over financial reporting as of December 31, 2020, based on the COSO criteria.

As indicated in the accompanying Management's Report on Internal Control Over Financial Reporting, management's assessment of and conclusion on the effectiveness of internal control over financial reporting did not include the internal controls of Advanced Disposal Services, Inc., which is included in the 2020 consolidated financial statements of the Company and constituted approximately 10.6% of total consolidated assets, excluding goodwill, as of December 31, 2020, approximately 1.3% of total consolidated revenues and less than 1% of consolidated operating income, for the year then ended. Our audit of internal control over financial reporting of the Company also did not include an evaluation of the internal control over financial reporting of Advanced Disposal Services, Inc.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the 2020 consolidated financial statements of the Company, and our report dated February 22, 2021 expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects.

Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ ERNST & YOUNG LLP

Houston, Texas
February 22, 2021

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

WASTE MANAGEMENT, INC.		
CONSOLIDATED BALANCE SHEETS		
(In Millions, Except Share and Par Value Amounts)		
	December 31,	
	2020	2019
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 553	\$ 3,561
Accounts receivable, net of allowance for doubtful accounts of \$33 and \$28, respectively	2,097	1,949
Other receivables, net of allowance for doubtful accounts of \$7 and \$1, respectively	527	370
Parts and supplies	124	106
Other assets	239	223
Total current assets	3,540	6,209
Property and equipment, net of accumulated depreciation and amortization of \$20,095 and \$18,657, respectively	14,148	12,893
Goodwill	8,994	6,532
Other intangible assets, net	1,024	521
Restricted trust and escrow accounts	347	313
Investments in unconsolidated entities	426	483
Other assets	866	792
Total assets	\$ 29,345	\$ 27,743
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	\$ 1,121	\$ 1,065
Accrued liabilities	1,342	1,327
Deferred revenues	539	534
Current portion of long-term debt	551	218
Total current liabilities	3,553	3,144
Long-term debt, less current portion	13,259	13,280
Deferred income taxes	1,806	1,407
Landfill and environmental remediation liabilities	2,222	1,930
Other liabilities	1,051	912
Total liabilities	21,891	20,673
Commitments and contingencies		
Equity:		
Waste Management, Inc. stockholders' equity:		
Common stock, \$0.01 par value; 1,500,000,000 shares authorized; 630,282,461 shares issued	6	6
Additional paid-in capital	5,129	5,049
Retained earnings	11,159	10,592
Accumulated other comprehensive income (loss)	39	(8)
Treasury stock at cost, 207,480,827 and 205,956,366 shares, respectively	(8,881)	(8,571)
Total Waste Management, Inc. stockholders' equity	7,452	7,068
Noncontrolling interests	2	2
Total equity	7,454	7,070
Total liabilities and equity	\$ 29,345	\$ 27,743

See Notes to Consolidated Financial Statements.

WASTE MANAGEMENT, INC.			
CONSOLIDATED STATEMENTS OF OPERATIONS			
(In Millions, Except per Share Amounts)			
	Year Ended December 31,		
	2020	2019	2018
Operating revenues	\$ 15,218	\$ 15,455	\$ 14,914
Costs and expenses:			
Operating	9,341	9,496	9,249
Selling, general and administrative	1,728	1,631	1,453
Depreciation and amortization	1,671	1,574	1,477
Restructuring	9	6	4
(Gain) loss from divestitures, asset impairments and unusual items, net	35	42	(58)
	12,784	12,749	12,125
Income from operations	2,434	2,706	2,789
Other income (expense):			
Interest expense, net	(425)	(411)	(374)
Loss on early extinguishment of debt, net	(53)	(85)	—
Equity in net losses of unconsolidated entities	(68)	(55)	(41)
Other, net	5	(50)	2
	(541)	(601)	(413)
Income before income taxes	1,893	2,105	2,376
Income tax expense	397	434	453
Consolidated net income	1,496	1,671	1,923
Less: Net income (loss) attributable to noncontrolling interests	—	1	(2)
Net income attributable to Waste Management, Inc.	\$ 1,496	\$ 1,670	\$ 1,925
Basic earnings per common share	\$ 3.54	\$ 3.93	\$ 4.49
Diluted earnings per common share	\$ 3.52	\$ 3.91	\$ 4.45

WASTE MANAGEMENT, INC.			
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME			
(In Millions)			
	Year Ended December 31,		
	2020	2019	2018
Consolidated net income	\$ 1,496	\$ 1,671	\$ 1,923
Other comprehensive income (loss), net of tax:			
Derivative instruments, net	15	8	8
Available-for-sale securities, net	11	15	5
Foreign currency translation adjustments	20	55	(105)
Post-retirement benefit obligation, net	1	1	2
Other comprehensive income (loss), net of tax	47	79	(90)
Comprehensive income	1,543	1,750	1,833
Less: Comprehensive income (loss) attributable to noncontrolling interests	—	1	(2)
Comprehensive income attributable to Waste Management, Inc.	\$ 1,543	\$ 1,749	\$ 1,835

See Notes to Consolidated Financial Statements.

WASTE MANAGEMENT, INC.			
CONSOLIDATED STATEMENTS OF CASH FLOWS			
(In Millions)			
	Year Ended December 31,		
	2020	2019	2018
Cash flows from operating activities:			
Consolidated net income	\$ 1,496	\$ 1,671	\$ 1,923
Adjustments to reconcile consolidated net income to net cash provided by operating activities:			
Depreciation and amortization	1,671	1,574	1,477
Deferred income tax expense (benefit)	(165)	(100)	25
Interest accretion on landfill liabilities	(103)	98	95
Provision for bad debts	54	39	54
Equity-based compensation expense	94	86	89
Net gain on disposal of assets	(9)	(27)	(47)
(Gain) loss from divestitures, asset impairments and other, net	45	113	(58)
Equity in net losses of unconsolidated entities, net of dividends	60	55	41
Loss on early extinguishment of debt, net	53	85	—
Change in operating assets and liabilities, net of effects of acquisitions and divestitures:			
Receivables	(179)	(53)	(16)
Other current assets	10	(23)	(16)
Other assets	53	10	(14)
Accounts payable and accrued liabilities	(37)	213	203
Deferred revenues and other liabilities	(174)	(97)	(186)
Net cash provided by operating activities	3,403	3,874	3,570
Cash flows from investing activities:			
Acquisitions of businesses, net of cash acquired	(4,085)	(521)	(469)
Capital expenditures	(1,632)	(1,818)	(1,691)
Proceeds from divestitures of businesses and other assets (net of cash divested)	885	49	208
Other, net	(15)	(86)	(233)
Net cash used in investing activities	(4,847)	(2,376)	(2,169)
Cash flows from financing activities:			
New borrowings	5,790	4,683	359
Debt repayments	(7,807)	(633)	(499)
Premiums paid on early extinguishment of debt	(30)	(84)	—
Net commercial paper borrowings (repayments)	1,808	(1,001)	453
Common stock repurchase program	(402)	(248)	(802)
Cash dividends	(927)	(876)	(802)
Exercise of common stock options	63	67	52
Tax payments associated with equity-based compensation transactions	(34)	(33)	(29)
Other, net	(20)	(11)	(38)
Net cash (used in) provided by financing activities	(1,559)	1,964	(1,308)
Effect of exchange rate changes on cash, cash equivalents and restricted cash and cash equivalents	4	2	(3)
(Decrease) increase in cash, cash equivalents and restricted cash and cash equivalents	(2,999)	3,464	(110)
Cash, cash equivalents and restricted cash and cash equivalents at beginning of period	3,647	183	293
Cash, cash equivalents and restricted cash and cash equivalents at end of period	\$ 648	\$ 3,647	\$ 183

WASTE MANAGEMENT, INC.									
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY									
(In Millions, Except Shares in Thousands)									
	Waste Management, Inc. Stockholders' Equity			Other	Noncontrolling				
	Total	Common Stock	Additional Paid-In Capital	Retained Earnings	Comprehensive Income (Loss)	Shares	Treasury Stock	Amounts	Interests
		Shares	Amounts	Amounts	Amounts	Amounts	Amounts	Amounts	Amounts
Balance, December 31, 2017	\$ 8,042	630,282	\$ 6	\$ 4,933	\$ 8,588	\$ (196,964)	(7,516)	\$	23
Adoption of new accounting standards	80	—	—	85	(15)	—	—	—	—
Consolidated net income	1,923	—	—	1,923	—	—	—	—	(12)
Other comprehensive income (loss), net of tax	(90)	—	—	—	(90)	—	—	—	—
Cash dividends declared of \$1.86 per common share	(802)	—	—	(802)	—	—	—	—	—
Equity-based compensation transactions, net of tax	151	—	—	60	1	2,345	80	—	—
Common stock repurchase program	(1,008)	—	—	—	—	(11,673)	(1,008)	—	—
Divestiture of noncontrolling interests	(19)	—	—	—	—	—	—	—	(19)
Other, net	(11)	—	—	—	—	(7)	—	—	(1)
Balance, December 31, 2018	\$ 6,276	630,282	\$ 6	\$ 3,993	\$ 6,797	\$ (87)	(206,299)	(8,334)	\$ 1
Consolidated net income	1,671	—	—	1,670	—	—	—	—	1
Other comprehensive income (loss), net of tax	79	—	—	—	79	—	—	—	—
Cash dividends declared of \$2.05 per common share	(876)	—	—	(876)	—	—	—	—	—
Equity-based compensation transactions, net	164	—	—	56	1	2,585	107	—	—
Common stock repurchase program	(244)	—	—	—	—	(2,247)	(244)	—	—
Other, net	—	—	—	—	—	5	—	—	—
Balance, December 31, 2019	\$ 7,070	630,282	\$ 6	\$ 5,049	\$ 10,592	\$ (8)	(205,956)	(8,571)	\$ 2
Adoption of new accounting standards	(2)	—	—	(2)	—	—	—	—	—
Consolidated net income	1,496	—	—	1,496	—	—	—	—	—
Other comprehensive income (loss), net of tax	47	—	—	—	47	—	—	—	—
Cash dividends declared of \$2.18 per common share	(977)	—	—	(977)	—	—	—	—	—
Equity-based compensation transactions, net	172	—	—	80	1	2,158	91	—	—
Common stock repurchase program	(402)	—	—	—	—	(3,687)	(402)	—	—
Other, net	—	—	—	(1)	—	4	—	—	—
Balance, December 31, 2020	\$ 7,454	630,282	\$ 6	\$ 5,129	\$ 11,159	\$ 99	(207,481)	(8,881)	\$ 2

See Notes to Consolidated Financial Statements.



Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Consent of Surety



November 2, 2023

SARASOTA COUNTY
4000 Knights Trail Road
Nokomis, FL 34275

Principal: WASTE MANAGEMENT INC. OF FLORIDA
Bid Date: November 2, 2023
Description: Solicitation 232452VG - Solid Waste, Recyclable Materials,
and Yard Trash Collection Services

Dear Sir/Madam:

We, LIBERTY MUTUAL INSURANCE COMPANY hereby agree that in the event an award is made to WASTE MANAGEMENT INC. OF FLORIDA on the project as captioned, and a mutually acceptable contract is signed, we will execute the necessary Performance and/or Payment Bonds that may be required.

Sincerely,

LIBERTY MUTUAL INSURANCE COMPANY

A handwritten signature in blue ink that reads "Andrea M. Penaloza".

Andrea M. Penaloza
Attorney-in-Fact

175 Berkeley Street, Boston, MA 02116
(617) 357-9500

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

Certificate No: 8205692-022011

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Amanda George, Andrea M. Penaloza, Donna L. Williams, Erin M. Dennison, Gina A. Rodriguez, Lisa A. Ward, Lupc Tyler, Michael J. Herrod, Misty Wright, Terri L. Morrison, Vanessa Dominguez

all of the city of Houston state of TX each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 3rd day of June, 2021.



Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

By: David M. Carey, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

State of PENNSYLVANIA ss
County of MONTGOMERY

On this 3rd day of June, 2021 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.



Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission number: 1128044
Member, Pennsylvania Association of Notaries

By: Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV - OFFICERS: Section 12. Power of Attorney.

Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.

Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation - The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization - By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 2nd day of November, 2023.



By: Renee C. Llewellyn, Assistant Secretary

LMS-12873 LMIC OCIC WAIC Multi Co 02/21

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.



Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Certificates of Liability Insurance

WM secures gold-standard insurance coverage to protect our partners. Going above and beyond, we provide environmental site liability coverage, which covers all active sites that are owned or operated by WM. It offers third-party liability for bodily injury and property damage, and off-site clean-up coverage, coverage for both sudden and non-sudden pollution incidents, and transportation coverage including the loading and unloading of the vehicle. Sarasota County can rest easy with WM as your service provider knowing that you are always protected by best-in-class insurance. Copies of our certificates of insurance are included on the following pages.

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



CERTIFICATE OF LIABILITY INSURANCE

1/1/2024 DATE (MM/DD/YYYY)
12/8/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

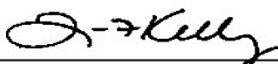
PRODUCER	LOCKTON COMPANIES 3657 BRIARPARK DRIVE, SUITE 700 HOUSTON TX 77042 866-260-3538	CONTACT NAME:	
		PHONE (A/C, No, Ext):	FAX (A/C, No):
		E-MAIL ADDRESS:	
		INSURER(S) AFFORDING COVERAGE	NAIC #
		INSURER A : Indemnity Insurance Co of North America	43575
		INSURER B : ACE American Insurance Company	22667
		INSURER C : ACE Fire Underwriters Insurance Company	20702
		INSURER D : ACE Property & Casualty Insurance Co	20699
		INSURER E :	
		INSURER F :	

COVERAGES **CERTIFICATE NUMBER: 19177612** **REVISION NUMBER: XXXXXXXX**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> XCU INCLUDED <input checked="" type="checkbox"/> ISO FORM CG00010413 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	Y	Y	HDO G72955924	1/1/2023	1/1/2024	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 5,000,000 MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 6,000,000 PRODUCTS - COMP/OP AGG \$ 6,000,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> MCS-90	Y	Y	MMT H25575398	1/1/2023	1/1/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX
D	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	Y	Y	XIUG27929242 008	1/1/2023	1/1/2024	EACH OCCURRENCE \$ 15,000,000 AGGREGATE \$ 15,000,000 \$ XXXXXXXX
A B C	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in WA) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WLR C70311094 (AOS) WLR C70311057 (AZ,CA & MA) SCF C70311136 (WI)	1/1/2023 1/1/2023 1/1/2023	1/1/2024 1/1/2024 1/1/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 3,000,000 E.L. DISEASE - EA EMPLOYEE \$ 3,000,000 E.L. DISEASE - POLICY LIMIT \$ 3,000,000
B	EXCESS AUTO LIABILITY	Y	Y	XSA H25575350	1/1/2023	1/1/2024	COMBINED SINGLE LIMIT \$9,000,000 (EACH ACCIDENT)

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 BLANKET WAIVER OF SUBROGATION IS GRANTED IN FAVOR OF CERTIFICATE HOLDER ON ALL POLICIES WHERE AND TO THE EXTENT REQUIRED BY WRITTEN CONTRACT WHERE PERMISSIBLE BY LAW. CERTIFICATE HOLDER IS NAMED AS AN ADDITIONAL INSURED ON ALL POLICIES (EXCEPT FOR WORKERS' COMP/EL) WHERE AND TO THE EXTENT REQUIRED BY WRITTEN CONTRACT.

CERTIFICATE HOLDER	CANCELLATION
19177612 FOR INFORMATION PURPOSES ONLY	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 



Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
06/21/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services Southwest, Inc. Dallas TX office 5005 Lyndon B Johnson Freeway Suite 1500 Dallas TX 75244 USA	CONTACT NAME: PHONE (A/C. No. Ext): (866) 283-7122 FAX (A.C. No.): 800-363-0105	
	E-MAIL ADDRESS:	
INSURED Waste Management, Inc. 800 Capitol Street Suite 3000 Houston TX 77002 USA	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Ironshore Specialty Insurance Company 25445	
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
INSURER F:		

Holder Identifier :

COVERAGES **CERTIFICATE NUMBER:** 570100187666 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. **Limits shown are as requested**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION			IEELPLLCAS2F003	07/01/2023	07/01/2024	EACH OCCURRENCE \$24,000,000 AGGREGATE \$24,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> Y / <input type="checkbox"/> N <input type="checkbox"/> N/A PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT E.L. DISEASE-EA EMPLOYEE E.L. DISEASE-POLICY LIMIT
A	Environmental Site Liability			ISPILLSCAS2J003 Claims-Made	07/01/2023	07/01/2024	Each Incident Limit \$1,000,000 Aggregate Limit \$2,000,000

Certificate No : 570100187666

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 FOR INFORMATION PURPOSES ONLY
 The evidenced policies cover all sites that are owned or operated by Waste Management, Inc. and that are scheduled for coverage. The policies provide Pollution Legal Liability.

CERTIFICATE HOLDER Waste Management, Inc. 800 Capitol Street Suite 3000 Houston TX 77002 USA	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Aon Risk Services Southwest Inc.</i>
---	---



Waste Management

Item: **Experience**

Attachments

Experience.pdf

EXPERIENCE

A Company, People, and Resources You Can Count On

Provide a history of the firm, including number of years in business, pertinent capabilities and evidence of experience and resources necessary to successfully provide the services requested.

WM has been providing solid waste collection services for over 60 years, and we are pleased to continue providing this expertise to Sarasota County. This is our story.

Florida is Where it All Began for WM

It was in South Florida where Wayne Huizenga started a garbage hauling business, just as his grandfather had done in Chicago, IL in 1894. In 1962, Huizenga founded Southern Sanitation Service, which ultimately grew into Waste Management, Inc., today North America's largest sustainability and environmental solutions provider. WM is also North America's largest residential recycler and a leading renewable energy provider. Our fleet of natural gas trucks is the largest heavy-duty truck fleet of its kind in North America. Furthermore, WM's decades-long commitment to and investment in sustainability is unmatched in the industry.

Incorporated in Florida on March 30, 1964, Waste Management Inc. of Florida (WM/WMIF), headquartered at 1800 N. Military Trail, Boca Raton, FL, is the local subsidiary of Waste Management, Inc., which provides service across the Sunshine State. We operate 32 hauling facilities, 18 active landfills, 24 transfer stations, three recycling facilities, and six construction and demolition recycling centers. Our nearly 5,000 Florida employees provide collection, recycling, transfer, and disposal service to municipal, commercial, industrial, and residential customers, including over 180 exclusive municipal solid waste and recycling franchise agreements in Florida alone.

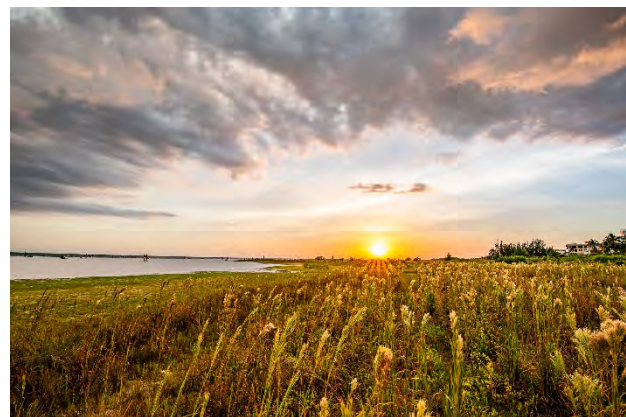


Figure 1: Siesta Beach, Sarasota County, FL

Who We Are and What We Do

At WM, we place our customers at the center of what we do every day. We are a team of over 49,000 employees motivated by a desire to go above and beyond for our nearly 20 million municipal, commercial,

industrial, and residential entities throughout North America for whom we provide a range of environmental solutions, including collection, recycling, disposal, and renewable energy production.

To serve our diverse customer base, we have developed the industry's largest network of collection operations, transfer stations, and recycling and disposal facilities. Additionally, our broad geographical coverage and depth of experience allow us to do so much more. With our team of in-house environmental experts, we assist customers with customized sustainability plans. In response to natural disasters or unforeseen needs, we provide almost immediate support to customers by quickly assembling emergency collection services. Also, as North America's leading post-consumer recycler, we navigate a complex international commodity market to safeguard the long-term viability of our customers' recycling programs.

We also collaborate with our customers to help them achieve their sustainability goals through managing and reducing waste and operating more sustainably. Unmatched in geographical reach and ability, our resources enable us to manage every aspect of our customers' waste streams.

WM At-A-Glance

People	Operations				
49,500 team members	255 solid waste landfills	5 hazardous waste landfills	507 hauling facilities	337 transfer facilities	\$31.4B asset base
Recycling Facilities	Energy	Environmental			
49 single stream recycling facilities	10,832 alternative fuel vehicles	73 certified wildlife habitat programs			
27 commercial facilities	177 natural gas fueling stations	70 pollinator programs			
11 other facilities	102 landfill gas-to-electricity facilities	177 active habitat, species, and education certified projects			
9 construction and demolition recycling facilities	26 landfill gas-to-industrial customers as substitute for fossil fuels	13,721 acres actively managed for wildlife preservation			
26 composting facilities	16 Renewable Natural Gas facilities				
4 WM CORe® organics processing facilities					

Recognized as a Leader: Corporate Awards and Recognitions

At WM, our daily actions and decisions are guided by a set of fundamental commitments and core values, including our commitment of achieving "Success with Integrity." This means holding ourselves and others to higher standards of accountability, honesty, ethics, and compliance.

Following is some of the recognition we have received from esteemed organizations and publications for our commitment to sustainability, ethics, and diversity.



Sustainability and Community Stewardship



Although our operations serve customers throughout North America, we are very much a local company with a desire to be an integral and trusted partner for Sarasota County. Our employees live, work, study, shop, and play in our service areas and we support programs and organizations that enhance the local environment, promote education, support businesses, and improve the livability of our communities.

WM's leadership in sustainability and stewardship has been recognized by:

"Corporate Conservation Leadership Award": Wildlife Habitat Council, 2021	"100 Most Sustainable Companies List": Barron's, 2021
"America's Most Responsible Companies": Newsweek Magazine, 2020 to 2021, 2023	"Gold Sustainability Yearbook Award": S&P Global + SAM, 2020 to 2022
"Dow Jones Sustainability Index": Dow Jones, 16 of the past 19 years, including 2022	"A' List for Climate Change": Carbon Disclosure Project, 2016 to 2020
"Silver Sustainability Rating": EcoVadis, 2021	

Ethics



WM delivers service with honesty and integrity in everything we do. Our commitment to our employees, communities, and businesses is underpinned by our values. We lead by doing things the right way, every day. Recognitions we have received for ethical leadership include:

"World's Most Ethical Companies": Ethisphere Institute, 2010-2023, 14-time honoree	"World's Most Admired Companies": Fortune Magazine, five straight years from 2019 to 2023
"100 Best Corporate Citizens": Corporate Responsibility Magazine, 2015 to 2022	

Inclusion, Equity, and Diversity



We believe that fostering mutual trust and respect is a cornerstone of being an inclusive and welcoming workplace. Our diversity and inclusion efforts are frequently praised, with recent accolades including:

"America's Greatest Workplaces for Diversity": Newsweek, 2023	"Best Employers for Diversity": Forbes, 2022
"Best Companies to Work for Women": Women's Choice Award, 2022 and 2023	"Top Company for Women to Work For in Transportation": Women In Trucking, 2020, 2022
"One of the World's Top Female Friendly Companies": Forbes, 2021	"Corporate Equality Index": Human Rights Campaign –Score 90 for LGBTQ Equality and Inclusion, 2011-17, 2019 and 2020
"Best of the Best - Top Disability-Friendly Company": DIVERSEability Magazine, 2020 to 2021	"Best Companies to Work for Diversity": Women's Choice Award, 2022
"Best of the Best For Women": Professional Woman's Magazine, 2017 to 2023	"Top LGBTQ+ Friendly Companies": HISPANIC Network Magazine; Professional Woman's Magazine, 2020 to 2021

People



As a “People First” organization, we attract and retain top talent by making WM a company for which our employees are proud to work. Our efforts for a People First culture are frequently praised, with recent accolades including:

“America’s Best Employers”: Forbes, 2022 to 2023	“One of the 50 Best Companies to Sell For”: SellingPower Magazine, 2015 to 2022
“Canada’s Best Employers”: Forbes, 2021	“CandE Award Winner”: Talent Board, 2021
“Best of the Best Employer”: Black EOE Journal, 2019 to 2022	“Best of the Best, Best Employer”: HISPANIC Network Magazine, 2019 to 2021

Military Recruitment



The recruitment of veterans is an ongoing focus for WM. In 2019, WM hired more than 580 veterans, which represented 5.57% of all U.S. hires. We frequently advertise with key veteran employment resources and our veteran outreach efforts have been recognized in both the U.S. and Canada:

“Best of the Best, Top Veteran-Friendly Company”: U.S. Veteran’s Magazine, 2012 to 2021	“Top Military Friendly Employer”: G.I. Jobs/Military Friendly Companies, 2010 to 2021
“Best for Vets Employer”: Military Times, 2010 to 2023	“Best Employers for Veterans”: Forbes, 2020-2022

Leadership in Sustainability

WM is always working for a sustainable tomorrow, which includes managing our customers’ waste responsibly while also providing sustainable services to reduce their carbon footprint.

Over the past few years, WM leaders and experts share their perspectives on critical issues with policymakers, industry peers and the general public. Here are a few of the many ways we drive conversations around sustainability:

Working with Governments



An important part of our business is engaging with municipalities to advance the health and safety of our communities. Since the America Recycles Day Summit in 2019, WM has urged an increased use of post-consumer content and packaging by government agencies and large corporations. We have participated in multiple working groups to examine topics such as infrastructure and markets, education and measuring recycled materials.

Communicating through Media



WM has a point of view on what it means to recycle right - but we know many people still have questions. Our leaders regularly appear in news segments or provide quotes for articles, offering their opinions on recycling best practices and industry trends. In the past year, WM spoke with many national and local news outlets, including the Wall Street Journal, ABC News and TODAY, about recycling, business leadership, protecting and empowering the workforce, navigating the safety and financial health of the business during COVID-19 and the path to a more sustainable future.



Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Leading by Example



In 2021, CEO Jim Fish named Tara Hemmer our Chief Sustainability Officer, making her the first in our industry to hold this title. We have also made an industry-first commitment to developing technologies for measuring landfill emissions, and we are increasing our use of post-consumer content in our recycling carts.

Engaging with Our Industry



Over the past year, WM has taken on a leading role in communicating broad sustainability issues across our industry. Tara Hemmer spoke at Waste 360's Global WM Symposium about our industry's role in mitigating climate change and Susan Robinson, Senior Director of Sustainability, also kicked off Waste 360's Sustainability Talks Summit at Waste Expo. Susan also writes a monthly column that goes beyond topics of waste and recycling, challenging readers to consider the impacts businesses and individuals can have on Environmental, Social and Governance (ESG) issues.

Fostering Transformative Solutions



At the annual WM Sustainability Forum and WM Phoenix Open, we engage others in dialogue around protecting the planet and driving change. The Forum brings together stakeholders across industries and sectors for a dynamic knowledge-sharing event.

Growth Plan and Future Vision

Since our humble beginnings in 1893, WM has been working for a better tomorrow. But what started as "Waste Management," has evolved to become WM - the world's leading provider of sustainability services. WM is integrating sustainability through five pillars:

- Drive growth through our sustainability platforms
- Mitigate risks to our business and strengthen our company
- Create programs that bridge environmental and social purposes
- Embed sustainability into our business practices
- Communicate and educate on sustainability inside and out, leveraging the WM brand promise

At WM, we are always working for a sustainable tomorrow. We have committed to \$1.625 billion in planned investments in renewable energy and recycling and are focused on growth in sustainable solutions. Sharing best practices and promoting the value of recycling and renewable energy are key areas of focus and are integral to what we do.

WM invested approximately \$275 million in 2022 to expand our network of renewable natural gas plants with incremental investments in 2023 through 2025 totaling approximately \$550 million. We expect to build 17 RNG plants over the next four years, which would grow our RNG generation by six times.

In the recycling business, we invested \$275 million in 2022 in recycling facility technology with incremental investments in 2023 through 2025 totaling approximately \$525 million. These investments accelerate our automation of recycling process, processing to reduce costs, improve product quality as well as expand our single-stream recycling footprint. We expect to grow our recycling facility tons 30% by 2026 through these investments and an expanded recycling footprint.

These growth projects further WM's sustainability leadership by increasing the renewable energy generated from our landfill network, expanding single-stream recycling capacity, and automating recycling processing to reduce costs and improve product quality.

At WM, our people are our greatest asset, and as such, we continue to focus on providing the best workplace for our employees and leveraging our asset network for growth. We continue to strengthen WM as a workplace of choice through competitive pay, excellent benefits for long-term financial and personal health, a safe and accessible work environment, opportunities for growth, and a focus on sustainability.

Our People First culture is continually evolving as we welcome new team members. As our workforce changes, we have set bold goals to increase ethnic and gender diversity at all levels. And because we are invested in our employees' success, we announced a new, first-of-its-kind education benefit in partnership with Guild Education through which WM will pay 100% of employees' and their dependents' tuition for hundreds of degree programs.

In 2019, we set a goal to pay a living wage to all employees, which we have achieved ahead of our 2025 commitment. And by 2025, we aspire to achieve ethnic and racial diversity in each segment of our workforce, with an emphasis on leadership, that is greater than or equal to the estimated availability of minority talent in the marketplace. Also, by 2025, we aspire to lead the industry in female representation at all levels.

WM's Asset Network Has Unmatched Size and Scale



Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Waste Management Inc. of Florida: Proven, Tested, Trusted, and Local Partner

In business for nearly 60 years, Waste Management Inc. of Florida, headquartered in Boca Raton, is the local subsidiary of WM that provides service across the Sunshine State. In Florida alone, we operate 32 hauling facilities, 18 active landfills, 24 transfer stations, three Material Recovery Facilities, and six C & D recycling centers. Our nearly 5,000 Florida employees provide collection, recycling, transfer, and disposal service to municipal, commercial, industrial, and residential customers, including over 180 exclusive municipal solid waste and recycling franchise agreements in Florida alone. WM services millions of residents and businesses in Florida as part of our exclusive municipal solid waste franchise agreements.

A Local Company with National Resources

WM is a local company with hauling operations throughout Florida. We have provided superior waste and recycling services from our WM of Sarasota County Hauling District to the surrounding area for decades.

Under the leadership of Senior District Manager Jason White, our Sarasota Hauling District will continue to provide the County with operational, management, financial, and reserve resources as part of this Agreement. Our outstanding history of past performance, regulatory compliance, and superior safety record, along with the financial and resource backing of North America's largest environmental services company, give us the foundation needed to not only meet but exceed the County's expectations for waste and recycling services.

WM's Florida presence is unmatched in the industry. We have provided the following chart for your review, outlining our Florida operations and facilities throughout the state.

Waste Management Inc. of Florida

Waste Management Inc. of Florida, an indirect subsidiary of Waste Management, Inc., was organized and incorporated in Florida in 1964. Our team of professionals will continue to service Sarasota County from our Sarasota Hauling District located at 5221 State Road 776, Venice, FL 34293. We invite Sarasota County representatives to visit our facilities and learn firsthand about our superior operational approach to providing waste and recycling services for your County.



Figure 2: Venice Fishing Pier, Sarasota County

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

WM Florida Area

WM's Florida Area provides collection, recycling, transfer and disposal service to municipal, commercial, industrial and residential customers throughout the State of Florida (except for the Panhandle region) and a portion of south Georgia. Our nearly 5,000 employees operate 32 hauling facilities, 18 active landfills, 24 transfer stations, three Material Recovery Facilities, and six C & D recycling centers. As the leading provider of comprehensive environmental services in North America, we are proud to provide our customers with safe, professional service every day. We are also committed to enhancing the communities where we work and live, as well as acting as stewards for the environment.

Statewide, WM is leading the way in:

Compressed Natural Gas (CNG) Fleet and Fueling Stations



WM not only works to pick up today's trash and recycling, but is helping to build a more environmentally sound and sustainable future as well. To help meet a company-wide sustainability goal as well as to reduce air pollution in Florida, the company has 1,400 trucks that run on compressed natural gas (CNG), a much cleaner burning alternative to gasoline or diesel fuel. WM has the largest fleet of CNG trucks nationwide and in Florida among all companies in the waste industry. Our CNG trucks emit nearly zero particulate emissions, cut greenhouse gas emissions by more than 20 percent and are far quieter in the communities we serve.



In order to fuel its trucks, WM has a CNG Clean N' Green Fueling Station in Pompano Beach. The fueling station is also making CNG available to commercial fleets – transit agencies, school districts, taxis, cities, and municipalities – as well as corporate CNG-equipped vehicles. WM has also financed and constructed additional CNG fueling stations in 20 other Florida cities to fuel its fleet. To date, WM has invested more than \$500 million in CNG trucks and fueling stations in Florida alone.

Single-Stream Recycling

As North America's largest residential recycler, WM is committed to making sure we extract the value from the materials we manage and that "waste no longer goes to waste." Last year, the company recycled 15 million tons of material. The recycling of paper alone (cardboard, newspaper and office paper) saved more than 110 million mature trees.

WM has 100 Material Recovery Facilities nationwide, including three in Florida. In 2021, we processed more than 500,000 tons of recyclables in Florida.

Awards and Honors

WM has been recognized by Fortune Magazine as one of its "World's Most Admired Companies 2021" and Ethisphere Institute as one of the "World's Most Ethical Companies 2021" for understanding the value of leading, making values-based decisions and remaining committed to integrity. This is the 12th year WM has been honored for holding the highest ethical standards.

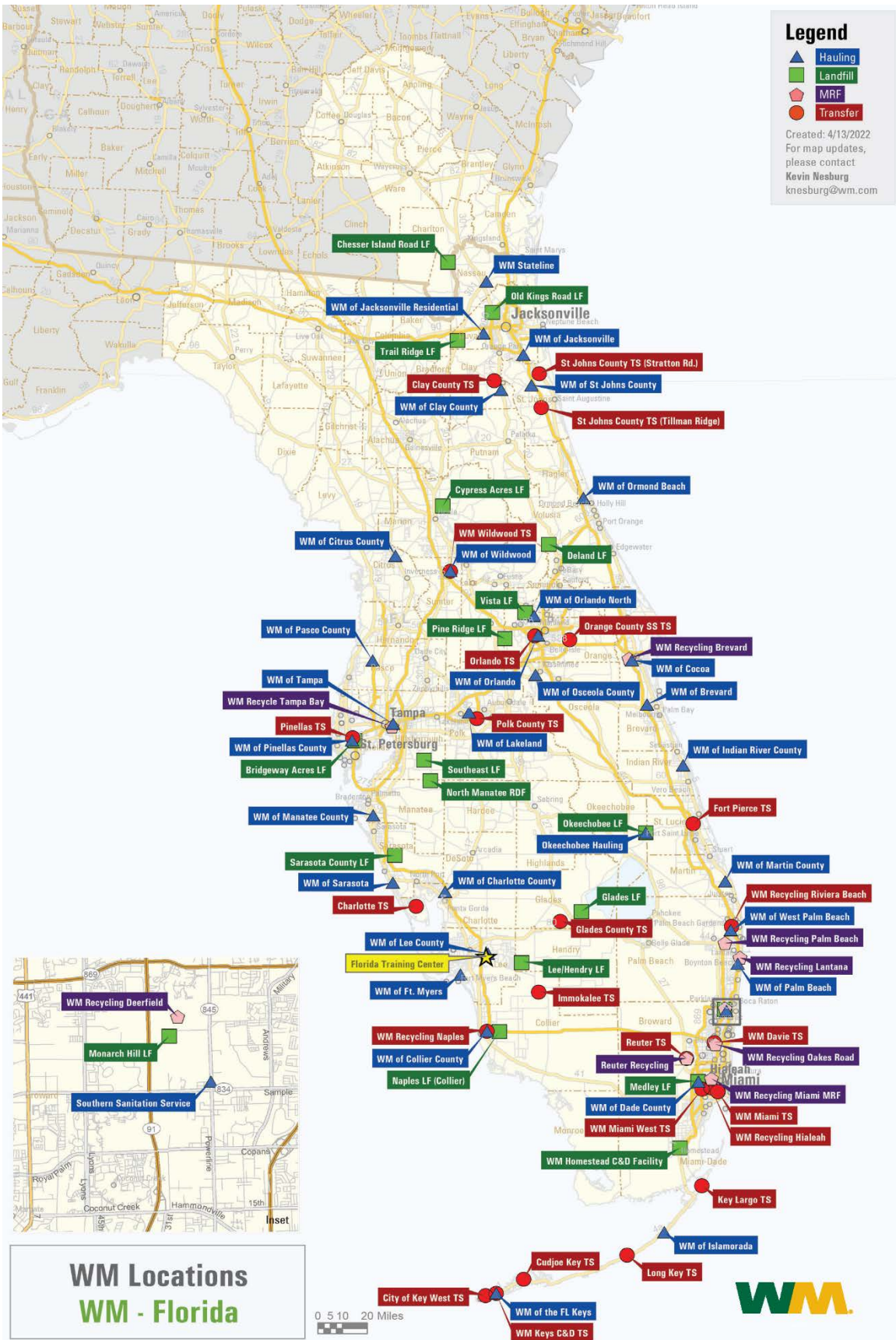
WM also received the highest scores in its industry on the 2020 Dow Jones Sustainability Indices, a recognition of corporate sustainability leadership. And Newsweek honored WM as one of "America's Most Responsible Companies".

Barron's included WM on its list of "100 Most Sustainable Companies" and WM made the "A List" for leading the effort against climate change by CDP.



Sarasota County

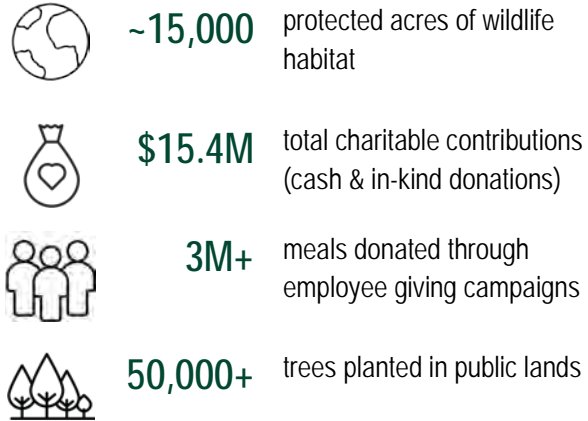
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



Community Engagement: Supporting Our Communities

Though our operations span almost every state and province in the U.S. and Canada, and rely on the contributions of 49,317 employees, our business has local fingerprints that serve as an integral part of thousands of communities. We strive to make the communities and areas where we work safe, resilient, and sustainable - better places to work and live, today and in the future. To do so, we support events, programs, and organizations that align with three focus areas: Environmental Conservation, Environmental Education, and Community Vitality.

How We Give Back



Environmental Conservation

For more than two decades, WM has enhanced and protected nearly 20,000 acres for wildlife in partnership with Wildlife Habitat Council (WHC), the authoritative conservation program for businesses.

Through this partnership of 20+ years, we transform land - primarily closed landfills and smaller buffer zones at transfer stations, recycling facilities and other facilities - into certified wildlife habitat. We currently promote sustainability, wildlife preservation, biodiversity and environmental education at 74 WHC-certified sites across North America.



Figure 3: Venice Fishing Pier, Sarasota County

Environmental Education

Consumers want to recycle right - simplicity and convenience play an important role on the road to success. As we move through our busy lives, it is hard to keep track of what does or doesn't belong in the recycling bin. That's why WM created the Recycle Right program, the first national, comprehensive recycling education and outreach program built to provide open-source tools to help customers understand how to recycle properly.

How We Help People Recycle Right

We partner with states, municipalities, and businesses across North America to broaden conversations and elevate understanding around the impact individual behavior can have in fostering sustainable consumption and production patterns.

Through resources, explanations of common recycling myths and concise lists of acceptable recycling materials, Recycle Right provides answers for residents, businesses, educators, property managers, and government institutions seeking recycling know-how. Brochures, posters, decals, videos, and other resources are all available for download as part of our toolkits. Plus, municipalities and commercial customers can take advantage of a free widget that directs consumers to our Recycle Right website. For educators, we created a standards-based, interactive learning recycling curriculum designed to align with the Next Generation Science Standards. We regularly update the Recycle Right website with real-time information and solutions to help consumers recycle properly



8.5M
people reached annually
through digital communication
campaigns

Community Vitality

Beyond providing an essential service to neighborhoods and businesses, WM is committed to making our hometowns safe, resilient, and sustainable places to live by contributing to communities in a number of valuable ways.

This past August, WM supported Sarasota County in hosting a free community cleanup in the Newtown area. WM provided dumpsters for residential customers at Newtown Estates Park and Dr. Martin Luther King Way in Sarasota as well as on 23rd Street and Chester Avenue in Sarasota.



Figure 4: WM Helps with Newtown Cleanup



"I am very pleased with the service Waste Management provides. The drivers continuously do a great job of picking up. When I have had special items, I have contacted WM and received excellent service!"

-F.H., 640 Fairmount Drive



Waste Management

Item: **Service Transition History Form**

Attachments

Service Transition Forms.pdf



SERVICE TRANSITION HISTORY FORM

A Proven Transition Process Centered on You, Our Customer

WM’s Highly Successful Service Transition Record

If the County continues a partnership with WM, there will be no transition, as we have been one of your trusted service providers for decades. Although minimal resident impact is expected by continuing a partnership with WM, we recognize that resident may still have questions, and will handle any service enhancements with meticulous care.

No other hauler has more experience with service transitions than WM. Change is hard, and some transitions have presented us with challenges. Fortunately, WM has developed best practices to handle difficult situations. The most important lesson that we have learned is that proactive and collaborative planning and preparation are crucial to a successful implementation.

We have learned that the following are the critical components of successful transitions:

- Proactively establishing new equipment orders at-the-ready, so that the order is implemented immediately upon contract signing, allowing for sufficient time for it to arrive, be quality checked, and prepared for deployment before the commencement date.
- Developing, testing, modifying, and retesting routes months before beginning new collection work.
- Training our operations and customer service teams on the requirements of the new contract, inputting customer data into our management systems, and developing reporting protocol in collaboration with customer staff, so all elements of our integrated service plan are ready to roll on day one of the new agreement.
- Working with the communities to develop a comprehensive public outreach plan to educate your community on the upcoming transition, important dates, new services, information events, and more.

Service Transition History Forms

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History

Proposer shall complete and submit this form providing a complete listing of all transitions of which the Proposer has been a part, including both entering and existing contractor transitions in the State of Florida for the past two (2) years. If Proposer does not have transition experience in Florida, then a nationwide transition performance history should be submitted.

Proposer is required to provide a self-evaluation of each transition identifying the smoothness of the transition by qualifying the level of service disruption. Since the Franchisee is responsible for providing a smooth transition in service to minimize inconvenience to customers, successful transition experience is important to the County. These forms may be duplicated as needed to ensure a complete history. Any omissions within the service transition history may be cause for disqualification at the County's discretion.

Municipality/County/State: Hillsborough County Area 2 Date of Transition: 2/1/2022

Contact Name/Title: Damien Tramel, Contract Manager Entering Contract Exiting Contract

Contact Phone: (813) 663-3211 This transition had minimal service disruption:

Contact Email: tramel@hillsboroughcounty.org ----- ----- ----- -----

Contract Included: (check all that apply) Strongly Agree Agree Neutral Disagree Strongly Disagree

Residential No. of units: 97,144 Commercial Hillsborough County includes Commercial but Open Market limited to Franchise Haulers No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of Fort Lauderdale Date of Transition: 3/1/2023

Contact Name/Title: Melissa Doyle, Program Director Entering Contract Exiting Contract

Contact Phone: (954) 828-6111 This transition had minimal service disruption:

Contact Email: mdoyle@fortlauderdale.gov ----- ----- ----- -----

Contract Included: (check all that apply) Strongly Agree Agree Neutral Disagree Strongly Disagree

Residential No. of units: 38,847 Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of North Lauderdale Date of Transition: 10/1/2021

Contact Name/Title: Sam May, Public Works Director Entering Contract Exiting Contract

Contact Phone: (954) 724-7070 This transition had minimal service disruption:

Contact Email: smay@nlauderdale.org ----- ----- ----- -----

Contract Included: (check all that apply) Strongly Agree Agree Neutral Disagree Strongly Disagree

Residential No. of units: 8,376 Commercial No. of Customers: 198

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D



Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History Continued (Page 2 of 3)

Municipality/County/State: <u>Town of Southwest Ranches</u>	Date of Transition: <u>10/1/2022</u>
Contact Name/Title: <u>Andy Berns</u>	Entering Contract <input checked="" type="checkbox"/> Exiting Contract <input type="checkbox"/>
Contact Phone: <u>(954) 343-7469</u>	This transition had minimal service disruption:
Contact Email: <u>aberns@southwestranches.org</u>	<input checked="" type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/>
Contract Included: <i>(check all that apply)</i>	Strongly Agree Agree Neutral Disagree Strongly Disagree
Residential <input checked="" type="checkbox"/> No. of units: <u>2,677</u>	Commercial <input checked="" type="checkbox"/> No. of Customers: <u>103</u>
Carted Garbage (automated) <input checked="" type="checkbox"/> Carted Recycling (automated) <input checked="" type="checkbox"/>	Service Verification/RFID <input type="checkbox"/> Conducted Cart A&D <input type="checkbox"/>
Municipality/County/State: <u>City of Pompano Beach</u>	Date of Transition: <u>9/30/2022</u>
Contact Name/Title: <u>Russell Ketchem, Solid Waste Director</u>	Entering Contract <input type="checkbox"/> Exiting Contract <input checked="" type="checkbox"/>
Contact Phone: <u>(954) 545-7011</u>	This transition had minimal service disruption:
Contact Email: <u>russell.ketchem@copbfl.com</u>	<input checked="" type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/>
Contract Included: <i>(check all that apply)</i>	Strongly Agree Agree Neutral Disagree Strongly Disagree
Residential <input checked="" type="checkbox"/> No. of units: <u>2,469</u>	Commercial <input checked="" type="checkbox"/> No. of Customers: <u>2,287</u>
Carted Garbage (automated) <input checked="" type="checkbox"/> Carted Recycling (automated) <input checked="" type="checkbox"/>	Service Verification/RFID <input type="checkbox"/> Conducted Cart A&D <input type="checkbox"/>
Municipality/County/State: <u>City of Jacksonville Area 1</u>	Date of Transition: <u>9/30/2023</u>
Contact Name/Title: <u>Will Willaims, Solid Waste Chief</u>	Entering Contract <input type="checkbox"/> Exiting Contract <input checked="" type="checkbox"/>
Contact Phone: <u>(904) 982-2877</u>	This transition had minimal service disruption:
Contact Email: <u>willw@coj.net</u>	<input checked="" type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/>
Contract Included: <i>(check all that apply)</i>	Strongly Agree Agree Neutral Disagree Strongly Disagree
Residential <input checked="" type="checkbox"/> No. of units: <u>78,312</u>	Commercial <input type="checkbox"/> No. of Customers: _____
Carted Garbage (automated) <input type="checkbox"/> Carted Recycling (automated) <input checked="" type="checkbox"/>	Service Verification/RFID <input type="checkbox"/> Conducted Cart A&D <input type="checkbox"/>
Municipality/County/State: <u>City of Margate</u>	Date of Transition: <u>1/31/2022</u>
Contact Name/Title: <u>Cale Curtis, City Manager</u>	Entering Contract <input type="checkbox"/> Exiting Contract <input checked="" type="checkbox"/>
Contact Phone: <u>(954) 935-5300</u>	This transition had minimal service disruption:
Contact Email: <u>ccurtis@margatefl.com</u>	<input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/>
Contract Included: <i>(check all that apply)</i>	Strongly Agree Agree Neutral Disagree Strongly Disagree
Residential <input checked="" type="checkbox"/> No. of units: <u>12,239</u>	Commercial <input checked="" type="checkbox"/> No. of Customers: <u>642</u>
Carted Garbage (automated) <input checked="" type="checkbox"/> Carted Recycling (automated) <input checked="" type="checkbox"/>	Service Verification/RFID <input type="checkbox"/> Conducted Cart A&D <input type="checkbox"/>



Sarasota County
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Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History Continued (Page 3 of 3)

Municipality/County/State: City of Jacksonville Beach Date of Transition: 2/5/2023

Contact Name/Title: Dennis W. Barron Jr. MBA, Director of Public Works Entering Contract Exiting Contract

Contact Phone: (904) 247-6219 This transition had minimal service disruption:

Contact Email: dbarron@jaxbchfl.net --------------------

Contract Included: (check all that apply) Strongly Agree Agree Neutral Disagree Strongly Disagree

Residential No. of units: 8,519 Commercial No. of Customers: 383

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____ Date of Transition: _____

Contact Name/Title: _____ Entering Contract Exiting Contract

Contact Phone: _____ This transition had minimal service disruption:

Contact Email: _____ --------------------

Contract Included: (check all that apply) Strongly Agree Agree Neutral Disagree Strongly Disagree

Residential No. of units: _____ Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____ Date of Transition: _____

Contact Name/Title: _____ Entering Contract Exiting Contract

Contact Phone: _____ This transition had minimal service disruption:

Contact Email: _____ --------------------

Contract Included: (check all that apply) Strongly Agree Agree Neutral Disagree Strongly Disagree

Residential No. of units: _____ Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: _____ Date of Transition: _____

Contact Name/Title: _____ Entering Contract Exiting Contract

Contact Phone: _____ This transition had minimal service disruption:

Contact Email: _____ --------------------

Contract Included: (check all that apply) Strongly Agree Agree Neutral Disagree Strongly Disagree

Residential No. of units: _____ Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D



Waste Management

Item: **Non Performance History and Litigation**

Attachments

Non Performance and Litigation.pdf

NON-PERFORMANCE HISTORY AND LITIGATION

Cultivating Respect and Building Trust

Respondent must document past performance history by providing a description of all criminal actions against the Respondent during the last five years. Respondent should also list all civil actions, early terminations of service contracts, bid bond claims, performance bond claims or charges of liquidated damages related to solid waste services involving ten thousand dollars (\$10,000) or more per contract per year against the Respondent during the last five years. Additionally, Respondent must provide a summary of any litigation for a claim exceeding \$150,000 that the Respondent has been party to during the past three years which is related to providing the types of services described in Part II. The summary shall state the nature of the litigation, a brief description of the case, the outcome or projected outcome, and the monetary amounts involved. Any omissions within this section may be cause for disqualification.

Criminal actions, early terminations, bid bond claims – None

Civil Actions involving \$10,000 or more related to solid waste service contract (5 years) - None

Litigation for a claim exceeding \$150,000 related to the services described in Part II (3 years)

- 1) Bergeron Environmental and Recycling LLC v. LGL Recycling, LLC, Waste Management Inc. of Florida, et. al – Case No. 16-000158(07), 17th Judicial Circuit, Broward County, Complex Business Division – This litigation was the result of an acquisition of assets by WMIF from LGL. Plaintiff alleged that the transaction required plaintiff's consent which was not obtained. Plaintiff sought damages and other relief. The Court found in favor of WM, and the matter is currently on appeal.
- 2) Southern Waste Systems, LLC, n/k/a LGL Systems LLC, et. al v. Waste Management Inc. of Florida – Case No. 17-002422, 17th Judicial Circuit, Broward County, Complex Business Division – This is a companion case to the matter above. This matter concerns a demand for indemnification by WMIF to the seller of the assets and the seller's claim that the indemnity it provided is inapplicable and seller's demand for return of escrow monies. Matter is pending.
- 3) Tyris Hampton v. and Waste Management Inc. of Florida - Case No. 2017006462CA01, Miami-Dade County, Florida. After exiting truck Hampton (a temporary staffing employee) fell; truck backed over Hampton's leg causing injury. Matter settled.
- 4) Timothy Paszko v. Waste Management Inc. of Florida - Case 2020CA001114NC, Sarasota County, Florida. The plaintiff was traveling on a three-wheel bicycle on a road and the bike was struck in the rear end. Matter settled.

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5) Anthony Riley v. Waste Management Inc. of Florida - Case 20CA4885, Manatee County, Florida. Waste Management was dumping a toter and the bag skipped off of the top of the truck and struck the windshield of the vehicle plaintiff was in. Matter settled.

6) Gustavo Godoy v Waste Management Inc. of Florida - Case 2020CA2943 Sarasota County, Florida. WM driver was servicing a customer’s waste container and the plaintiff was struck by the arm of the WM truck and suffered injuries. Matter settled.

Liquidated Damages exceeding \$10,000 (5 years)

<u>Brevard County</u> 2020 – \$37,750 2021 – \$49,400 2022 – \$18,000	<u>Hillsborough County</u> 2019 -- \$11,000 <u>City of Margate</u> 2021– \$180,250	<u>Collier County</u> 2018 – \$30,675 2020 – \$29,400 2021 – \$19,500 2022 – \$15,525 2023 – \$14,165
<u>Jacksonville Hauling</u> 2022 – \$466,000 2023 – \$168,050 <u>Jacksonville Residential</u> 2021 – \$1,188,771 2022 – \$479,350 2023 – \$109,825	<u>Sarasota</u> 2021 – \$57,950 2022 – \$74,850 2023 – \$10,050	<u>Indian River County</u> 2021 – \$37,150 2022 – \$60,314 2023 – \$40,750

The above information is accurate to the best of WMIF’s information and belief. Please note that we have searched the records available to us which we have maintained in the ordinary course of business. Accordingly, although it is possible that some relevant information is missing from this disclosure, we do not believe same would have a material effect on WMIF's performance pursuant to the instant solicitation. WMIF will supplement, modify or amend the above should it become aware of facts that should warrant same.

Waste Management

Item: **Comprehensive List of Government Clients**

Attachments

Comp List of Gov Contracts.pdf



COMPREHENSIVE LIST OF GOVERNMENT CLIENTS

Provide a comprehensive list of government clients you have provided similar services to within the past five (5) years. For reference purposes, provide contact information for a minimum of 4 and a maximum of 10 customers, including those clients for whom the Respondent provided transitioning services as referenced above. At a minimum, such contact information shall include customer name, a brief description of services provided, contract start and end dates, and the name, email, and telephone number of a contact person who can verify information. When possible, include the dollar value of the contract.

Comparable Florida References for Sarasota County

WM is a trusted environmental solutions partner for customers throughout Florida and we provide services many of Sarasota County’s neighbors. We encourage you to contact our partners to learn more about the service excellence and ease of transition with WM. This chart showcases just a few of our Florida customers and is provided simply for your reference to illustrate the breadth of service that WM provides in Florida.

WM is pleased to provide the following references for your review. Additionally, we invite you to review the Letters of Recommendation at the end of this section.

<i>a. Reference Contact Information</i>	Collier County, FL Ms. Kari Ann Hodgson, P.E., Director, Solid & Hazardous Waste Management 3299 Tamiami Trail East, Suite 302, Naples, FL 34112 Phone: (239) 252-2594 Email: kari.hodgson@colliercountyfl.gov
<i>b. Nature of the firm’s responsibility on the project</i>	WM provides exclusive residential and commercial solid waste, recycling, yard waste, and bulky waste collection and disposal service.
<i>c. Franchise Duration</i>	10/1/2005 - 9/30/2027
<i>d. Size of the project</i>	132,446 residential units; 4,242 commercial units
<i>e. Contract Value</i>	~\$42M
<i>f. Additional Information</i>	WM has serviced Collier County for nearly 40 years.

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<p>a. Reference Contact Information</p>	<p>Charlotte County, FL Mr. Hector Flores, County Administrator 18500 Murdock Circle, Port Charlotte, FL 34135 Phone: (941) 743-1944 Email: hector.flores@charlottecountyfl.gov</p>
<p>b. Nature of the firm's responsibility on the project</p>	<p>WM provides exclusive residential and commercial solid waste, recycling, yard waste, and bulky waste collection and disposal service.</p>
<p>c. Franchise Duration</p>	<p>1977 - 9/30/2027</p>
<p>d. Size of the project</p>	<p>98,189 residential units; 1,827 commercial units</p>
<p>e. Contract Value</p>	<p>~\$25M</p>
<p>f. Additional Information</p>	<p>WM has serviced Charlotte County for decades.</p>

<p>a. Reference Contact Information</p>	<p>Hillsborough County, FL Damien Tramel, Solid Waste Director 332 N Falkenburg Road, Tampa, FL 33619 Phone: (813) 272-5680 Email: trameld@hillsboroughcounty.org</p>
<p>b. Nature of the firm's responsibility on the project</p>	<p>WM provides exclusive residential and commercial solid waste, recycling, yard waste, and bulky waste collection and disposal service.</p>
<p>c. Franchise Duration</p>	<p>1/1/1980 - 12/31/2031</p>
<p>d. Size of the project</p>	<p>97,314 residential units; 4,500 commercial units (Open Market limited to Franchise Haulers)</p>
<p>e. Contract Value</p>	<p>~\$60M</p>
<p>f. Additional Information</p>	<p>WM has serviced Hillsborough County for more than 43 years.</p>

<p>a. Reference Contact Information</p>	<p>Manatee County, FL Mr. Chris Collins, Deputy Director Solid Waste Division 3333 Lena Road, Bradenton, FL 34211 Phone: Cell 941-920-2083, Office 941-792-8811 Ext. 5275 Email: chris.collins@mymanatee.org</p>
<p>b. Nature of the firm's responsibility on the project</p>	<p>WM provides exclusive residential and commercial solid waste, recycling, yard waste, and bulky waste collection and disposal service.</p>

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

<i>c. Franchise Duration</i>	Current contract: 10/1/2023 - 9/33/2025; Started service in 2000
<i>d. Size of the project</i>	79,466 residential units; 2,772 commercial units
<i>e. Contract Value</i>	~\$23M
<i>f. Additional Information</i>	WM has serviced Manatee County for more than 23 years.

<i>a. Reference Contact Information</i>	<p>Orange County David Gregory – Solid Waste Division Manager 201 S. Rosalind Ave., Orlando, FL 32801 Phone: (407) 254-9622 Email: David.gregory@ocfl.net</p>
<i>b. Nature of the firm's responsibility on the project</i>	WM provides exclusive residential solid waste, recycling and yard waste collection and disposal service.
<i>c. Franchise Duration</i>	2016 - present
<i>d. Size of the project</i>	87,504 residential units
<i>e. Contract Value</i>	~\$11M
<i>f. Additional Information</i>	WM/Advanced Disposal has serviced Orange County residents since January 1, 2016. WM assisted the County with implementing an educational plan/pilot project for reducing recycling contamination in the County. This effort resulted in reduced contamination rates in residential recycling collection.

“
 I received an immediate response, a delivery and schedule was advised and the delivery made with ample advanced notice. My representative gave me a direct number to contact with any issues or future questions. I was so surprised to receive such personal services from such a large company. Thank you!
 -BLP Legacy Investments LLC, 3080 Fruitville Commons Boulevard
 ”



<p>a. Reference Contact Information</p>	<p>Osceola County Danny Sheaffer, Solid Waste Manager 1 Courthouse Sq., Kissimmee, FL 34741 Phone: (407) 742-7752 or (321) 624-3705 Email: Danny.Sheaffer@Osceola.org</p>
<p>b. Nature of the firm's responsibility on the project</p>	<p>WM provides exclusive residential solid waste, recycling, yard waste, and bulk collection and disposal service.</p>
<p>c. Franchise Duration</p>	<p>2019 - present</p>
<p>d. Size of the project</p>	<p>81,265 residential units</p>
<p>e. Contract Value</p>	<p>~\$25M</p>
<p>f. Additional Information</p>	<p>WM has serviced Osceola County for 18 years. We provide automated garbage and recycling collection services. We add approximately four (4) routes (MSW, YW, recycling, and bulk) to the schedule nearly every quarter to account for the high population growth in the County.</p>

“ Our experience has been quite wonderful. Your employee helped our condo association navigate through some challenging issues: road paving, sealcoating etc. WM has been so responsive and flexible with their pick-up schedule. We are so grateful!”
-Condominium Management, 7107 Grey Squirrel Boulevard ”

“ I always thank them for their service. They always place the empty cans where I tell to place them. If anything falls off the truck, they pick up. They always smile when I talk to them. They ask me how I am feeling. They never throw the cans down. I use a cane and they know I have a problem with walking. I love my weekly friends!”
-R.H., 1013 Beckley Circle ”



Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Florida Contracts

ACCOUNT NAME	NUMBER OF HOUSEHOLDS	AGREEMENT START DATE	AGREEMENT EXPIRATION DATE	CURRENT ANNUAL VALUE	PRIMARY SERVICE OFFERING
Brevard County (Resi and Comm) (EF)	108,681	10/1/2013	9/30/2027	\$28,408,528	Franchise (Residential/Commercial/Roll Off)
Charlotte County (Resi and Comm) (EF)	88,287	9/13/1977	9/30/2027	\$25,730,568	Franchise (Residential/Commercial/Roll Off)
City of Anna Maria	1,540	8/1/2019	6/28/2026	\$987,336	Franchise (Residential/Commercial/Roll Off)
City of Belleair Beach	1,927	10/1/2002	10/31/2023	\$330,986	Franchise (Residential/Commercial/Roll Off)
City of Belleair Bluffs	677	10/1/1990	7/31/2024	\$376,879	Franchise (Residential/Commercial/Roll Off)
City of Callaway (OMR)	398	1/1/2007	3/31/2025	\$148,817	Residential Only
City of Chipley (Resi and Comm) (EF)	1,336	6/1/2003	5/31/2026	\$738,375	Franchise (Residential/Commercial)
City of Cocoa (Resi and Comm) (EF)	6,888	10/1/2016	9/30/2028	\$2,941,008	Franchise (Residential/Commercial/Roll Off)
City of Cocoa Beach (Resi and Comm) (EF)	3,199	12/1/2014	12/31/2026	\$2,493,619	Franchise (Residential/Commercial/Roll Off)
City of Cottondale	356	10/1/1993	2/28/2027	\$79,079	Franchise (Residential/Commercial)
City of Crystal River (Resi and Comm) (EF)	1,744	10/1/2011	9/30/2028	\$1,322,052	Franchise (Residential/Commercial)
City of Dania Beach	7,477	12/1/2015	9/30/2027	\$2,183,922	Residential Only
City of Defuniak Springs	2,400	10/1/2021	9/30/2026	\$801,311	Franchise (Residential/Commercial)
City of Delray Beach (Resi and Comm) (EF)	36,191	1/1/2001	9/30/2030	\$13,448,106	Franchise (Residential/Commercial/Roll Off)
City of Destin (Resi and Comm) (EF)	5,426	10/1/2022	10/1/2027	\$6,079,961	Franchise (Residential/Commercial)
City of Dunnellon (Resi and Comm) (EF)	820	12/1/2005	9/30/2024	\$583,892	Franchise (Residential/Commercial)
City of Eustis	14,898	1/1/2009	12/31/2024	\$2,949,192	Franchise (Residential/Commercial/Roll Off)
City of Fellsmere (Resi and Comm) (EF)	181	4/1/2006	9/30/2025	\$258,204	Franchise (Residential/Commercial)

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

ACCOUNT NAME	NUMBER OF HOUSEHOLDS	AGREEMENT START DATE	AGREEMENT EXPIRATION DATE	CURRENT ANNUAL VALUE	PRIMARY SERVICE OFFERING
City of Fernandina Beach	6,615	1/14/2019	1/15/2024	\$2,893,900	Franchise (Residential/Commercial)
City of Fort Lauderdale	38,847	3/1/2023	7/30/2030	\$16,936,753	Residential Only
City of Fruitland Park (Resi and Comm) (EF)	1,840	10/1/2001	9/30/2027	\$777,367	Franchise (Residential/Commercial)
City of Graceville (Resi and Comm) (EF)	990	10/1/2015	9/30/2025	\$568,061	Franchise (Residential/Commercial)
City of Greenacres	8,948	10/1/2019	9/30/2024	\$2,500,752	Franchise (Residential/Commercial/Roll Off)
City of Hialeah Gardens (Excl Resi and Comm)	3,618	4/21/1998	2/28/2025	\$3,327,813	Franchise (Residential/Commercial)
City of Indian Harbour Beach (Resi and Comm) (EF)	3,037	3/1/2015	12/31/2025	\$1,276,680	Franchise (Residential/Commercial/Roll Off)
City of Inverness	2,889	10/1/2009	9/30/2028	\$1,089,000	Franchise (Residential/Commercial)
City of Jennings	500	10/4/2011	9/1/2027	\$53,496	Franchise (Residential/Commercial/Roll Off)
City of Key West (Resi and Comm) (EF)	13,187	1/1/2015	12/31/2025	\$14,581,128	Franchise (Residential/Commercial/Roll Off)
City of Lauderdale Lakes (Resi and Comm) (EF)	4,791	10/1/1992	9/30/2024	\$5,659,272	Franchise (Residential/Commercial/Roll Off)
City of Lauderhill	12,802	10/1/2016	9/30/2024	\$8,356,176	Franchise (Residential/Commercial/Roll Off)
City of Lauderhill	12,433	8/14/2017	9/30/2024	\$902,040	Residential Only
City of Lighthouse Point	3,757	4/1/1998	9/30/2024	\$3,613,896	Franchise (Residential/Commercial/Roll Off)
City of Mary Esther (Resi and Comm) (EF)	1,411	1/1/1990	3/31/2029	\$674,600	Franchise (Residential/Commercial)
City of Melbourne (Resi and Comm) (EF)	28,206	10/1/2016	12/31/2028	\$10,971,667	Franchise (Residential/Commercial/Roll Off)
City of Mount Dora (Resi and Comm) (EF)	6,505	10/1/2008	9/30/2025	\$2,328,615	Franchise (Residential/Commercial/Roll Off)
City of Niceville (Resi and Comm) (EF)	6,082	10/1/2007	11/1/2027	\$875,918	Franchise (Residential/Commercial)
City of North Lauderdale	8,376	10/1/2021	12/31/2028	\$8,862,756	Franchise (Residential/Commercial/Roll Off)

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

ACCOUNT NAME	NUMBER OF HOUSEHOLDS	AGREEMENT START DATE	AGREEMENT EXPIRATION DATE	CURRENT ANNUAL VALUE	PRIMARY SERVICE OFFERING
City of Okeechobee (Resi and Comm) (EF)	1,757	7/7/1987	9/30/2029	\$1,946,616	Franchise (Residential/Commercial)
City of Palm Beach Gardens (Resi and Comm) (EF)	22,673	4/1/2006	3/31/2028	\$8,339,593	Franchise (Residential/Commercial/Roll Off)
City of Palmetto (Resi and Comm) (EF)	6,217	11/3/2015	9/30/2025	\$2,376,912	Franchise (Residential/Commercial/Roll Off)
City of Parkland (Resi and Comm) (EF)	10,860	4/1/2008	9/30/2024	\$5,117,508	Franchise (Residential/Commercial/Roll Off)
City of Pinellas Park (Resi and Comm) (EF)	14,595	10/1/2015	9/30/2025	\$11,630,281	Franchise (Residential/Commercial/Roll Off)
City of Plantation (Resi and Comm) (EF)	22,567	10/1/2016	9/30/2028	\$19,324,136	Franchise (Residential/Commercial/Roll Off)
City of Punta Gorda	12,411	10/1/2015	9/30/2025	\$1,037,067	Residential Only
City of Sanibel	4,021	10/1/2017	9/30/2024	\$3,041,664	Franchise (Residential/Commercial)
City of Satellite Beach	4,323	6/1/2016	5/31/2026	\$1,513,821	Franchise (Residential/Commercial/Roll Off)
City of Sebastian	7,836	7/1/2013	8/31/2030	\$3,331,320	Franchise (Residential/Commercial/Roll Off)
City of South Bay	924	10/18/2016	9/30/2025	\$462,876	Franchise (Residential/Commercial/Roll Off)
City of Tamarac (Resi and Comm) (EF)	18,344	10/1/2011	9/30/2024	\$12,672,815	Franchise (Residential/Commercial/Roll Off)
City of Tarpon Springs	8,776	10/1/2016	3/30/2027	\$4,676,124	Franchise (Residential/Commercial/Roll Off)
City of Tavares (Resi Recy and Comm) (EF)	5,261	11/1/2002	9/30/2027	\$1,524,060	Franchise (Residential/Commercial)
City of Vernon (Resi and Comm) (EF)	286	1/1/2012	7/31/2028	\$92,952	Franchise (Residential/Commercial)
City of Wausau	175	1/1/1994	1/1/2028	\$54,533	Franchise (Residential/Commercial)
City of West Melbourne	8,500	7/1/2011	9/30/2030	\$4,814,952	Franchise (Residential/Commercial/Roll Off)
City of Westlake	2,271	10/1/2019	9/30/2026	\$404,338	Franchise (Residential/Commercial)
City of Wildwood	3,232	10/1/2010	9/30/2024	\$1,209,525	Franchise (Residential/Commercial/Roll Off)
Clay County	72,057	1/1/2007	9/30/2024	\$11,220,800	Residential Only

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

ACCOUNT NAME	NUMBER OF HOUSEHOLDS	AGREEMENT START DATE	AGREEMENT EXPIRATION DATE	CURRENT ANNUAL VALUE	PRIMARY SERVICE OFFERING
Collier County (Resi and Comm) (EF)	131,481	10/1/2005	9/30/2027	\$42,537,976	Franchise (Residential/Commercial/Roll Off)
Cooper City (Resi and Comm) (EF)	10,158	3/1/2001	3/31/2024	\$5,588,902	Franchise (Residential/Commercial/Roll Off)
County of Jackson (Resi and Comm) (EF)	7,127	1/1/2016	12/31/2025	\$2,647,975	Franchise (Residential/Commercial)
County of Martin (Resi and Comm and Disp)	48,782	10/1/2007	9/30/2029	\$24,923,485	Franchise (Residential/Commercial/Roll Off)
County of St Johns	35,293	6/4/2014	7/31/2024	\$6,633,289	Residential Only
District 5, Palm Beach County (Resi and Comm) (EF)	2,018	1/16/2016	9/30/2025	\$1,377,300	Franchise (Residential/Commercial/Roll Off)
Florida City (Resi and Comm) (EF)	2,860	1/1/2013	10/14/2025	\$2,581,390	Franchise (Residential/Commercial)
Gasparilla Island (Resi and Comm)	1,273	10/1/2013	9/30/2027	\$168,094	Franchise (Residential/Commercial/Roll Off)
Hillsborough County (Resi Comm RO)	96,883	10/1/2013	9/30/2030	\$60,516,979	Franchise (Residential/Commercial/Roll Off)
Indian River County (Resi and Comm) (EF)	22,777	10/1/2015	9/30/2025	\$11,358,564	Franchise (Residential/Commercial/Roll Off)
Lee County Districts	28,398	3/10/2010	9/30/2024	\$11,265,453	Franchise (Residential/Commercial/Roll Off)
Lee County Districts	25,383	3/9/2010	9/30/2024	\$10,634,367	Franchise (Residential/Commercial/Roll Off)
Manatee County (Resi and Comm) (EF)	61,174	10/1/2008	9/30/2025	\$23,619,840	Franchise (Residential/Commercial/Roll Off)
Monroe County (Resi and Comm) (EF)	12,177	10/1/2004	9/30/2024	\$7,809,278	Franchise (Residential/Commercial/Roll Off)
Okaloosa County (Resi and Tsfr)	35,438	4/1/2000	4/1/2027	\$18,017,155	Residential Only
Okeechobee County	11,361	10/1/1998	9/30/2030	\$6,964,324	Franchise (Residential/Commercial/Roll Off)
Orange County	87,504	1/1/2016	12/31/2025	\$13,442,974	Residential Only
Osceola County	81,336	2/4/2019	9/30/2026	\$27,720,934	Residential Only
Palm Beach County	33,183	10/1/2019	9/30/2026	\$11,013,792	Franchise (Residential/Commercial)

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

ACCOUNT NAME	NUMBER OF HOUSEHOLDS	AGREEMENT START DATE	AGREEMENT EXPIRATION DATE	CURRENT ANNUAL VALUE	PRIMARY SERVICE OFFERING
Panama City Beach/Bay County (OMR)	4,812	1/1/2016	3/1/2024	\$1,261,998	Residential Only
Polk County	76,266	10/1/2017	9/30/2024	\$11,164,418	Residential Only
Sarasota County	165,427	10/1/2004	9/30/2024	\$42,065,346	Franchise (Residential/Commercial/Roll Off)
Seminole County	21,637	1/1/2018	12/31/2027	\$3,837,574	Residential Only
Town of Alford	233	6/1/2013	6/1/2026	\$40,261	Franchise (Residential/Commercial)
Town of Cinco Bayou (Resi and Comm) (EF)	198	7/1/1999	8/15/2025	\$281,739	Franchise (Residential/Commercial)
Town of Cloud Lake (Resi SW and Recy)	51	4/1/2007	3/31/2027	\$14,445	Residential Only
Town of Glen Ridge (Resi SW and Recy)	83	4/1/2007	3/31/2027	\$27,225	Residential Only
Town of Grand Ridge	388	5/1/2013	4/30/2028	\$122,764	Franchise (Residential/Commercial)
Town of Gulf Stream	387	10/1/1993	3/31/2024	\$261,036	Franchise (Residential/Commercial/Roll Off)
Town of Highland Beach (Resi and Comm) (EF)	4,119	1/1/2015	5/31/2028	\$726,852	Franchise (Residential/Commercial/Roll Off)
Town of Hillcrest Heights	92	6/12/2017	10/31/2023	\$39,992	Residential Only
Town of Hypoluxo (Resi and Comm) (EF)	294	1/1/2012	12/31/2026	\$438,276	Franchise (Residential/Commercial/Roll Off)
Town of Indialantic (Resi and Comm) (EF)	1,234	10/1/2014	9/30/2026	\$700,589	Franchise (Residential/Commercial/Roll Off)
Town of Juno Beach (Resi and Comm) (EF)	530	10/1/2007	9/30/2027	\$1,005,864	Franchise (Residential/Commercial)
Town of Jupiter	21,102	5/18/2011	2/28/2031	\$12,385,845	Franchise (Residential/Commercial/Roll Off)
Town of Jupiter Inlet Colony (Resi)	238	10/1/1999	9/30/2025	\$212,508	Residential Only
Town of Lady Lake (Resi and Comm) (EF)	7,981	1/1/2003	9/30/2024	\$3,158,355	Franchise (Residential/Commercial/Roll Off)
Town of Lake Clarke Shores (Resi and Comm) (EF)	1,403	10/6/1992	9/30/2025	\$854,928	Franchise (Residential/Commercial)

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

ACCOUNT NAME	NUMBER OF HOUSEHOLDS	AGREEMENT START DATE	AGREEMENT EXPIRATION DATE	CURRENT ANNUAL VALUE	PRIMARY SERVICE OFFERING
Town of Longboat Key (Resi and Comm) (EF)	1,858	7/1/2014	6/30/2024	\$1,327,236	Franchise (Residential/Commercial/Roll Off)
Town of Malone	286	4/1/2006	12/31/2024	\$59,804	Franchise (Residential/Commercial)
Town of Mangonia Park (Resi and Comm) (EF)	188	10/1/2010	9/30/2025	\$1,149,804	Franchise (Residential/Commercial/Roll Off)
Town of Oakland	1,592	2/1/2015	1/31/2025	\$198,894	Franchise (Residential/Commercial)
Town of Orange Park	2,496	6/1/2019	5/31/2024	\$1,100,688	Franchise (Residential/Commercial)
Town of Palm Beach Shores (Resi and Com) (EF)	1,216	10/1/2017	9/30/2027	\$457,044	Franchise (Residential/Commercial/Roll Off)
Town of Pembroke Park	58	1/1/2016	12/31/2025	\$1,619,892	Franchise (Residential/Commercial/Roll Off)
Town of Shalimar (Resi and Comm) (EF)	332	5/1/2018	4/30/2024	\$250,178	Franchise (Residential/Commercial)
Town of South Palm Beach (Resi and Comm) (EF)	1,434	10/1/2015	9/30/2025	\$328,836	Franchise (Residential/Commercial/Roll Off)
Town of Southwest Ranches	2,677	10/1/2022	9/30/2030	\$3,666,876	Franchise (Residential/Commercial/Roll Off)
Village of Fenney (City of Wildwood)	14,633	5/1/2017	9/30/2024	\$2,852,934	Residential Only
Village of Golf (Resi and Comm) (EF)	167	10/1/2000	9/30/2025	\$107,844	Franchise (Residential/Commercial)
Village of Islamorada	4,365	1/1/2014	12/31/2023	\$4,679,280	Franchise (Residential/Commercial)
Village of Lazy Lake	13	1/1/2018	12/31/2023	\$8,292	Residential Only
Village of Sea Ranch Lakes	206	10/1/2003	2/28/2025	\$172,101	Residential Only
Village of Tequesta (Resi and Comm) (EF)	3,197	10/1/1999	9/30/2025	\$1,082,904	Franchise (Residential/Commercial)
Village of Virginia Gardens (Excl Resi Coll and Disp)	605	1/1/2008	12/31/2023	\$152,533	Residential Only
Walton County (Resi and Comm) (EF)	41,832	2/28/2011	5/1/2025	\$15,699,776	Franchise (Residential/Commercial)
Washington County (Resi and Comm) (EF)	5,347	7/25/1994	2/28/2027	\$2,116,767	Franchise (Residential/Commercial)

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Letters of Recommendation



June 10, 2019

To Whom It May Concern:

On behalf of the Public Utilities Department's Solid and Hazardous Waste Management Division (SHWMD), I would like to commend Waste Management Inc. of Florida for their environmental stewardship in Collier County through our public/private partnership. Waste Management Inc. of Florida has been instrumental in maintaining the County's standards towards community cleanliness, contributing to the successful ranking of one of the best places in the nation to live, work, and play.

Waste Management Inc. of Florida maintains the mission and guiding principles set forth by the Collier County Board of County Commissioners by providing best value services and participating in material reuse and recycling. Collier County has accomplished many milestones through this public/private partnership, including the increase of the countywide recycling rate to 68%, the construction of the landfill gas to energy facility, the investment of a compressed natural gas vehicle collection fleet, and most recently, the Solar Belly pilot program by providing 24 solar-powered trash and recycle compacting units at several of the County's beaches and marinas.

Additionally, Waste Management Inc. of Florida is an active participant within the community and partners with Collier County and local non-profit organizations, including, but not limited to, Keep Collier Beautiful and Goodwill, on annual round-up and clean-up events, such as, Coastal Clean-up, Bay Days, America Recycles Day Round-Up, and Earth Day Round-Up. These grassroots and sustainable initiatives provide an intangible approach towards conservation, allowing Collier County to provide best value services at the lowest rate possible.

Waste Management Inc. of Florida employees are extremely pleasant to work with, willing to help, and we are confident in their ability to support and assistance, through superior and timely responses. They have an excellent rapport with the many constituents served by our office including clients, fellow employees, and professional organizations. Waste Management Inc. of Florida is an asset to any community in which they provide services.

Sincerely,

A handwritten signature in blue ink that reads "Kari Ann Hodgson".

Kari Ann Hodgson, P.E.
Division Director
Solid & Hazardous Waste Management



Solid and Hazardous Waste Management Division • 3339 Tamiami Trail East, Suite 302 • Naples, Florida 34112-5361 • 239-252-2508 • FAX 239-774-9222

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



701 Southwest 71st Ave.
North Lauderdale, FL 33068



www.nlauderdale.org
(954) 722-0900

May 6, 2022

Re: Letter of Reference for WM (Waste Management Inc. of Florida)

To Whom it May Concern:

Please accept this letter as my recommendation and reference for our solid waste service provider, WM (a.k.a. Waste Management Inc. of Florida).


The City of North Lauderdale recently awarded an exclusive franchise to WM that commenced on January 1, 2022. As per the franchise agreement, WM provides solid waste, recycling, and bulk collection service to our 8,350 homes and numerous businesses. After the initial award, the City reached out to WM and requested to enter into an interim agreement for service to begin on October 1, 2021, as there were issues with the prior provider. WM was able to accommodate the City and begin service three months earlier than expected. This transition required an educational campaign; container and cart delivery; access to automated side-loader (ASL) trucks; modification of routes; and extensive contact with commercial properties in order for the transition to be implemented by October 1. WM was able to deliver on their promises to the City and has provided consistent, efficient service to our community ever since.

During the transition process and to date, WM schedules routine meetings with me and my Staff to review service and address any matters that may arise. If there is a missed collection, the WM Operations Team and the WM government affairs liaison immediately respond. If necessary, the Route Managers will personally visit residents to ensure that their service needs are addressed.

A solid waste provider that provides dependable service, responds to residents and resolves their issues in a timely manner makes our community a better place. WM has provided North Lauderdale with efficient, uninterrupted, and responsive service. All the qualities that a solid waste service provider should possess are found with WM.

Should you have any questions, please do not hesitate to contact me.

Sincerely,


Sam May
Director of Public Works/Utilities
City of North Lauderdale, FL

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



MARTIN COUNTY
BOARD OF COUNTY COMMISSIONERS
2401 S.E. MONTEREY ROAD • STUART, FL 34996

DOUG SMITH	Commissioner, District 1	TARYN KRZYDA, CPM	County Administrator
STACEY HETHERINGTON	Commissioner, District 2	SARAH W. WOODS	County Attorney
HAROLD E. JENKINS II	Commissioner, District 3		
SARAH HEARD	Commissioner, District 4	TELEPHONE	(772) 288-5400
EDWARD V. CIAMPI	Commissioner, District 5	WEBSITE	www.martin.fl.us

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May 17, 2022

To whom it may concern:

Please accept this letter as a recommendation for Waste Management, Inc, of Florida (WMIF). WMIF has been an integral part of Martin County’s collection of solid waste and recyclable materials for over 20 years. During this time, Martin County and WMIF have established a working relationship that is valued by both parties. WMIF drives home customer service and the reliability that Martin County strives to give its citizens each and every day.

In closing I would strongly recommend WMIF for your solid waste and recyclable material needs without hesitation. Please feel free to reach out to me if you have any additional questions or concerns at (772) 288-5503.

Sincerely,

Don G. Donaldson, P.E.
Deputy County Administrator



Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



**CITY OF PARKLAND
PUBLIC WORKS DEPARTMENT
6500 Parkside Drive
Parkland, Florida 33067
954-757-4119**

May 6, 2022

Re: Letter of Reference for WM (Waste Management Inc. of Florida)

To Whom it May Concern:

Please accept this letter as my recommendation and reference for our solid waste service provider, WM (a.k.a. Waste Management Inc. of Florida). As the Public Works Director for the City of Parkland, I know what it means to my City to have a dependable service provider for solid waste. All the qualities that such a vendor should possess are found with WM.

Over the past fourteen (14) years (since 2008), Parkland has partnered with WM under our exclusive franchise agreement to provide solid waste collection, recycling, and disposal services to our now more than 11,000 homes. Throughout the years, WM has offered consistent, reliable service to the Parkland community. Even during the height of the pandemic, because of their extensive network of resources, WM never faltered on their service commitment to our City.

While there are times that a missed collection occurs, the WM Operations Team and the dedicated WM government affairs liaison are immediately responsive to not only my Staff but directly to the residents. In short, WM has earned their reputation of excellence in efficient, uninterrupted, and responsive service.

Should you have any questions, please do not hesitate to contact me.

Sincerely,

Sabrina Baglieri
Director of Public Works
City of Parkland, FL

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



Charlotte County Government

"To exceed expectations in the delivery of public services."

www.CharlotteCountyFL.gov

June 21, 2019

Re: Letter of Recommendation

To Whom It May Concern:

Waste Management has been providing Charlotte County solid waste collection service since 1998. They have an exclusive franchise agreement for the collection of garbage from both residential units and commercial accounts in Charlotte County.

The service area is all the unincorporated area of Charlotte County and a portion of Gasparilla Island that is located within Lee County. The total area serviced is approximately 640 square miles. Waste Management provides residential curbside garbage, recycling and yard debris service to approximately 89,800 residential units, and additionally provides commercial and roll-off services to approximately 2,640 accounts.

The level of service provided to unincorporated Charlotte County consists of a once per week collection of garbage, recycling and yard debris pick-up. Additionally, they provide disposal of electronics, white goods and up to 20 cubic yards of bulk collection per fiscal year. The service provided by Waste Management to the community has been outstanding to this point with a complaint rate of .33% that are mostly generated by missed pick-ups that are a combination of residents not putting garbage out on time and are attributed to misses by Waste Management. Complaints that are received are resolved within 24 hours if not the same day. The relationship between Charlotte County staff and Waste Management has been exceptional.

Sincerely,

Raymond J. Sandrock

County Administrator

ADMINISTRATION

18500 Murdock Circle, Suite 538 | Port Charlotte, FL 33948-1068
Phone: 941.743.1944 | Fax: 941.743.1554

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



February 16, 2016

To Whom It May Concern,

Since 1993, residents of unincorporated Palm Beach County have enjoyed high quality collection services under a franchise agreement administered by the Solid Waste Authority (SWA).

Operating as one of our franchised haulers in previous contracts Waste Management of Florida, Inc. recently purchased one of our current franchise hauler companies, Southern Waste Systems. After completion of the sale, they provided a seamless transition for over 74,000 Solid Waste Authority residential customers and numerous commercial customers. Their outstanding performance demonstrates to us that they remain the same high quality service provider of old. We look forward to working with them to continue providing the quality services our residents have long enjoyed.

Please feel free to contact me at 561-697-2700, ext 4725 if you require additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Archambo", is written over a circular stamp or watermark.

John Archambo
Director, Customer Relations

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



City of Tarpon Springs, Florida

Public Works Dept.
325 E. Pine Street
Tarpon Springs, FL 34689
(727) 942-5606

Re: Letter of Reference for WM (Waste Management Inc. of Florida)

To Whom it May Concern:

Please accept this letter as my recommendation and reference for our solid waste service provider, WM (a.k.a. Waste Management Inc. of Florida). As the Public Works Director for the City of Tarpon Springs, I know what it means to my City to have a dependable service provider for solid waste. All the qualities that such a vendor should possess are found with WM. This partnership will be continued for a minimum of five more years. WM was just awarded in March of 2022 a new five-year agreement, per a procurement process.

Over the past twenty-six (26) years (since 1996), Tarpon Springs has partnered with WM under our exclusive franchise agreement to provide solid waste collection, recycling, and disposal services to our now more than 8,000 homes. Throughout the years, WM has offered consistent, reliable service to the Tarpon Springs community. Even during the height of the pandemic, because of their extensive network of resources, WM never faltered on their service commitment to our City.

While there are times that a missed collection occurs, the WM Operations Team and the dedicated WM government affairs liaison are immediately responsive to not only my Staff but directly to the residents. In short, WM has earned their reputation of excellence in efficient, uninterrupted, and responsive service.

Should you have any questions, please do not hesitate to contact me.

Sincerely,

Tom Funcheon
Director of Public Works
City of Tarpon Springs, FL

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



CITY OF OKEECHOBEE
55 SE THIRD AVENUE
OKEECHOBEE, FL 34974

Phone: (863)763-3372
www.cityofokeechobee.com
Office of the City Administrator
 Direct Line: 863-763-9812

Okeechobee City Council
 Mayor Dowling R. Watford, Jr.
 Noel Chandler
 Monica Clark
 Bob Jarriel
 Bobby Keefe

May 17, 2022

RE: Waste Management Letter of Recommendation

To Whom It May Concern:

On behalf of the City of Okeechobee, I am pleased to write a letter of professional recommendation for Waste Management of Florida, Inc.

Waste Management has provided franchised solid waste collection services for the City of Okeechobee for several decades with positive results throughout that time, exhibiting exceptional service to the residents and businesses of Okeechobee.

Jeff Sabin, Public Sector Solutions Manager for Waste Management, has always been dedicated to the betterment of our community and very pleasant to work with. We are confident in his ability to assist in the City's needs and appreciate his willingness to go the extra mile to serve in a public-private partnership with the City of Okeechobee.

Based on the quality of service provided and the longevity of our working relationship, I highly recommend Waste Management of Florida for solid waste and recyclable materials collection services.

Thank you for your consideration. Should you have any questions, feel free to contact me.

Sincerely,

Gary Ritter
 City Administrator

Waste Management

Item: **Approach for North Service District**

Attachments

North Service District Approach.pdf



NORTH SERVICE DISTRICT APPROACH

Collection Services: Respondent should explain how it plans to provide Collections Services as requested in Part II Scope of Services. At a minimum, descriptions must include the primary methods by which Residential Solid Waste, Recyclables, Yard Trash and Bulk Trash will be collected, a list of the types (year, make and model) and number of vehicles that will be used to provide collection services, number of drivers, workers, and customer service staff, as well as how materials will be handled following collection. Methods for each service option should be clearly identified.

WM is very proud of our record of service excellence that Sarasota County residents and businesses have come to know, trust, and expect. Our operations are local and make a positive impact on the local economy. As the incumbent provider, WM has an advantage in Sarasota County in terms of a seamless transition to a new franchise agreement. We are already proven partners in your community and have collaborated with the County on a number of events. We understand the County's unique service districts and we already have the equipment and personnel in place to continue serving Sarasota County safely, reliably, and efficiently.

Residential Collection Service

Class I and Class II Customers (Curbside Service)

For Sarasota County Class I and Class II residential garbage collection service customers, WM will provide curbside collection using clean-burning compressed natural gas-fueled (**CNG**) **automated side load (ASL) trucks**. WM will collect Class I and Class II customers' carted garbage and recycling at curbside once per week, providing service Monday-Friday between 6:00 a.m. and 8:00 p.m. WM will replace County-provided carts for residents as needed.

Type of Service	Required Level of Service	The WM Difference
Solid Waste	Once-per-week Curbside Collection in County-provided roll carts via Automated Collection. All future replacement or new Customer carts shall be provided by WM.	As the leader and pioneer in Automated Service, WM is excited to bring Automated Curbside Solid Waste Collection to Sarasota County. We fully anticipate the same exceptional transition as occurred in 2019 when WM partnered

Sarasota County

Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

		with the County to convert to Automated Single Stream Recycling.
Program Recyclables	<p>Once-per-week Collection on same day as Solid Waste via Automated Collection. Franchisee to maintain County’s current carts upon award of contract. All future replacement or new Customer carts shall be provided by Franchisee.</p> <p>One-time Curbside Collection of unprepared corrugated cardboard from new residential occupants (move-ins).</p>	<p>As North America’s largest recycling processor and sustainability leader, WM partnered with Sarasota County in 2019 to launch Automated Single Stream Recycling. WM remains committed to increasing recycling participation and material quality through educational efforts in partnership with Sarasota County.</p> <p>WM will provide replacement recycling carts as needed and will collect a one-time load of unprepared corrugated cardboard from new residential occupants (move-ins).</p>
Yard Trash	<p>Once-per-week unlimited Curbside Collection, on same day as Solid Waste, in Customer-provided containers, biodegradable bags or properly prepared bundles.</p> <p>WM will remind residents of Yard Trash collection parameters - containerized or bundled, when possible, not to exceed 40 pounds in weight, four feet in length, and 16 inches in diameter.</p> <p>Customers may elect to use a Commercial Lawn Care Service to dispose of Yard Trash.</p>	<p>Only WM fully understands the intricacies of yard trash collection in Sarasota County. As such, WM has the resources, capability, and know-how to effectively clear an abundance of yard waste in the County.</p> <p>With the most sophisticated routing technology in the industry, WM has already established residential yard waste routes in the City and will continue these routes with a new franchise agreement.</p>
Bulk/Special Waste	<p>WM will collect up to ten cubic yards at a maximum of four times year per residential unit. Items to be collected shall include Bulk Waste, White Goods, E-Waste, used oil and filters, and Tires.</p>	<p>WM will provide curbside bulky/special waste collection service, up to ten cubic yards, to all residential curbside cart customers up to four times annually. Service will include White Goods, E-Waste, used oil and filters, and Tires.</p>

Class II Customers (Site Service)

WM is pleased to provide the following outline for Site Service to Class II Customers.

Type of Service	Required Level of Service	The WM Difference
-----------------	---------------------------	-------------------



Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services

<p>Solid Waste</p>	<p>Minimum of once-per-week Collection in Franchisee-provided or Customer provided containers.</p>	<p>As the leader and pioneer in Automated Service, WM is excited to bring Automated Curbside Solid Waste Collection to Sarasota County. We fully anticipate the same exceptional transition as occurred in 2019 when WM partnered with the County to convert to Automated Single Stream Recycling.</p>
<p>Program Recyclables</p>	<p>Minimum of once-per-week Single Stream Collection, provided on the same day as Solid Waste Collection in Franchisee-provided or Customer-provided containers.</p> <p>One-time Collection of unprepared corrugated cardboard from new residential occupants (move-ins).</p>	<p>As North America’s largest recycling processor and sustainability leader, WM partnered with Sarasota County in 2019 to launch Automated Single Stream Recycling. WM remains committed to increasing recycling participation and material quality through educational efforts in partnership with Sarasota County.</p> <p>WM will provide replacement recycling carts as needed and will collect a one-time load of unprepared corrugated cardboard from new residential occupants (move-ins).</p>
<p>Yard Trash</p>	<p>Minimum of once-per-week Collection in Franchisee-provided or Customer provided containers.</p> <p>Customers may elect to use a Commercial Lawn Care Service for disposal of Yard Trash.</p>	<p>Only WM fully understands the intricacies of yard trash collection in Sarasota County. As such, WM has the resources, capability, and know-how to effectively clear an abundance of yard waste in the County.</p> <p>With the most sophisticated routing technology in the industry, WM has already established residential yard waste routes in the City and will continue these routes with a new franchise agreement.</p>
<p>Bulk/Special Waste</p>	<p>Collection of up to 20 cubic yards up to four times annually per complex to be coordinated between complex owner/manager and Franchisee. Items to be collected shall include Bulk Waste, White Goods, E-Waste, Used Oil and filters, and Tires. *</p>	<p>WM will provide curbside bulky/special waste collection service, up to 20 cubic yards, to all residential curbside cart customers up to four times annually. Service will include White Goods, E-Waste, used oil and filters, and Tires.</p>



*As of January 31, 2023, the County has 163 complexes in the North District and 284 complexes in the South District designated for Site Service.

Rear Door Service

WM recognizes our residents who need that special touch. WM will provide rear door service to physically disabled Curbside Service Customers at no additional charge. Such Customers will annually provide a written statement to WM from a licensed healthcare provider documenting the need for Rear Door Service.

Residential Supplemental Collection Services

WM is pleased to offer Residential Supplemental Collection Services to Class I Customers and Class II Customers receiving Curbside Service including, but not limited to, the following.

- A. Second day of Solid Waste Collection per week.
- B. Rear Door Service for non-physically disabled Customers.
- C. In-ground container service.
- D. Collection of improperly prepared Solid Waste or Yard Trash.
- E. Collection of additional Roll Carts beyond the included number of carts.

WM will also provide additional unscheduled pickups of Solid Waste, Yard Trash, and Program Recyclables as Residential Supplemental Collection Services to Class II Customers receiving Site Service.

WM will work directly with our Class I and Class II Residential Customers desiring Supplemental Collection Services. WM welcomes the opportunity to customize service for our Sarasota County residents based on their individual needs. Our sophisticated platform enables us to design a Supplemental Collection Services program specific to each customer upon request and provide the best level of service at a competitive rate that meets the customer’s unique needs.

Commercial Collection Service

Basic Commercial Collection Service

WM is pleased to continue Commercial Collection Service as outlined in the following table.

Type of Service	Required Level of Service	The WM Difference
Solid Waste	Minimum of once-per-week Collection, unless otherwise approved by the Administrative Agent, in Franchisee-provided or Customer-provided Commercial Containers or Roll Carts.	WM will continue its tradition of service excellence with Sarasota County by continuing to provide the safe and reliable service that County



Sarasota County

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	Non-putrescible containers collected on call with a minimum of once-per-14-day Collection.	Commercial Customers have come to know, trust, and expect.
Program Recyclables (Customer option)	Collection, if requested and as agreed to by Franchisee and Customer, in Franchisee-provided or Customer-provided Recycling Containers.	WM remains committed to increasing commercial recycling participation and material quality throughout Sarasota County.
Yard Trash (Customer option)	Collection, if requested and as agreed to by Franchisee and Customer, in Franchisee provided or Customer-provided Commercial Containers or Roll Carts. Customers may elect to use Commercial Lawn Care Service for disposal of Yard Trash.	Should County Commercial Customers elect to choose this option, WM will provide service with CNG-fueled collection vehicles with schedules that match each customer’s unique needs.

The Administrative Agent may authorize the use of Curbside Service Containers by Commercial Customers where efficiency and other circumstances justify.

Where several Commercial Customers are within close proximity of each other, such as in the same shopping center or the same mall, such Customers may enter into a joint agreement to contract with WM to collect their Solid Waste and/or Yard Trash in shared Collection Containers. WM will be responsible for joint agreements.

Container type, size, and frequency of service will be sufficient so that Commercial Customers are able to place all Solid Waste and Yard Trash in the appropriate Collection Container without overflow.

Commercial Supplemental Collection Services

WM will offer Supplemental Collection Services to Commercial Customers including, but not limited to, the following:

- A. Rolling out Collection Container and returning it to its original location.
- B. Opening and closing doors or gates.
- C. Locks for Collection Containers.
- D. Unlocking and locking Collection Containers
- E. Moving Customer-owned container location, upon Customer’s request.
- F. Changing out Collection Container size, if more than two times per year.

WM is very familiar with our Sarasota County Commercial Customers and their unique service needs. WM will continue working directly with our Commercial Customers who desire Supplemental Collection Services. WM customizes service for our Sarasota County Commercial Customers based on their individual needs. Our sophisticated platform enables us to design a Supplemental Collection Services



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program specific to each customer upon request and provide the best level of service at a competitive rate that meets the customer's unique needs.

WM will bill Customers directly for Commercial Supplemental Collection Services in accordance with the rates stated in Attachment E and Attachment F and will not include any surcharges not clearly defined and approved on Attachment E and Attachment F.

WM will ensure that our Commercial Customers are fully aware of renewal notifications and/or cancellation policies which shall not exceed a four-month period. Service agreements and monthly billing statements will include such notifications.

Additional Services

Community Service

WM is pleased to continue providing community services to help keep Sarasota County beautiful. We live here, too, and the County's success is our success. WM is pleased to provide the following services for community programs.

WM will conduct up to 15 community clean-ups per year. For each community clean-up, WM will provide and service a minimum of two roll-off containers each at up to four sites, and up to three additional roll-off containers per event for such items as Yard Trash, White Goods, and Tires. WM will pull and empty each roll-off container up to three times per event. WM will deliver collected materials to the Designated Site.



Figure 5: Lemon Bay Park

WM will provide Curbside Collection for up to 3,000 32-gallon bags of Solid Waste and up to 300 32-gallon bags of Program Recyclables collected annually during "Keep Sarasota County Beautiful" events or adoption clean-ups. WM will deliver Solid Waste to the Designated Disposal Site and Program Recyclables to the Designated RMPF.

WM will provide Collection for up to 24 events per year of illegal dumping in roads or rights-of-way upon request by the Administrative Agent. WM understands that an event may be the Collection of debris along an entire street and/or may require the use of a claw truck. WM will deliver this material to the Designated Disposal Site.

Hours and Holidays

Collection Hours

WM will perform Residential Collection Services Monday through Friday, except during Holiday weeks or as otherwise authorized by the Administrative Agent.

WM will not conduct Residential Collection Service or Commercial Collection Service prior to 6:00 a.m. or after 8:00 p.m. unless otherwise authorized by the Administrative Agent.

Holidays

During holiday periods, for the remainder of the week following all Holidays, WM will provide Collection Service to each Residential Customer on the day following its normally scheduled day, including Saturday.

For our Commercial Customers, WM will provide Commercial Collection Services normally scheduled for that Holiday during the next business day following such Holiday.

WM will notify all Customers whose Collection day has been changed due to a Holiday at least three business days and not more than ten business days prior to the Holiday. This notice, approved by the Administrative Agent, will be made through email, social media, advertisement in a newspaper of general circulation published within the County, and other outlets as agreed upon between WM and Administrative Agent.

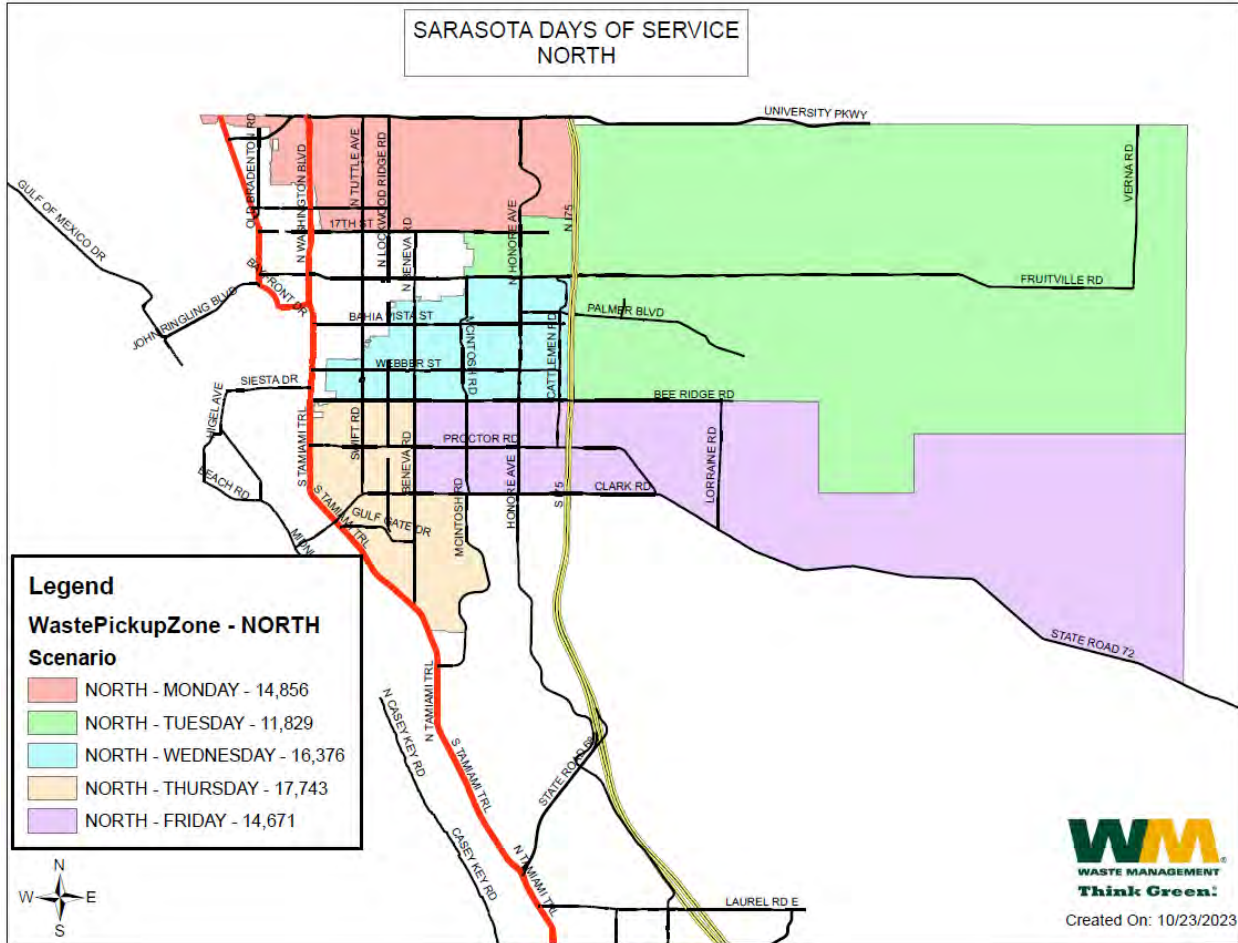
Hours during Closure of Designated Sites

WM will not be required to provide Collection Services on days that the Designated Disposal Site or Designated RMPF is closed. If Collection Service is not provided due to facility closure, WM will notify all affected Customers in accordance with Section 8.2.4 (email, social media, advertisement in a newspaper of general circulation published within the County, and other outlets as agreed upon between WM and Administrative Agent.

If Collection Services occur on a Saturday due to a Holiday schedule, the hours of the Designated Disposal Site and Designated RMPF will be extended to 5:00 p.m. on that Saturday.

North Service District Route Map

With the most sophisticated routing technology in the industry, eRouteLogistics,[®] WM is pleased to provide the following route map illustrating the residential days of service within the North Service District.



*The above numbers reflect curbside service with carts for residential, multifamily and commercial customers.

Vehicles and Equipment

Your Route to Innovation: Automated Collection

Automation Technology Creates Safer, Faster, More Efficient Collection System

Just as WM has transformed the way waste is managed, we have dramatically altered the way we collect and transport it. An outdated, manual, and tedious collection process has been replaced by a far safer, less time-intensive, and much more efficient collection process. Today, automated collection is leading the way and pushing the waste services industry forward because it is:

Sarasota County

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Safer: For our drivers, automated collection eliminates manual lifting and exposure to possible hazards such as sharp objects, exposure to pathogens in waste, and traffic accidents. Additionally, the steering wheel is on the right side of the cab so if the driver must get out of the truck for any reason, they are stepping out to the curb and not the road.

Faster: With improved collection efficiency, automated collection truck drivers can pick up more carts in a day, reducing operational and labor costs and helping to keep service rates competitive. The technology also allows for the truck to function at idle speeds, which reduces fuel consumption and keeps noise at a minimum.

Convenient: Customers are embracing the many conveniences and benefits of wheeled carts versus bags and cans. The carts are easy to roll, have larger capacities than most resident-provided containers, and are maintained by WM, eliminating the need for residents to worry about replacing cans as they age.

Aesthetically Appealing: Our automated collection carts improve the look of neighborhoods by providing a uniform look and cleaner streets, as waste carts eliminate the need to pile trash bags at the curb. The automated carts are also more resistant to tipping by animals than customer-owned containers, which reduces blown litter and strewn garbage. The articulating arm on the truck can lift up to 2,000 pounds, allowing residents to place more items inside their cart as opposed to large piles by the street.



Figure 6: Automated collection is easier than ever for residents.

Why Automated?

Customer Benefits
✓ Safer - no more lifting heavy bins or cans
✓ Carts are wheeled and easier to roll and reposition
✓ Attached lids help keep pests out and reduce fly-away litter
✓ Carts can hold more material than cans and come in a variety of sizes to meet customer needs – the automated side loader mechanical arm can lift up to 2,000 pounds
Community Benefits
✓ Safer, quieter, more modern collection
✓ Greater curb appeal with a more uniform look on collection day
✓ Cleaner streets with less wind-blown litter
✓ Reduced truck traffic - more efficient service means fewer trucks and less drive time
✓ Lidded carts keep materials dry – material reaches recycling plant in optimal condition for reuse
✓ Carts are durable and long-lasting
✓ Stress-free upkeep - carts can be provided and maintained by WM
Operational Benefits
✓ Decreases risk of driver injury – fewer injuries due to lifting cans manually and less risk of being struck by passing automobiles
✓ Greater productivity as drivers can service more customers in less time
✓ Improves collection efficiency, which reduces operational and labor costs, helping to keep service rates competitive
✓ Automation positively impacts driver job satisfaction and retention
✓ Automated collection helps WM attract highly qualified, experienced drivers

State-of-the-Art Vehicles with Industry-Leading Technology

With more than 32,000 collection and support vehicles on the road throughout North America, WM trucks are a familiar sight and one of the most visible symbols of our company. Our state-of-the-art fleet - navigating your County - assures Sarasota County is provided safe, quiet, efficient, and environmentally friendly collections.

All of our vehicles are fully enclosed and designed to be leak-proof with self-contained mechanisms to compress the material collected. The vehicles are painted in a uniform color and are easily identifiable as they adhere to specific branding guidelines. Vehicles are marked with unique unit identification numbers on both sides and the rear. We maintain detailed records of each collection vehicle and all vehicles are meticulously maintained for a clean and orderly appearance, as well as good working condition.

WM's industry-leading onboard technology minimizes the environmental impacts of our collections while maximizing reliability and efficiency. From our advanced onboard computing system that streamlines

Sarasota County

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communication, to our eRouteLogistics® mapping and routing software with real-time GPS, to our onboard digital cameras, to trucks powered by cleaner and more cost-effective natural gas - a partnership with WM means that Sarasota County receives the latest advancements in always-evolving industry technology.

North District	MSW	Recycle	Yard Waste	Bulk Waste	Commercial
Collection Method	Automated	Automated	Manual	Claw Truck	Automated
Truck Type	ASL	ASL	REL	Top Load	FEL
Fuel Type	CNG	CNG	CNG	CNG/Diesel	CNG
Make*	Mack	Mack	Mack	Mack	Mack
Model*	LR	LR	TE	N/A	MR
Year/Age	2024/2025	2024/2025	2024/2025	Various model year	2024/2025
Quantity	22	14	9	2	11
Routes Planned	20	13	8	2	10
Collection Staff	26	18	16	3	13
Post Collection Management	SRQ Landfill	SSR	SRQ Landfill	SRQ Landfill	SRQ Landfill

*Truck make and model may vary depending on availability.

Proposed Collection Vehicles for Sarasota County

Automated Side Load Vehicle for Collection of MSW, Recycling, and Cart-Based Commercial Service



Passenger Side (Curbside)

Front



Driver's Side (Roadside)

Rear

MATERIALS COLLECTED

- ✓ Trash
- ✓ Recycle

TYPE OF FUEL

Cleaner, Quieter Compressed Natural Gas

CHASSIS/BODY MAKE AND MODEL

Autocar WX/Amrep

CREW SIZE

1

SERVICE PROCEDURES

Services containers with mechanical arms that lift and tip contents into the body of the truck. Operated by the driver – on right hand side of cab - with controls inside the cab.

Front End Load Vehicle for Commercial Customer Containers



Passenger Side (Curbside)



Drivers Side (Roadside)



Rear

MATERIALS COLLECTED

- ✓ Trash
- ✓ Recycle

TYPE OF FUEL

Cleaner, Quieter Compressed Natural Gas

CHASSIS/BODY MAKE AND MODEL

Autocar ACX64/ McNeilus 3285

CREW SIZE

1 driver

SERVICE PROCEDURES

Services dumpsters with two forks on the front of the truck that lift and tip contents into the body of the truck. Operated by the driver with controls inside the cab.

Rear End Load Vehicle for Collection of Yard Trash



MATERIALS COLLECTED

✓ Yard Trash

TYPE OF FUEL

Cleaner, Quieter Compressed Natural Gas

CHASSIS/BODY MAKE AND MODEL

Autocar WX/Amrep

CREW SIZE

1 driver

SERVICE PROCEDURES

Driver services containers or dumpsters at rear, outside of truck, with levers.

Technology at Work for Sarasota County

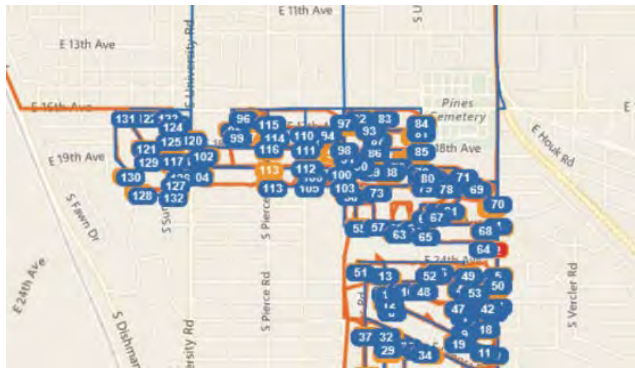
Clearly documenting route exceptions



Among its many benefits, Onboard Computing is a key tool for noting and communicating route exceptions such as “no can out,” blocked containers, extras and contamination. Each exception has a designated code. Drivers log the appropriate code at the time of collection and also have the option to add supplementary notes and photo images. This documentation is often shared with customers to help facilitate resolutions and confirm service delivery.

Addressing unplanned events to maintain on-time collections

Sarasota County
Solicitation 232452VG - Solid Waste, Recyclable Materials, and Yard Trash Collection Services



In office, dispatch and route management staff proactively address unplanned events with Onboard Computing System Dispatch (OCSD). Traffic can slow a driver on their route. A sick driver’s route still needs to be serviced. Route managers and dispatchers can take a portion of a route, or an entire route, divide it up among other trucks, and seamlessly drop those stops onto the other drivers’ tablets. This puts the customer first, allowing us to quickly react to all situations.

Data-driven performance and safety coaching



One of our most recent safety innovations, DriveCam, allows us to see and talk through the safety issues drivers face each day. Each truck cab is equipped with a forward-facing camera constantly recording everything that happens. Whenever there is a sudden movement, the camera automatically saves a 12-second section of video. The videos are reviewed with the driver to improve safety.

Service Delivery Optimization: A Cornerstone of Our Operations

WM focuses on four performance principles in all our operations: **Safety, Service, Savings, and Satisfaction**. To meet the goals of each of these principles, we use a comprehensive operations framework - Service Delivery Optimization (SDO) - to define, track, and measure every aspect of our operations to enable us to monitor for continuous improvement.

SDO is a marriage of technology and management to drive employee engagement, knowledge sharing, and accountability, which give all our team members the mindset to meet and exceed our customers’ expectations. SDO was developed based on our extensive research of best practice operations from businesses with expertise in logistics, employee engagement, and service delivery. The system, which is unique to WM, will help us meet the benchmarks set by Sarasota County.



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SDO creates an environment that focuses on continuous improvement and provides metrics so we can coach everyone from our drivers to our district managers. The SDO mindset encourages all employees to communicate their setbacks as well as their successes, which helps them unleash their potential. While a setback means that something went wrong, it also offers an opportunity for improvement by figuring out why it happened, learning from it, and making changes to prevent it from happening in the future.

Alternatively, when something goes right, we celebrate success to encourage repeat behavior and share best practices. Rather than seeing the success of others as a threat, we want our employees to consider their successes as inspiring and a source for learning.

By integrating technology and logistics management processes with the skills of our drivers, we improve safety, facilitate real-time accountability, set clearer expectations, and enhance employee communications, all of which ultimately maximize customer service and satisfaction.

Four Performance Principles

Safety Results for Sarasota County

Safety is woven into SDO because safety is our core value. For example, every Wednesday, managers review videos from our trucks; on-board camera system, DriveCam®. If a manager notices a driver has, for instance, violated the requirement for a four-second following distance in traffic, our route managers role play a discussion with the driver. When the scenario is well-rehearsed, the managers and drivers review the footage together. The manager asks the driver to describe what they see, recall the rule on following distance, and explain why he or she was in violation. Next, the driver is asked how they will avoid repeating the mistake and commit to abiding by our four-second following distance. Through DriveCam and role playing, drivers are held accountable and are empowered to become better at what they do, which makes Sarasota County a safer place to live, work, and play.

Service Results for Sarasota County

SDO encourages drivers to share their thoughts with each other on how to provide better service. During their daily morning huddles, managers might show a brief video of garbage scattered in the street. Drivers are asked to come up with a daily nugget on service improvement. A recent example: "Leave it better than you found it." It is a win-win for Sarasota County and WM.

Savings Results for Sarasota County

SDO helps us be consistent and efficient in our service delivery, which saves time wasted on returning to collect missed containers. All routes are carefully planned to adhere to a schedule and are typically handled by the same drivers from week to week. They know which customers need backyard collections, so they have fewer missed collections. Also, they know the streets, giving them insights into each route to provide the safest possible service delivery.

Customer and Employee Satisfaction

SDO has given us a highly trained team, yielded better performance, and increased driver satisfaction, which has reduced turnover. Because our entire operation is highly organized and predictable, drivers know what to expect. They will typically drive the same route. Their day runs smoothly. They get back to the hauling site on schedule. Drivers work as a team, using peer-to-peer advice to foster individual improvements that make the whole company stronger. If a recycle driver accidentally leaves spilled paper on a route, then the garbage driver who follows will call him to mention the problem. By keeping tabs on each other, drivers provide better service for Sarasota County. Through SDO we actively engage with our

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drivers. Our drivers are our frontline employees, and their feedback from the streets is vital to meeting your performance expectations.

SDO Management Procedures

We take pride in providing exemplary service. To manage and track our performance, we utilize SDO as our proprietary best practices management tool. If an issue does arise, our SDO management procedures are:

Service Metric	SDO Procedure	SDO Value
Safety	Safety metrics, both present and past, are summarized weekly and monthly. The report includes the total recordable injury rate (TRIR) and the vehicle accident rate report (VARR), which address injuries and accidents, respectively.	Our goal is to return every employee home safely to their family and friends at the end of every day. As part of SDO, we use established safety metrics to measure and manage our operational performance. Managers and drivers discuss these metrics at daily launches.
Missed pickups	Our operations team creates a report on a daily, weekly, and monthly basis. The results are posted by route and driver name in the drivers' meeting room to inform all our drivers where we are missing customers.	This creates transparency and peer-to-peer accountability. Our route managers actively engage with drivers regarding missed collections. Drivers also participate in coaching and mentoring their team members.
Noise and spills	We track noise and spill complaints through our customer service complaint log and report them to Sarasota County as required.	Tracking noise and spill complaints gives our management team insight into incidents that need to be resolved before they become a nuisance for your community.
No can out percentage (NCO)	The daily NCO report tracks the percentage of a route that was reported as "no can out." This data helps to inform operational compliance and identify trends.	If the route is showing a high percentage of "no can out," route managers will conduct a "walk and talk" with our drivers on the route. High percentages of NCOs may signal missed collections, a situation requiring immediate correction.
Daily efficiencies dashboard	All efficiency data is combined into one daily dashboard report, including homes collected per hour based on each route's efficiency goal, total daily idle time by truck, and route sequence compliance (Plan vs. Actual).	To confirm we are routing for safety, service, and savings, our operations team meets every morning to review and discuss the daily dashboard and make route adjustments, if necessary.
Truck weights	This daily report lists the weight of every load from the previous day by truck.	The report enables the operations team to review truck weights to confirm they are within legal limits.

Service Metric	SDO Procedure	SDO Value
Fleet/maintenance reports	Every morning, we track the number of trucks that depart for collections versus those needing repair. This data is summarized weekly.	Route managers use this report to coach drivers on proper maintenance protocol. We need drivers to anticipate repairs to avoid disrupting collections.

SDO Drives Real Results

While the information we capture is critical to each aspect of our business, what sets WM procedures apart is the automated integration of that information into all aspects of our operations. The data from our drivers not only provides task completion details, it is then automatically integrated throughout all WM systems. Our significant investment in the technology that facilitates this provides the information we need for improved safety, timely and detailed service reporting, cost savings, and ultimately enhanced employee and customer satisfaction for Sarasota County.

Preventive Maintenance to Keep Vehicles and Equipment Safe

WM has a comprehensive Preventive Maintenance Program for vehicles and equipment. Disciplined adherence to the program and associated tasks help us reduce breakdowns within our fleet and provide Sarasota County with safe and efficient services.

Our program establishes a systematic procedure to minimize all vehicle and equipment failures by monitoring the current conditions and correcting defects before they develop into safety concerns or costly repairs.

Our maintenance team performs regular quality control audits and self-inspections for compliance of our maintenance programs, enabling us to identify areas of improvement and correct deficiencies. Our Preventive Maintenance Program complies with all applicable state and federal requirements, and includes:

Investing in Our Fleet

Each year, WM invests roughly \$600 million in vehicle and equipment maintenance. These investments in our fleet safety, driver training, and onboard equipment have resulted in a 57% reduction in vehicle accidents since 2007.

Preventive Maintenance Intervals: These intervals are based on vehicle or equipment utilization by hours and/or days. Intervals are increased in the frequency in areas where severe operating conditions exist, such as extreme temperatures, poor road conditions, etc.



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Daily Driver Inspections: Before and after each shift, drivers are required to conduct a standardized safety and maintenance check of vehicles and report on any items that may need service. Any defects found during inspections are noted on the inspection form and transferred to a work order for a scheduled repair. Safety-related defects result in the vehicle being removed from service until repairs are completed.



Testing brake lights



Checking tire pressure



Inspecting fire extinguishers



Testing hydraulic lifts and buckets

Fluid Sampling and Filter Changes: Our program requires scheduled fluid sampling and filter changes at specified intervals.

Leak Prevention: After operating for 200 hours, each of our collection vehicles undergoes a spill and leak prevention assessment. Mechanics inspect and replace worn hoses - prior to the manufacturer's recommendation. Drivers check their vehicles daily for leaks, including during pre-trip and post-trip inspections.

In-Field Repair Response: If a driver experiences an issue while on a route, he/she calls into dispatch immediately to report the problem. Our in-house maintenance shop will dispatch a mechanic out to the driver immediately to make the necessary repairs. If repairs cannot be completed in field, a backup collection vehicle will be deployed.

Customers depend upon us to pick up and safely recycle or dispose of their wastes; but they often fail to notice our workers performing these essential tasks. Although vehicle and equipment maintenance may seem like common sense, it is an expensive and labor-intensive task that many companies delay, discount, or even eliminate – but it is imperative to the safety of our employees and customers that these preventive measures are completed.

WM's Preventive Maintenance Program is consistent with the standards and procedures recommended by the Technical Maintenance Council (TMC) of the American Trucking Association and encompasses the mandatory Department of Transportation (DOT) inspection criteria set forth in Section 396 of the Federal Motor Carrier Safety Regulations (FMCSR).

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Environmentally Sound Maintenance Procedures

WM has implemented several environmental procedures for fleet maintenance, including:

- Use of synthetic or semi-synthetic fluids that allow extended oil drain intervals in engine transmissions, differentials and hydraulic systems and reduces the amount of virgin petroleum stock required
- Collection and recycling of all fluids collected from vehicle maintenance by licensed recyclers
- Used oil filters are drained and scrapped, per regulations
- All filters placed in drain basins to prevent environmental pollutants from entering streams

COMPASS® Planning and Control System

Through WM's use of the COMPASS® maintenance planning and control system, we are able to track every piece of equipment for alignment with expectations for good preventive maintenance. COMPASS is our automated maintenance tracking system that includes predictive maintenance features, complete repair and service histories, and calendar reminders. Each equipment component and its available manufacturer-recommended maintenance requirements (or WM standard maintenance intervals), are individually loaded by type, brand, and configuration and given a specific tracking number into COMPASS.

This system is used throughout the entire WM enterprise and has successfully transformed more than 32,000 vehicles and thousands of factory components from a reactive manual tracking maintenance approach to a proactive and predictive one. Utilization of COMPASS has resulted in recent studies showing that, across the board, WM achieves lower-than-average maintenance costs compared to the industry, while maintaining excellent uptime, which equates to outstanding service for Sarasota County.

The usage hours of all equipment are input daily and the system will generate preventive maintenance recommendations according to manufacturers' recommendations. The maintenance must then be completed and paperwork submitted in order to clear the maintenance task from the system.

Skilled, Trained Technicians

WM expanded its Fort Myers, Fla. Driver Training Center in 2017 to include a Fleet Technician Training Center, and opened a second Technician Training Center in Glendale, Ariz. in June 2019. Through these learning facilities, technicians new to WM – regardless of past experience – take part in a two-week immersion training experience to learn our fleet maintenance processes and programs. The two-week course provides on-the-job training that is invaluable to preparing skilled technicians for Day One success as well as giving them a foundation of knowledge to build upon in their WM careers.



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Maintenance Service Delivery Optimization Fosters Continuous Improvement

WM's Maintenance Service Delivery Optimization (MSDO) program engages our maintenance technicians in a continuous improvement process - soliciting and implementing their ideas for how to constantly improve our maintenance program. MSDO supports our managers and technicians and allows them to focus on properly executing fundamental fleet processes, being accountable for quality repairs, and conducting root cause analyses to reduce truck downtime to improve customer service for Sarasota County.

The MSDO program emphasizes processes that streamline the maintenance of WM's vehicles. Maintenance shops are outfitted with a live board, which is a large screen that provides real-time data to frontline managers and technicians on vehicle repairs. The program focuses on a series of goals to make maintenance jobs easier and more efficient for us, and in a timely manner for Sarasota County. These goals include:

- Encouraging personal coaching to drive better performance
- Establishing annual assessments, training, and certifications for technicians
- Having technicians work on "lean events" to make the shop environment more effective and efficient
- Updating maintenance programs - like Total Hydraulic Maintenance - for shop compliance
- Improving planning and scheduling for both short- and long-term projects
- Creating different standards for maintaining a vehicle that is based on its age
- Formalizing fleet-related safety and process rules to drive accountability

The following table outlines our MSDO processes for preventive maintenance:

Preventive Maintenance Task	MSDO Processes	Process Performance Standards
Planning and Scheduling	Managing performance along with planning/scheduling vehicle repairs	Managers and supervisors are trained to use planning tools that maximize the hours on jobs.
Preventive Maintenance Inspection/Compliance	Scheduled vehicle inspection conducted by maintenance technicians every 200 engine hours	100% of preventive maintenance inspection (PMI) activities performed within 10% of designated intervals
Quality Control Inspection (QCI)	Fleet manager/supervisor conducts quality control inspection on 10% or more of PMIs completed	Properly documented inspections of 10% of all PMIs
Driver Pre-Trip/Post-Trip Inspections	Pre-trip inspections are conducted prior to the driver starting their day. Post-trip inspections are completed once the driver's route is completed.	Drivers conduct inspections on every truck prior to leaving the facility and upon returning to the yard.
Total Tire Maintenance (TTM)	TTM is a cornerstone of our maintenance program. The	All drivers inspect their truck tires at least two times a day and technicians

Preventive Maintenance Task	MSDO Processes	Process Performance Standards
	technicians follow a seven-step process when changing tires. We focus on accountability for the safety of the public as well as our drivers.	follow a seven-step process to confirm the tires are installed correctly.

Maximizing Prevention, Minimizing Failures

WM makes every effort to provide uninterrupted service to our customers, but breakdowns and issues do occur. Sarasota County can be confident that WM has the necessary systems and measures in place to minimize the effects of vehicle and equipment failures.

From our tried-and-tested maintenance manual, to our regular quality control audits and self-inspections, to our swift response and repair time, we make the investments required to meet your expectations of the industry’s leading service provider throughout the contract term.

Putting People First with Robust Safety Programs, Technology

WM knows it is our duty to take every sensible step to prevent injuries in the workplace and return our employees home safely every night.

Likewise, Sarasota County depends on us to safely collect, process, and dispose of their wastes while being mindful of our actions to protect the environment that we share.

This is why safety is a core value for our company and we understand the magnitude of this responsibility. We will strive to confirm that each task, piece of equipment, and company policy and procedure reinforces safe actions and behaviors.

Overall injury rates in our industry have improved substantially in recent years and WM’s performance in this area has ranked among the best. You do not need to search long to see how we fulfill our commitment to safety – it is woven into everything we do – from hiring practices to training to advancing safety technologies to preventive maintenance.



‘Our People First’ is a core commitment of WM. We commit to taking care of each other, our customers, our communities, and the environment.

Get Home Safe Every Day

As a People First company, keeping our people and our communities safe is our top priority. The WM Safety Vision and Promise empowers team members to consistently think and act in ways that directly support and strengthen the safety culture at WM.

The Vision moves WM beyond a focus on compliance by cultivating a culture where health and safety are the foundation of everything we do. Safety comes first on the job, all day, every day, without compromise.



Our Safety Vision and Promise is to:



Always put safety first



Take personal ownership of safety



Champion safe operations with our words and actions



Follow all safety rules



Identify and address safety risks in advance

The behaviors in our Safety Vision and Promise protect what is most valuable to us and to our customers: **health and well-being.**

Driver Safety

Drivers on their collection routes face many safety risks that are beyond WM's control on a daily basis. We prepare them for the risks they may face with in-depth training.



Regional Training Centers

WM training centers for drivers and technicians are located in Glendale, Arizona and Fort Myers, Florida, and include maintenance shops, driver training courses, classrooms, computer labs, and technician workstations to simulate typical experiences at WM facilities. Newly hired drivers and technicians selected from across the country travel to these centers for two-week, immersive onboarding programs designed to enhance their capabilities. Trainees spend their first week in the classroom learning and by week two transition into simulated driving courses and stations that provide scenarios reflective of day-to-day collection conditions and obstacles – from severe weather, traffic, and responding to other drivers' behavior. At the end of the two-week training course, drivers receive a comprehensive evaluation of performance in key safety areas.

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Reinforcing Safety with Ongoing Training

Safety training is never “complete” at WM. All drivers participate in ongoing safety training, including:

- **‘Tailgate’ Meetings:** Every morning each of our drivers attends “tailgate” meetings where safety is a primary focus. Relevant and time-sensitive safety topics are often discussed, such as upcoming weather forecasts for conditions, scheduled community events that result in more pedestrian traffic, and road/bridge closures that may require alternative routes.
- **WM SAFETY Defensive Driving System:** Provides ongoing safe driving instruction specific to waste collection vehicles. The system is refreshed monthly with videos that address hazards in drivers’ daily operating environments. Topics include safe backing, following distances, pedestrians, bicyclists, and rollover prevention.



- **Observation Behavior Assessments:** On a regular basis, WM route managers and driver trainers provide on-the-job observation behavior assessments to evaluate driver knowledge, operating behaviors, and safety/best practice compliance.

Advancing Safety Technology with a Better Collection Truck

WM is investing deeply in technology to keep drivers safe. We continue to transition from manual to automated collection technologies, which reduce the number of times our employees must exit the truck while collecting trash and recyclables. This technology helps reduce fatigue and the potential for incidents.

DriveCam®: Intelligent Dashcam Technology for Safer Collection

DriveCam®, one of the safety innovations onboard our trucks, goes beyond traditional dashcams by pairing machine vision with artificial intelligence to identify risks as they occur on the road and respond to the driver with real-time coaching.

DriveCam is mounted on the windshield of the interior cab with cab-facing and road-facing cameras. When an unsafe condition is detected, such as critical following distance, lane departure, or imminent collision, the device visually and audibly alerts our drivers, providing an opportunity for self-correction.

Additionally, if an event is detected, video data is sent to WM route managers for follow-up performance coaching with the driver. Recorded events also help us appreciate the many times that our drivers avoid collisions through using proper defensive driving techniques. We believe our investment in DriveCam has contributed to reducing our reported vehicle accidents by almost 80% since 2005.

Extra Eyes on Your Roads

WM drivers can manually trigger recording of video on the DriveCam in the event they witness an emergency situation or suspicious activity.

Additional Onboard Technology Advancements

Back-up cameras	Provide a view of the area behind the truck whenever the truck is in reverse, reducing the potential for backing accidents and enhancing pedestrian safety.
On-board methane detection	On compressed natural gas (CNG)-powered trucks, methane detectors provide immediate visual and audible alarm for potential leaks from fuel tanks or lines.
Maximum idle time limit	After five minutes, engines turn off to reduce fuel consumption and exhaust emissions.
Heated rear view mirrors	Provides fog and frost-free view of both sides of the truck. Mirrors are adjustable electronically.
Bus-boy mirrors	Angled convex mirrors allow the driver an unrestricted view of the area in front of the truck. Especially valuable when pedestrians are present.
Trapezoidal side lights	Floodlights located halfway down the side of the body come on automatically when the truck is in reverse. Bright flood lighting illuminates both sides of the truck and roadway.
Sears air ride driver's seat	Provides added comfort and excellent ergonomics for the driver. Includes eight-way adjustability with lumbar support to help reduce driver fatigue and improve performance.
Heavy duty disc brakes	Provide the best stopping distance for heavy trucks in the industry. Exceeds all applicable Federal Motor Vehicle Safety Administration requirements.
Electromagnetic or hydraulic driveline retarders	Retarders are silent and provide additional braking capacity. Eight-inch-wide rear brake lining also increases braking capacity and improves vehicle safety.

Facility Safety

WM has robust safety programs to protect employees in our post-collection facilities, which include material recovery facilities (MRFs), transfer stations, and landfills. Worker absences and attrition pose safety risks to all employees in a facility, so we are diligent not only about keeping people safe, but also creating a workplace where people will want to stay long term.



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In our MRFs, automation is a critical way we can improve safety. WM's investments in recycling infrastructure incorporate technology like optical sorters and robotics into these facilities. By automating some of the sorting that was once done manually, these technologies will help reduce injuries and free people up to work on other tasks.

Operations within MRFs pose a significant safety risk due to the threat of fires - often due to lithium-ion batteries incorrectly placed in recycling carts that can ignite when the casing is compromised. To combat this, WM uses a fire suppression technology that automatically detects fire or smoke in the recycling stream, even when no workers are present. If needed, the system deploys a foam cannon to put out flames, reducing potential risks to our people and significant damage to our facilities.

Personnel at our post-collection facilities wear personal protective equipment (PPE) while on duty at all times, including hard hats, reflective vests and clothing, eye/hearing protection, gloves, and dust masks when necessary.

All post-collection facilities are adequately staffed and follow life safety critical rules. Signage throughout our facilities indicate a number of life critical safety rules, such as seatbelt requirements, vehicle and foot traffic flow, speed limits, vehicle distancing (minimum 15 feet), no cellphone use zones, and warnings near open landfill pits or machinery.

Transition Plan and Customer Service

Respondent should explain how it would transition into providing requested services, and how it would maintain a high quality of customer service and satisfaction throughout the contract. Respondent should provide a basic transition timeline.

Execution of Sarasota County's Transition Plan

Building from the more than 50 years of experience we have with service transitions, we customize our operational tasks and timeline to each community's specific needs. Whether we are providing all new carts and adding new services or if we are keeping most items status quo, we still review each operation and service requirement to validate we are 100% ready to roll by day one of the new contract.

Major implementation tasks for the County include:

- Implementation meetings, coordination, and course correction
- New collection vehicles
- Driver screening, hiring, and training
- Route development
- Contingency planning

These tasks are described in more detail below. A sample timeline of implementation tasks is also included for your review.

Implementation Meetings, Coordination and Course Correction

WM's internal Sarasota County transition team will meet weekly throughout planning and implementation. At the onset, these meetings will include our regional team of experts. As the contract start date approaches, the local district operations team will meet daily to review the most critical components of service delivery.

Our team is committed to keeping the County informed of our implementation progress, and we will ask for your feedback as we customize our transition efforts to reflect the needs of your community. For example, if a proposed communication or outreach method is not working or does not make sense, we are not afraid to scratch the idea and discuss an alternative. From the onset of our transition, we propose meeting with the County staff regularly to review key implementation milestones, our progress, and any proposed changes. We can start with monthly meetings initially, and increase the frequency, if needed.

New Collection Vehicles

With more than 32,000 collection and support vehicles in our company-wide fleet, we have developed a strong partnership with our vehicle manufacturing and onboard technology partners allowing for continuous innovation and vehicle enhancements with dependable purchasing and delivery timelines. If the County moves forward with automated MSW collection, we will service the County with a fleet of new compressed natural gas collection vehicles.

Driver Screening, Hiring, and Training

WM is constantly looking for the best drivers through our existing recruiting and hiring efforts. We screen driver applicants weekly, and we maintain a list of candidates to hire when positions become available. Qualified driver applicants must undergo a comprehensive background check, fingerprinting, and drug testing before joining our team.

At WM, new drivers participate in more than 80 hours of classroom, at our WM Training Center in Fort Myers, and in-field new hire training – regardless of prior, relevant experience. Prior to a new contract, all drivers assigned to the County will receive contract-specific training that includes a review of our implementation education efforts, materials, and resources, as well as information regarding the County's unique service requirements, collection offerings, and contractual requirements.



Figure 7: WM focuses on hiring the most qualified applicants to reduce turnover rates.

Contingency Planning

Our longstanding supplier relationships, smart technologies, and our regional network of equipment and personnel make it possible to carry on with collections should a delay or unexpected event occur during a new contract implementation. Key contingency plans address:

- **Staffing.** Additional route management staff will be brought in from surrounding districts to provide in-field support during our implementation period. New drivers hired to serve the County will have completed their six-week training at least two weeks prior to our start date. Our staffing plan includes personnel to fill in for employees who are sick, on vacation, in training, or to provide extra help due to spikes in collection volume.
- **Collection Vehicles.** the County collection vehicles will be delivered to our maintenance shop prior to our contract implementation so that they can be inspected and prepared for service. Each

of our districts across the nation maintains a spare ratio of one spare to 11 trucks, which allows us to draw from our existing fleet of backup collection vehicles if needed.

- **Customer Service.** Our online customer knowledge database is accessible to our CSRs across the nation, enabling us to enlist backup support from other regional centers in the event we receive a major spike in call volume for any reason, at any time.

Customer Service, For Tomorrow®

WM believes in putting our customers first and staying ahead of our customers' ever-changing needs. That's why we are excited to share that we are building upon our traditional call center and investing in advanced customer service technologies, like Interactive Voice Response, a Callback System, and Live Chat Support.

These technologies are shaping the future of customer service at WM and making our customers' experience even better:

- **Interactive Voice Response (IVR):** Lisa, our voice driven conversational IVR platform, seamlessly guides customers to self-service options without menu prompts and connects them with the right resources for a convenient and efficient experience.
- **Callback System:** Lisa's callback functionality ensures customers never have to wait on hold. With the callback or text option, customers will receive a call from a Customer Service Representative as soon as they are available, or customers receive a text allowing them to continue the conversation at their convenience.
- **Live Chat Support:** Our self-aware Live Chat Support allows customers to get quick answers to questions and solve issues faster than email exchanges or waiting on hold in the call queue. And with each customer conversation, the chatbot learns and evolves to provide an even faster solution.

Customer Experience Channels

Our IVR, Callback System, and Live Chat Support customer experience channels are just a part of our commitment to delivering exceptional customer service. We are continually working to expand self-service tools that put the value of our customers' time front and center.

wm.com	Gives customers a seamless and intuitive way to discover the services and solutions available in the community.
Knowledge Base Customer Support	Allows customers to explore a collection of resources by topic to find quick solutions to top asked questions.
Social Media Platforms	Provides extra convenience and a new way to connect with WM.

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My WM/My WM App

This platform empowers our customers with the tools and technologies for on-demand digital account management and self-service solutions.

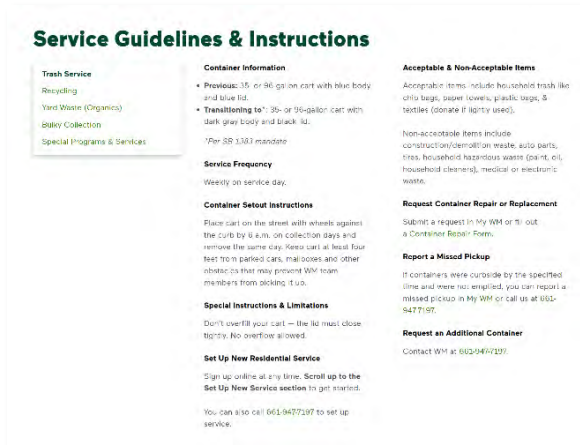
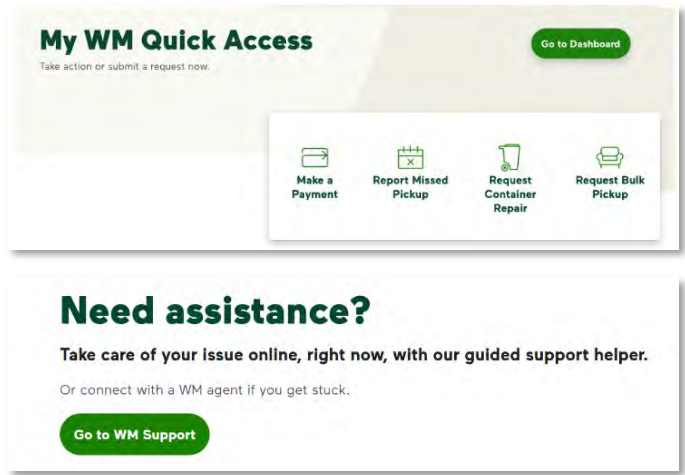
Customer Service Center

Provides a comprehensive and dedicated one-on-one assistance to address and resolve issues on first interactions.

WM Customer Website

Our dynamic WM customer website, designed to provide residents with a seamless and easy-to-navigate experience, is tailored specifically to your municipality. The website is a single access point for residents to find service information and 24/7 self-serve options.

Your community's website is the digital gateway for residents to self-serve through WM.com, make service requests, pay their bill, set personalized service notification preferences, and more.



Shown here are quick access links to make payments, report missed pickups, get general assistance, and more, as well as general Service Guidelines and Instructions for your residents.

With a WM Customer website, you can:

- **Personalize your website:** Your WM customer website is designed and custom-built to showcase your community, services, solutions, and special programs.



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- **Promote self-serve service:** Your WM customer website is the first line of support, empowering customers to access information and find answers at their convenience.
- **Provide helpful resources and service information:** Your WM customer website is the information hub for all information regarding services - from collection schedules to special events to bulk item collection information (if applicable) to any service guidelines.
- **Lead the way to a more sustainable community:** Your WM customer website links directly to WM's Recycle Right® recycling education program, making it even easier to recycle right and reduce contamination.

Customer Service Center Overview

Customers can contact WM during normal business hours - 8 a.m. to 5 p.m. local time. The Customer Service Center is closed on nationally observed holidays. However, our easy-to-use self-service channels - WM.com, My WM, Virtual Assistant Chatbot and more - are available to support customers' needs 24 hours a day, seven days a week, 365 days a year.

Customer Service Center

If a customer inquiry request cannot be resolved through our convenient online options, our **knowledgeable customer service team is ready to assist every step of the way and provide you with the right information you need.**

There When Our Customers Need Us Most

From power outages to natural disasters, our nationwide customer service infrastructure allows us to assist customers with their inquiries or requests and keeps you connected to WM when it matters the most.

Professional, Well-Trained Customer Service Representatives

Our professional, well-trained Customer Service Representatives (CSRs) place our customers at the center of what they do every day. They are empowered to take the right steps and make the best decisions to address and resolve issues on first interactions so there's no need for a follow-up call.

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Customer Service Representatives Training

Our six-week onboarding training program, continual learning, and training opportunities allow us to lead the way in customer service and ensure that our CSRs are ready to support customers with professionalism and a customer-centric focus.



People First: Our proud, caring, and resilient CSRs are the foundation of our customer service success. That is why WM has partnered with Genesys, a global leader in workforce engagement management, to gain greater insight into our CSRs' professional and personal needs. Genesys' AI-powered customer interaction management platform allows us to create strategic data-driven workforce plans, which is invaluable to delivering proactive, predictive, and personalized customer experiences while elevating our CSRs' experience and engagement.

Comprehensive Investments in Customer Service Technology

WM has made operational and capacity-building investments to service technology to better serve our customers by strategically connecting them to the right information at the right time.

Onboard Computer Technology for Constant Contact with Drivers and Vehicles

WM's onboard computer technology allows us to improve workflow efficiency, reduce emissions in the communities we serve, and makes it easier to provide effective solutions for our customers by:

- Obtaining real-time information related to all truck locations, stops serviced, service status.
- One-touch cart service verification.
- Proactively generating service tickets for cart repair or replacements for customers.
- Centralized customer service for immediate and efficient issue resolution, including on-call requests, rerouting, and customer service needs.

Integrated Knowledge Management Systems

Our proprietary web-based Knowledge Management System (KMS) is a single source of truth for sharing, organizing, and managing contract-specific information with customers, such as available services, rates, and collection schedules.

The KMS is accessible to all our CSRs nationwide, enabling our network of experienced CSRs to instantly access service-related information, allowing WM to provide consistent, accurate information during the most critical emergency situations.

Our Customer at a Glance (CAAG) KMS incorporates customer data from key WM systems into a single application, allowing our CSRs access to comprehensive customer information, including customer invoice and payment history, WM's integrated billing system, Mid-Atlantic System (MAS), and onboard computing that captures service history and service statuses.

With CAAG, CSRs are also able to manage first-call resolutions for customers regarding:

- Administrative actions (online pay/autopay/paperless invoicing)
- Bulky/large item collection
- Commercial – extra pickup, service changes
- Holiday schedules
- How to Recycle Right
- Service schedule changes
- Service/pickup schedule
- Sustainability education
- Weather and natural disasters alerts

How Do We Measure Our Customer's Experience

Net Promoter Score (NPS)

It is important that we measure our customers' satisfaction and really understand their home area, so we have transitioned to Net Promoter Score (NPS) metric which is considered better than traditional Customer Effort Score (CES) metrics.

NPS is a customer loyalty metric that gauges the likelihood of customers recommending a company to others. It provides valuable insights into customer sentiment and their overall perception of your brand. Here are a few reasons why NPS is considered superior to traditional CES metrics:

Comprehensive Measurement: NPS captures a more holistic view of customer satisfaction by measuring both positive and negative experiences. It considers not only the ease of a customer's interaction (as in CES) but also their emotional connection and willingness to endorse your brand to others.

Predictive Indicator: NPS has proven to be a strong predictor of customer loyalty and business growth. Studies have shown a correlation between high NPS scores and increased customer retention, repeat purchases, and positive word-of-mouth recommendations. It helps identify customers who are likely to become brand advocates and positively impact your business.

Actionable Insights: NPS allows you to take actionable steps to improve customer experience. By categorizing customers into promoters, passives, and detractors, you can identify areas for improvement and develop strategies to convert detractors into promoters. This helps drive meaningful changes and fosters long-term customer loyalty.

Benchmarking: NPS enables you to compare your performance against industry standards and competitors. By understanding where you stand relative to others, you can set realistic goals, track progress, and continuously enhance your customer service efforts.

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While CES has its merits in measuring customer effort during specific interactions, NPS provides a broader perspective on overall customer satisfaction and loyalty.

Voice of Our Customers Survey

WM invites more than 100,000 unique customers to fill out our Voice of Our Customers survey every month to understand expectations, perceptions, and satisfaction points, and gain insight into areas for improvement.



The survey initially focuses on core questions related to the customer's overall relationship with WM, then expands into targeted questions regarding the customer's service experience with our company. This survey provides WM with unprecedented insights to develop proactive solutions to not only meet but exceed customer expectations every day.

Service Verification and Asset Management System

As identified in Part II Scope of Services, the County seeks access to a real-time service verification system. Respondent should describe the service verification system proposed, to include Radio Frequency Identification (RFID) based systems, if being utilized. In addition, Respondents should describe all asset management technology to be utilized.

Service Verification with WM Smart Truck® Technology

WM is Always Working For A Sustainable Tomorrow®. The latest in these efforts is our WM Smart Truck® program, which pairs innovative technology with strategic, targeted education to influence waste-related behaviors, making residential collection in Sarasota County smarter, safer, and more efficient.

At its essence, WM Smart Truck® consists of cameras mounted on our collection vehicles that create a record of collection events and the contents of collected containers. Data captured - including vehicle location and photo and video documentation of service - then drives a targeted education strategy to reduce recycling contamination and container overages while also improving the customer experience through service verification notification.



Our proprietary Smart Truck® technology captures video and photo of every collection.

WM Smart Truck® technology on your streets means a cleaner, greener, safer Sarasota County with more power and efficiency in every pickup.

The Benefits and Value of Smart Truck®



CUSTOMER SERVICE INNOVATION: WM Smart Truck® technology documents every collection stop and shares that data – including real-time positive service verification and documentation of any collection issues – with customers through the notification channel of their choosing. This allows for a more open and transparent relationship with customers with consistent and direct communication.



COMMUNITY HEALTH & SAFETY: WM Smart Truck® protects community aesthetics as camera monitoring allows us to proactively identify containers that are overflowing and cause unsightly litter and odors. It is safer by automating processes that keep our drivers in the cab so they can focus on operating their collection vehicle and monitoring their surroundings, decreasing injury risk as drivers are not exposed to traffic and avoid lifting containers manually.



TARGETED EDUCATION & OUTREACH: WM Smart Truck® improves waste-related decision-making with a focused, tailored education program in response to documented issues, such as contamination or overages. Direct notification with customized education messaging makes for a more personal connection with the customer and increases the likelihood they will take real action and change behavior, improving diversion from landfills, and right sizing their trash services.



RATE STABILIZATION: WM Smart Truck® technology allows us to identify what residents put at the curb, confirming that customers are subscribed to the appropriate service levels based on their waste generation. After an initial 60-day intensive education and outreach campaign to launch the program, customers who continually overfill containers or place contamination in recycling or organics carts are subject to a charge, ensuring residents with incidents pay their fair share.

A Targeted Education Strategy

Key to the WM Smart Truck® program is pairing innovative technology with a strategic, targeted education program. To shape waste-related decision-making and effect actual change, we must create a personal connection with the customer (custom messaging) while providing real data and feedback (photos/video) and clear education to follow. These efforts increase the likelihood that residents take real action.

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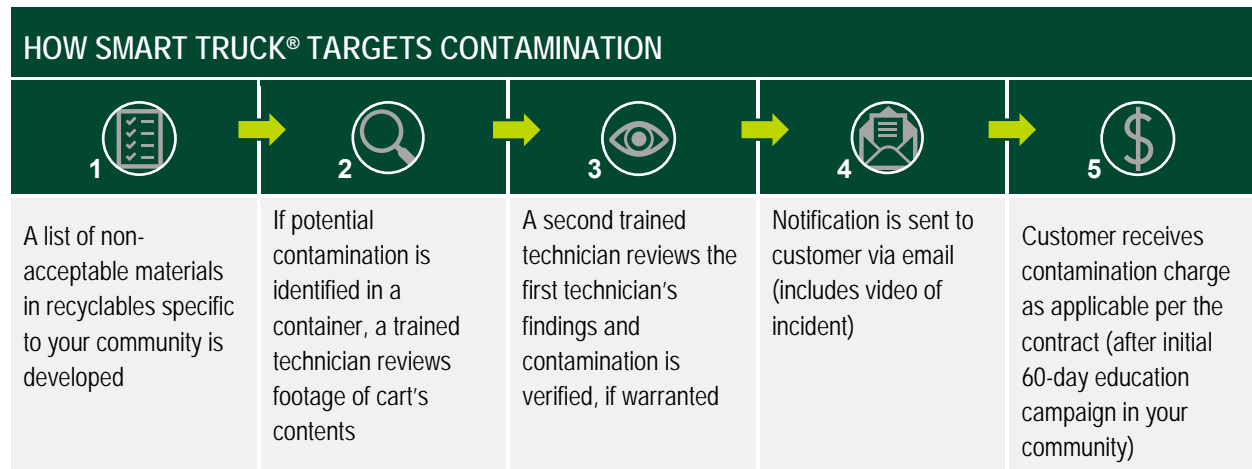


Reducing Contamination for Cleaner Recycling Streams

Contamination can ruin entire loads of recyclable materials and causes extreme problems at recycling facilities, including safety issues such as fires from hazardous materials (batteries) or tangling (plastic bags) in sorters that must be manually cut out - a dangerous task for facility workers. With WM Smart Truck®, contamination enforcement and education are made easy with:

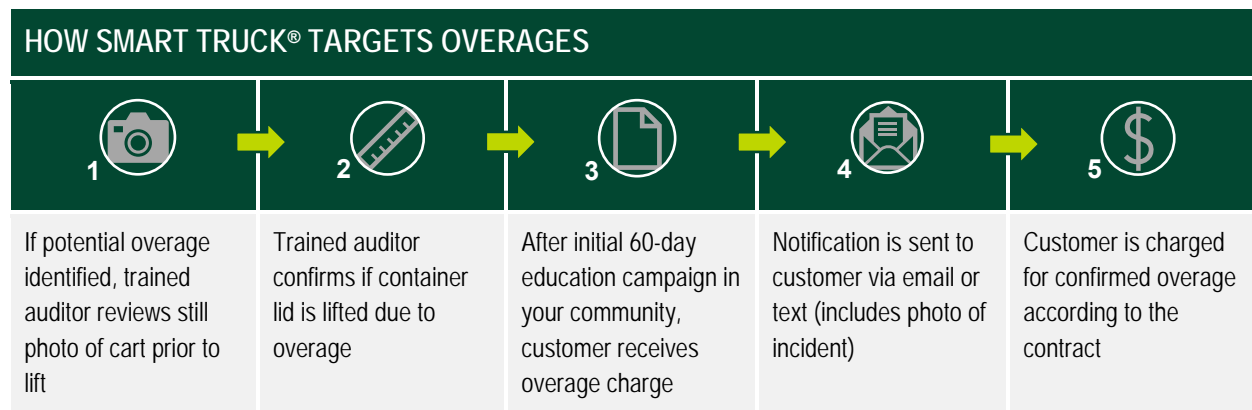
One in four items that consumers place in recycling containers is not recyclable.

- A standardized review process with checks and balances to identify contamination at the curb
- Account-specific photos that allow us to educate customers about contamination and recycling right
- Ability to identify top contaminants by route to target outreach in your community



Stopping Overages Helps Keep Your Community Clean and Safe

Overages from containers cause unsightly litter and odors, clog storm drains, and can attract pests and other vectors. WM Smart Truck® can provide outreach to customers to prompt right-size adjustments that prevent overages and keep your community clean and safe.



Customers can be notified of any service issues via email or text within 24 to 36 hours of service. Customers can set their preferred channel of communication (email, text, or phone) online at wm.com/us/mypreferences.

QUALITY CONTROL MEASURES

How can you tell if a cart is contaminated?	<ul style="list-style-type: none"> Mounted cameras record service Every collection is reviewed and tied through GPS to a specific service address
What happens when a service issue is detected?	<ul style="list-style-type: none"> Dedicated team of trained technicians reviews the images from each route daily for overfilled containers, contamination, damaged containers, graffiti, recorded service levels, and more Any identified contamination is verified by a second technician
What quality control is in place to ensure accuracy?	<ul style="list-style-type: none"> Our service consultants are trained to carefully identify service issues and contamination We have standard protocols for assessing every situation with built-in checks and balances to ensure accuracy

PRIVACY & PROTECTING CUSTOMER DATA

Is this the first-time cameras have been used on WM collection trucks?	No. WM has used cameras on trucks for almost 10 years. We use mounted cameras to improve safety by assisting our drivers with rear and side-view perspectives, and documenting driving incidents.
What about privacy?	WM will never share the images or customer information with third parties for marketing or data mining. The photographs or videos are only used to educate and inform customers to improve collection service, recycling, and diverting materials away from the landfills.

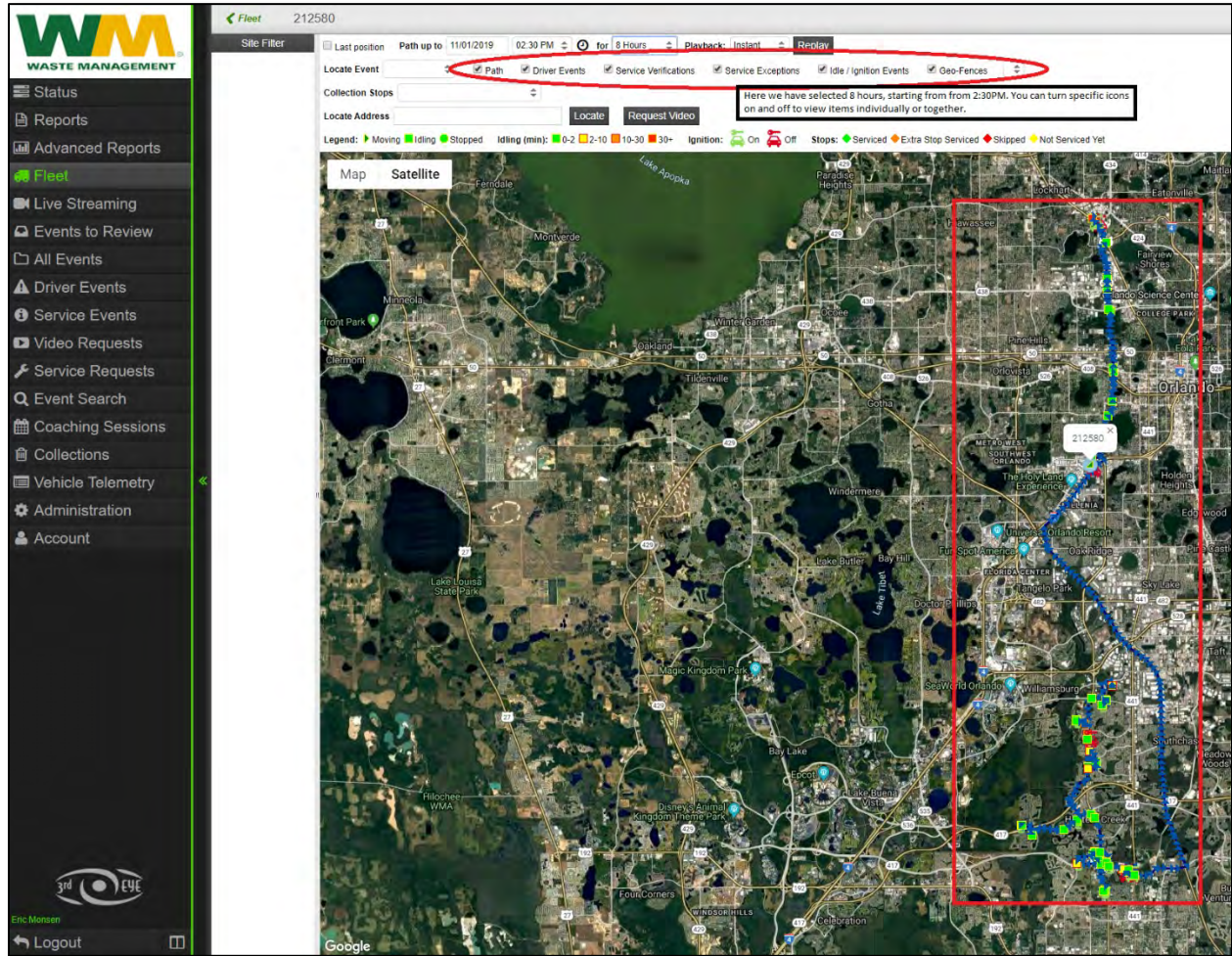
Best-in-Class Service Verification System Through WM’s Innovative Smart Truck Technology

WM will provide the requested service verification system through our proprietary Smart Truck technology. The County will be given access to an online portal to search dispositions of all scheduled stops (i.e., container not out, service complete, rescheduled, or other service exceptions). This cutting-edge technology meets the County’s goal of having service verification that your team can access anytime, anywhere. It will be installed on all new collection vehicles. The following images are conceptual screenshots of what your staff will see when they login to the online portal.



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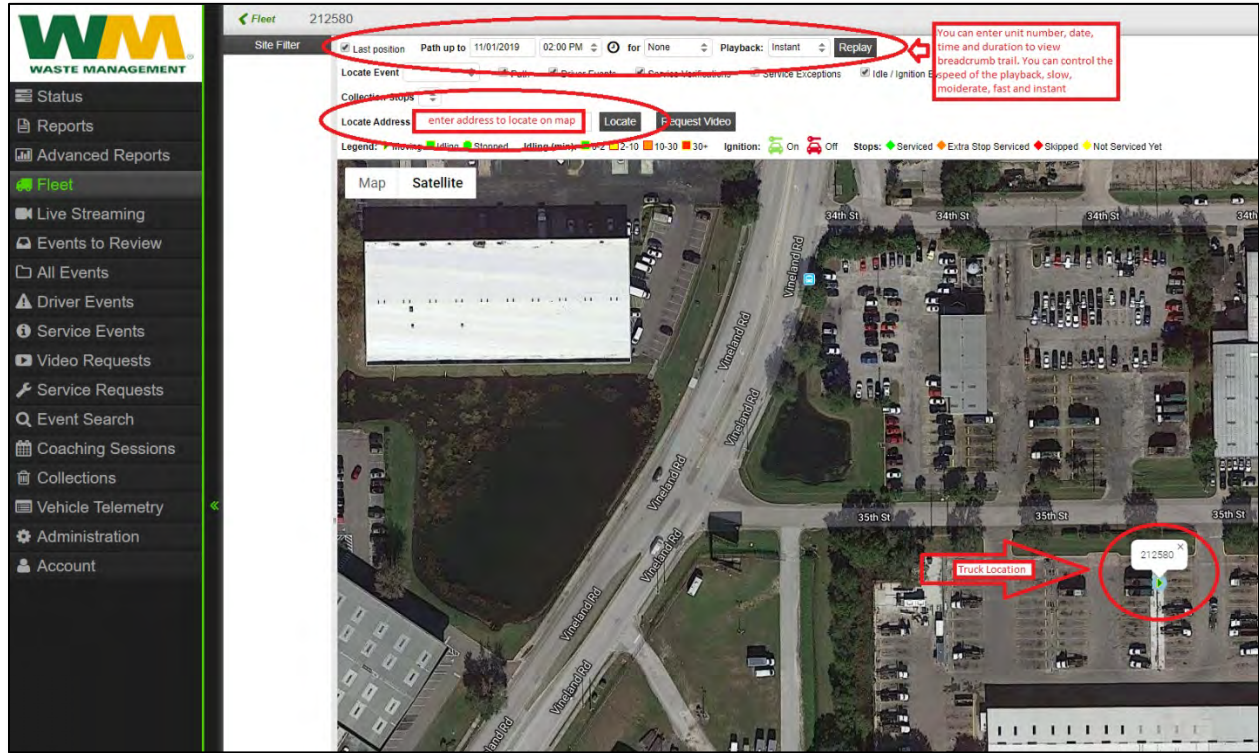
Online Portal Screenshots | Search Criteria



You can turn specific icons on and off to view items individually or together.

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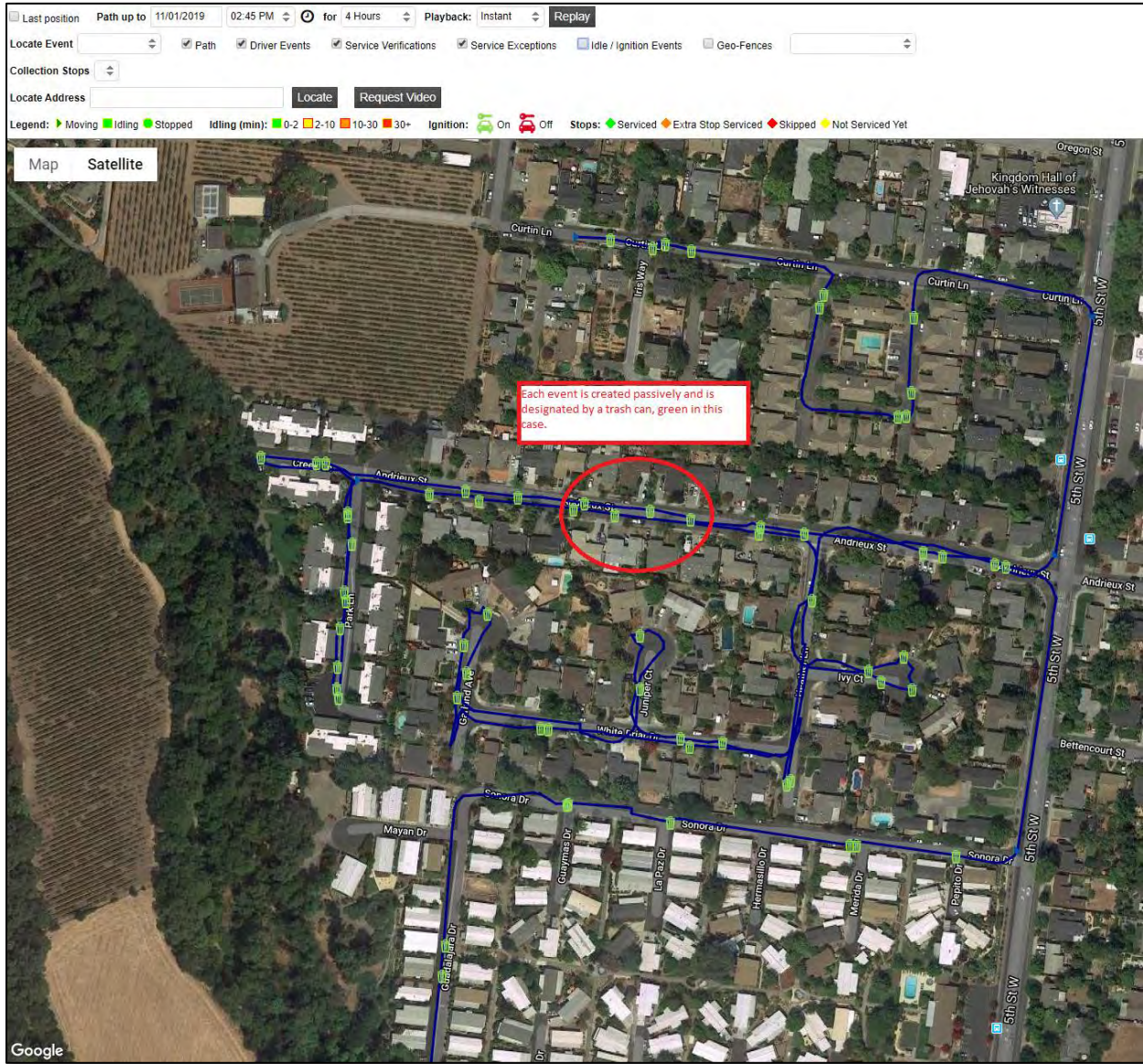
Online Portal Screenshots | Search Functionality



To search, you can enter a unit number, date and time, and duration to view a breadcrumb trail. You can control the speed of the playback from slow to moderate, fast, and instant.

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Online Portal Screenshots | Event Creation



Each event is created passively and is designated by a trash can, green in this case.

Online Portal Screenshots | Event Details

By clicking on any trash can (event), you will see detail associated with the event. The amount of detail shown is customer dependent. It can be as basic as below and / or include customer account number, name, etc.

AFL223473 Event# 1333165149, Status: New
 Date/Time: 11/01/19 11:00:27 AM
 Driver: Unknown Driver
 Driver-triggered: Container Serviced
 In Geo-Fence: Yes
 Weight(lb): 0
 Address: 630 Andrieux St, Sonoma, CA 95476
 Position: 38.28920775, -122.47135383

By clicking on a trash can (event), you will see the details associated with the event. The amount of detail shown is customer dependent. It can be as basic as show in the picture above or include customer account number, name, and more.

Suite of Education and Outreach Communication Materials

Following are samples of the Smart Truck® program’s education and outreach communication materials.

A SMART TRUCK FOR A SUSTAINABLE TOMORROW

More power in each pickup. Less materials in landfills. Cleaner, greener, safer neighborhoods. It starts with learning more about what you toss into your carts. WM's new Smart Truck™ program gives you the notifications and insights you need to make it all possible.

STAY CLEAR OF CHARGES

After a brief educational period, you'll be charged \$1 when you overfill a container or contaminate your recycling or yard waste. Here's how to pave the way for this change:

- 1 Visit wm.com/mywm, create an account and opt in to notifications about how your carts are performing.
- 2 Take care of your waste and recycling the right way – waste less by reusing, donating and recycling right to prevent contamination.
- 3 Need to add a cart? Let's find a better fit together – call [941.538.6100](tel:9415386100) to explore your options.

TIPS FOR SMART TOSSING

Keep a lid on overages
All materials must fit in your cart, and the lid must be fully closed.

Recycle right
Put materials in the right carts – never mix trash and recyclables. Follow these three simple rules:

- Recycle empty and dry bottles, cans, papers and cardboard. ✓
- Keep food and liquid out. ✗
- No loose plastic bags and no bagged recyclables. ✗

For more information, visit wm.com/recyclelight

WM Smart Truck™ Program

More power in each pickup. Less materials in landfills. Cleaner, greener, safer neighborhoods. It starts with learning more about what you toss into your carts. The WM Smart Truck™ program gives you the notifications and insights you need to make it all possible.

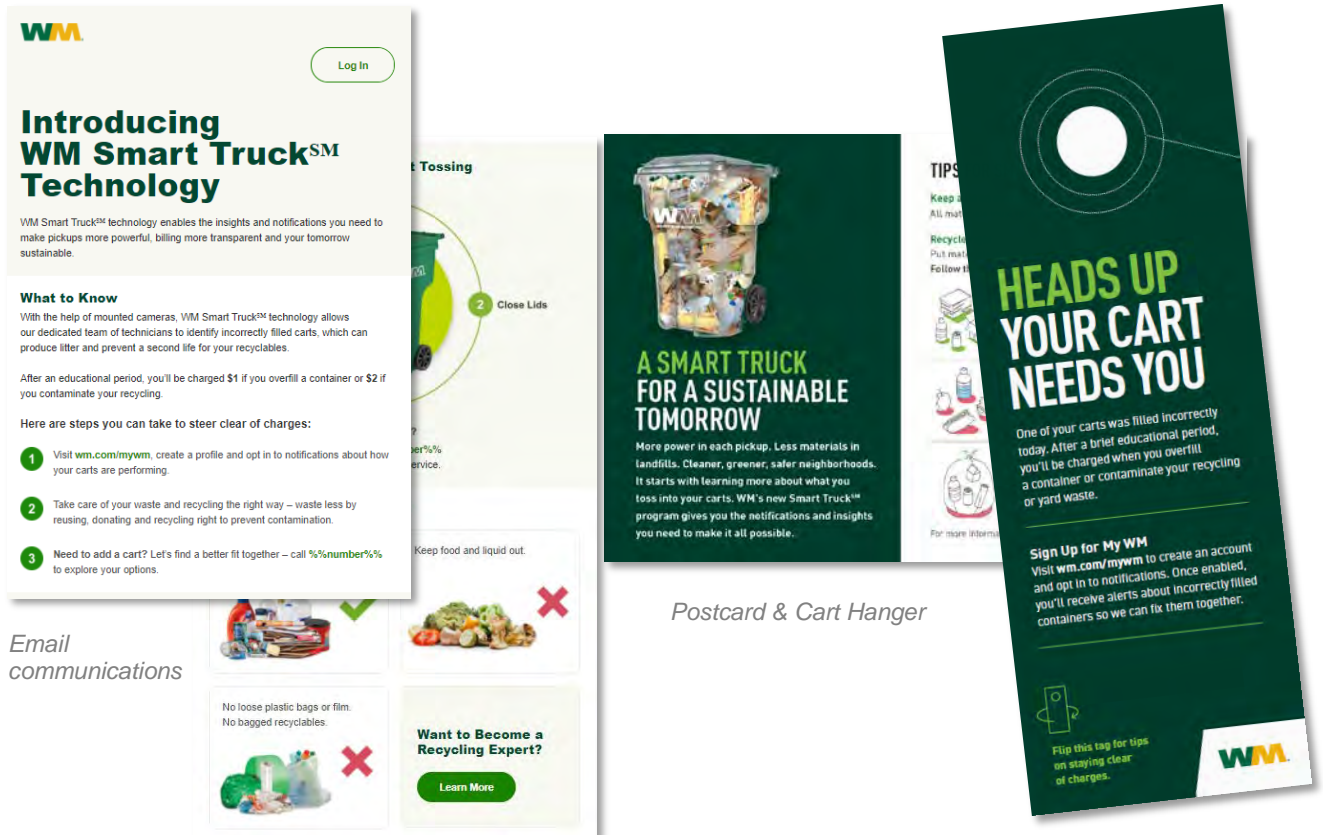
How It Works

- 1 Your Materials**
With the help of mounted cameras, WM Smart Truck™ technology captures footage of your carts as they are tipped into the truck during service.
- 2 Your Service**
A dedicated team of technicians reviews the footage associated with your address to make sure your materials were thrown into the correct cart and were collected successfully.
- 3 Your Notifications**
If a cart associated with your address is overloaded or non-acceptable material is found, we'll send you a notification via email, text or both. Log in to My WM to set your communication preferences.
NOTE: After one initial warning, all notifications will be sent digitally. Please ensure your contact information and preferences are updated at wm.com/mywm.
Following the educational period, you'll be charged \$1 when you overfill a trash cart or \$2 when you contaminate your recycling.

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Social Media Resources



Postcard & Cart Hanger

Email communications



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Information Management and Reporting

Respondent should describe in detail how it plans to record, manage and report information to satisfy all reporting requirements identified in Part II Scope of Services. Respondents are encouraged to submit examples of report formats. Sample formats shall not count toward the submittal page limit but should not exceed four pages total.

The key to continuous improvement is that you cannot change what you do not measure. At WM, we understand that measuring and reporting diversion, financial performance, and service delivery are key components of a successful program.

Best-in-Class Reporting for Sarasota County

WM can provide detailed, accurate reporting in a format that is mutually agreed upon by Sarasota County and WM. Typically, these reports are provided on a monthly, quarterly, and/or annual basis, but we can also submit reports to Sarasota County on an ad hoc basis as requested.

We can offer Sarasota County the following types of reports:

- Tonnage and diversion reports
- Single-family and multifamily service levels, cart, and bin replacements
- Bulky items collections

Working with Sarasota County staff, we can design the reports to provide easy-to-read charts that display year-over-year performance, diversion results against stated goals, and identify opportunities for improvement.

Sample Reports

The following report was prepared for Sarasota County in September, 2023.

	Sum of Volume
A WASTE/RECYCLING DEMO	83.72
A WASTE/RECYCLNG YARD WASTE	3.53
AJAX PAVING IND, INC (CONCRETE)	43.84
CRUSH IT, INC (CONCRETE)	0.2
EcoSouth Fruitville (C&D)	89.95
EcoSouth Palmer (C&D)	214.1
Frederick Derr & Co (Concrete)	3.99
Manatee Landfill(MSW-COP-COM/ROL)	2.45
Sarasota County (JR - 900 - Comingle)	1025.95
Sarasota County (KT - 10 - MSW Fran)	6565.99
Sarasota County (KT - 20 - C&D Tons)	293.01
Sarasota County (KT - 400 - Res Tires)	2.33
Sarasota County (KT - 50 - Whitegood)	14.98
Sarasota County (KT - 70 - Com-YW)	5.67
Sarasota County (KT - Co-Cleanup)	5.96
Sarasota County (KT - CommTires)	6.05
Sarasota County (KT- 70 - Res-YW)	1864.01
Sarasota County (KT- Cleanup-YW)	100.47
Sarasota County (KT10 Resi Garbage)	9077.61
SINGLE STREAM RECYCLERS	1628.77

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SOUTHWEST DISPOSAL TS (CONCRETE)	1.83
Suncoast Metals	0.5
West Charlotte TS	55.02
Grand Total	21,089.93

Additional Reporting Capabilities

We have a team of skilled developers, analysts, and project managers who work to recognize, research, develop, and implement technology and reporting solutions. Typically, data is presented in Excel spreadsheets/charts. More comprehensive graphic platforms are available for an additional charge if requested, such as the following:

ENSPIRE®: An online business intelligence platform created by our Nexus team that aggregates and repackages raw sustainability data into one interactive dashboard.

Sustainability Tracker: A leaner version of ENSPIRE®, this tool is designed for smaller customers who want to focus on specific key performance indicators (KPIs) in a condensed format for quick data evaluation.

INSIGHTS: Launched in 2018, this technology generates and sends customized scorecards to customers on their schedule. Customers automatically have the information they need to make important operational decisions.

DART®: Our construction group's Diversion and Recycling Tracking (DART) tool helps project planners, contractors, architects, and building owners set "green" performance targets and measure their progress during construction, renovation, and demolition projects.

Emergency Collection Service

WM Service Excellence for Sarasota County When Hurricane Ian Struck

WM's vast network is never more valuable than in the event of unforeseen circumstances of any nature. When Hurricane Ian devastated Sarasota County in September 2022, WM stepped in to do what we do best: help clean up the mess so that County residents and businesses could heal and recover. Only WM has the ability to quickly mobilize resources from other WM locations and facilities to service our customers despite a disruption or natural disaster. Our ability to maneuver labor, equipment, and emergency teams is unmatched and has been proven repeatedly in the state of Florida.

In Sarasota County during September and October 2022, WM collected 3,450 more tons of trash and 1,762 more tons of yard trash during this hurricane recovery period. The overages were over 110% of normal tonnages for those same months in the last 6 years.

The WM of Sarasota County Hauling District suffered severe damage, losing roofs from two of our three buildings. Many WM employees also lost their homes or suffered major damage. This is when our ability to quickly mobilize resources really shined. Our Sarasota County Hauling District operated out of one of our WM hurricane mobile units, and our satellite and generator systems kept operations running smoothly as our area had no internet or electricity service. WM ensured the well-being of our employees, too,

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providing food, water, shelter, and fuel for personal vehicles. Taking care of our employees ensured that our employees could take care of Sarasota County, working through tough working conditions and very long hours. Despite hurricane challenges, WM immediately resumed our service schedule in this area as soon as officials declared it safe to do so. We never missed a beat.

Our efforts and County partnership brought our Sarasota County service back to normal levels within 6 to 8 weeks. We live here, too, and Sarasota County's recovery is our recovery, too.

WM is Prepared to Weather More Storms with Sarasota County

Whether necessary due to a natural disaster, extreme weather, or other unforeseen events, WM is always prepared to provide additional support to communities requiring urgent solid waste collection assistance.

The WM Green Team is comprised of highly skilled drivers and technicians who can be deployed at any time to support local teams when crisis events occur. This group of professional employees has experience working in a variety of situations, including natural disasters and other situations where additional resources are needed to support local operations. WM also has identified qualified drivers, technicians, and other employees who can be called upon to augment Green Team resources when needed.

During extreme weather or natural disasters, some communities are also faced with massive volumes of debris. In such cases, excess supplies of collection equipment including spare vehicles and steel containers can be quickly accessed, often within hours.

In the event of a disaster in your community, WM can work with you to provide any storm debris or other cleanup services that fall outside of our contract agreement in accordance with FEMA and applicable contract terms and conditions.

Emergency Response and Disaster Recovery

WM's vast network is never more valuable than in the event of unforeseen circumstances of any nature. Despite losing our entire fleet and facilities in Ft. Myers, FL during 2022's Hurricane Ian, WM immediately resumed our service schedule in this area as soon as officials declared it safe to do so. We never missed a beat. And we will do the same in Sarasota County if there is ever such an impact, as we evidenced with Hurricane Ian's impact on the County. Only WM has the ability to quickly mobilize resources from other WM locations and facilities to service our customers despite a disruption or natural disaster. Our ability to maneuver labor, equipment, and emergency teams is unmatched and has been proven repeatedly in the state of Florida.

Proven Disaster Mitigation and Post-Storm Clean Up Capabilities for Sarasota County

When tropical storms or hurricanes have struck Sarasota County, WM was an integral part of the preparation and recovery, providing the resources and services necessary for residents and businesses to recover, even when what was needed was far outside the scope of any contract.

WM, in coordination with Sarasota County, remains on alert, ready to roll up our sleeves if a natural disaster should strike. WM closely monitors weather situations and activates its emergency response plan well in advance of a potential threat, as evidenced most recently with 2022's Hurricane Ian and Hurricane

Nicole. WM alerted the nearby City of West Melbourne staff in advance of the storm that its emergency response plan had been activated and provided continuous communication as the course and impact of the storms were revised.

In the event of a major disaster that significantly affects a community and its people, WM is on alert with its specially trained “Green Team.” This elite team of professionals, deployed at a moment’s notice, brings together a nationwide team of disaster mitigation experts and resources not affected by the storm to quickly mobilize and service an area directly impacted by a natural disaster. As Hurricane Ian destroyed Southwest Florida, including our WM Ft. Myers Hauling District facility and 80 collection vehicles, WM tapped into its vast network to mobilize resources and, as a result, never missed a service day in the Ft. Myers area. As a local company with global resources, WM alone holds the assets to implement such a service, whereas a “local-only” company’s employees tend to have a focus on their personal needs following a storm.



WM has proven disaster recovery processes in place to deal with potential service interruptions. We partner with state and local resources to assist in bringing community life back to normal after disastrous events. WM’s disaster mitigation experts are fully versed in FEMA disaster recovery requirements and will work closely with Sarasota County staff to ensure full compliance.

“ We are always grateful with the level of service we get from the WM staff, especially after working during the extreme conditions they had to work under during the last hurricane. Thank you all!
-S.B., 3066 Lockwood Terrace **”**

Localized Disaster Response

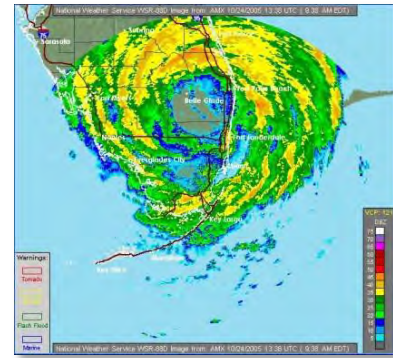
We have a back-up plan in case our refuse collection service is affected by a local disaster. WM understands the importance of maintaining and restoring local services during emergencies. David Myhan, our Florida Market Area President, will execute and manage an emergency support plan, drawing upon personnel and equipment from neighboring WM districts. External support to these operations continues until normal services can be reestablished. **Furthermore, CNG-fueled vehicles not only benefit our environment, but they are also beneficial in ensuring service as well. With natural gas fuel lines flowing underground, it eliminates concerns about lack of available fuel with diesel tanker trucks that may be delayed or unable to deliver.**

Regional teams frequently respond to fire, flood, ice, and power outage situations, and WM has been a vital partner during cleanup after a number of major hurricanes in recent years. Our local Florida teams continue their response and continuity training year-round.

WM’s full, comprehensive Hurricane Preparation and Recovery Plan is updated annually and is available to Sarasota County upon request for review.

WM Hurricane Preparation and Recovery Plan Summary

WM has developed a consolidated emergency service action plan to prepare for the Hurricane Season; we begin our preparations in April of every year. The purpose of the early planning and preparation is to minimize the impact of potential service interruptions to our customers and municipalities.



WM’s Disaster Response Unit

WM’s Florida Market Area has a state-of-the-art Disaster Response Unit (DRU). The DRU is a 48-foot trailer converted into a mobile communications center that can be up and running in less than two hours. The DRU includes computers, satellite communications, wireless Internet connectivity, and a power generator that can provide power to a medium-size facility. Also included in the unit are four beds, a restroom, and a refrigeration unit.

WM has direct experience handling many emergency situations, beyond hurricanes. In 2021, WM assisted with the clean-up of California wildfires that severely impacted several communities, and, in May 2010, WM helped assist in the clean-up activities resulting from the leak at the oil well in the Gulf of Mexico.

Communication is Key

In any crisis situation, frequent, accurate, and reliable communication is key. WM will employ its crisis communications plan, spearheaded by local personnel and our Florida-based communications team, to keep the County, residents and businesses up to date before, during, and after the storm. This plan has already proven its effectiveness, being utilized in several areas throughout the state in past years as disastrous storms have affected local Florida communities. WM will use this same expertise and hauling capability to Sarasota County following an emergency, utilizing our national network of resources.

The following local personnel will serve as key contacts and oversight personnel in the event of an emergency:

<p>Jason White, Senior District Manager Cell: (813) 918-1593 Email: Jwhite3@wm.com</p>	<p>Tim Bowers, Governmental Affairs Manager Cell: (561) 607-3038 Email: tbowers3@wm.com</p>
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Additional contact and disaster mitigation implementation personnel will be assigned to Sarasota County depending on the extent of the storm clean-up needs. The County will receive full contact information for these key personnel upon contract award.

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Information Technology Backup

WM makes the investment needed to support our customers in any emergency. The company runs a second data center in Austin, Texas. Like our first data center in Houston, the Austin location is staffed 24 hours a day and is backed up by a generator in case of loss of electrical power. The two centers work concurrently, and if one experiences a business interruption, the other can handle the business information vital to Sarasota County.

Weather Alerts Impacting Service

As all of us in Florida know, severe weather can have a significant impact on solid waste and recycling collection service schedules. At WM, we make sure that residents and businesses are aware of any storm-related service impacts before, during, and after the storm. Our website [at www.WMFloridaStorm.com](http://www.WMFloridaStorm.com) is updated in real time as soon as a service disruption is anticipated. Residents simply “mouse over” Brevard County and specific information to each WM municipality is displayed and updated as warranted.

The following pages illustrate WM’s communications during storms and holidays.

WM HOME MAP | SERVICE UPDATES

HOLIDAY SERVICE ALERTS

Current Time and Date:
09:43:57 AM
Friday, Jun 23, 2023

In observance of the Juneteenth holiday,
click on your county below to see if there are changes in your collection schedule.

COUNTIES

WM

WMM HOME MAP / SERVICE UPDATES POST-STORM CLEAN UP

WEATHER ALERTS

Current Time and Date:
12:50:03 PM
Friday, June 23, 2023

Due to severe weather events, click on your county below to see if there are changes in your collection schedule.

COUNTY:

Alachua Baker Bay Brevard Citrus Clay Collier Duval Escambia Flagler Franklin Gadsden Gilchrist Hardee Hernando Indian River Jackson Jefferson Leon Levy Manatee Marion Miami-Dade Monroe Nassau Okaloosa Okeechobee Orange Osceola Palm Beach Polk Putnam Santa Fe Seminole Suwannee Taylor Volusia Washington

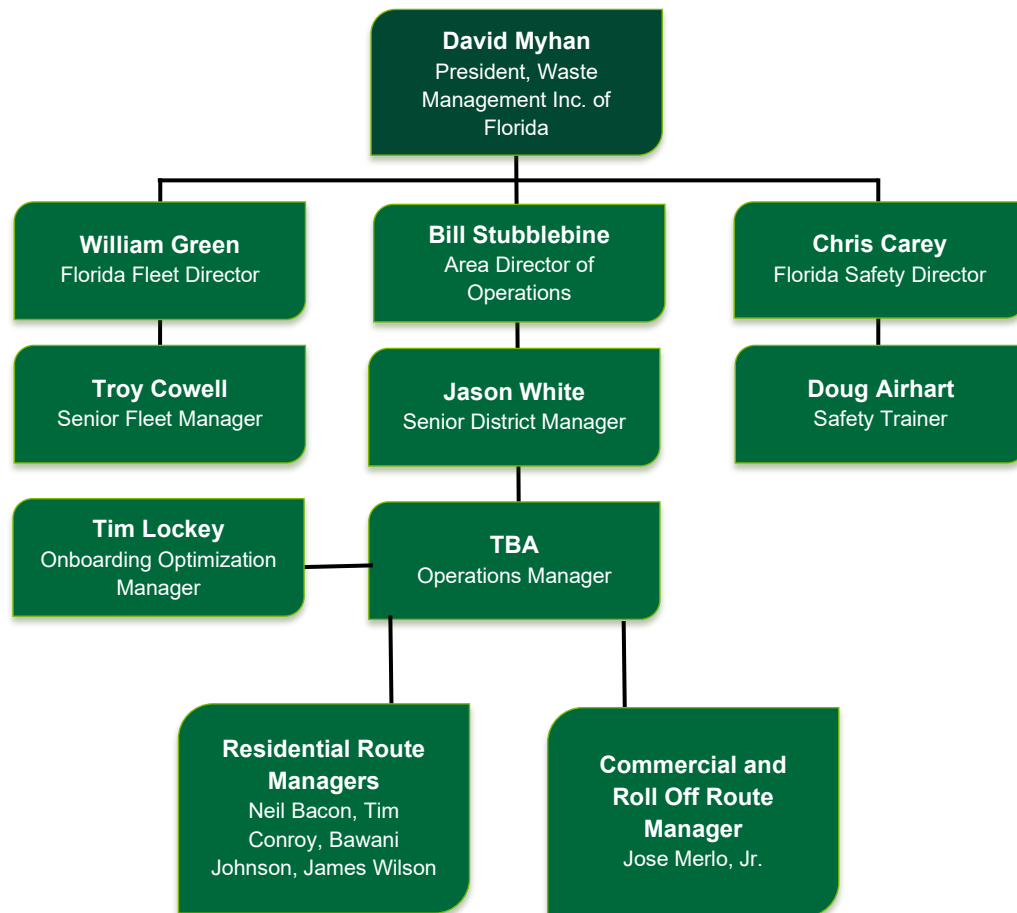
Helping You Through The Storm

Following a powerful tropical storm or hurricane strike, one of the most essential needs for a community to begin recovery is the reliable return of its most vital services. Doing everything we can to prepare before a storm, and return to service what helps local residents recover after a crisis, is what being a good community partner is all about.

Organization

Respondent should include an organization chart indicating titles and total number of personnel that would be devoted to work resulting from this ITN. Any subcontractors to be utilized should be clearly identified in the chart with a description of the specific work to be performed. Organization for each service option should be clearly identified. The chart should identify the structure of the company, and the County's day-to-day point of contact for the contract.

Our leadership serves with a focus on maximizing resource value while minimizing - or even eliminating - environmental impact so that both our economy and environment can thrive.



Staffing

Identify team members who are not 100% dedicated to this contract. Provide their percentage of dedication and other responsibilities.

Every WM employee working out of the WM of Sarasota County office, located at 5221 State Road 776, Venice, FL 34293 is 100% dedicated to the Sarasota County contract: drivers, mechanics, supervisors, and support personnel are 100% dedicated to the success of the County's solid waste, recyclable, yard waste, and yard waste collection program.

Key Personnel	Percentage of Time Devoted to Sarasota County Contract	Other Responsibilities
Tim Bowers, Governmental Affairs Manager	40%	Tim will oversee Sarasota County as well as other municipal contracts he manages.
Jason White, Senior District Manager	80%	Jason will oversee all operations for Sarasota County in addition to Manatee County.
Bill Stubblebine, Area Director of Operations	15%	Bill will oversee Sarasota County as well as other operational areas he manages.
Tim Lockey, Onboarding Optimization Manager	70%	Tim will devote most of his time to the Sarasota County contract and provide support to a small number of other areas.
Doug Airhart, Safety Trainer	50%	Doug devotes half of his time supporting the Sarasota County contract in addition to overseeing safety training at other sites.
Troy Cowell, Senior Fleet Manager	60%	Troy devotes over half of his time to supporting the Sarasota County contract as well as providing support to other areas.

A detailed staffing plan for the operation including the number of employees in each position.

WM will dedicate the following individuals dedicated 100% to the execution of the new contract. These are routes per day.

North District Number of Employees	
MSW Collection:	20
Recycling Collection:	13
Yard Waste Collection:	16
Commercial Collection:	10

1 District Manager	Jason White
1 Operations Manager	TBA
1 Fleet Manager	Troy Cowell
1 Fleet Supervisor	Scott Robinette
5 Route Supervisors	Jose A. Merlo, Jr., Neil Bacon, James Wilson, Tim Conroy, Bawani Johnson.
1 Onboarding Manager	Tim Lockey
3 Operations Specialists	Jamie Jacobs, Patty Gillis, Darlene Pruey

WM of Sarasota County houses over 140 drivers. The North Service District will require 80+ drivers. Onboarding Manager Tim Lockey has improved retention numbers every month in Sarasota and Manatee Counties since the role has been in place.

Automated Collection Route Training

WM will begin training our drivers on utilizing the automated collection system in July, 2024. We will begin with training 5 drivers and will add 5 drivers per month until we have 25 drivers signed off for our 20 routes. Training should be completed by the end of November, 2024. No training will occur during December and refresher training will start back up mid January, 2025. These drivers will be trained by our current recycling drivers and swing drivers.

A description of the process for hiring, selecting, and retaining employees.

Employee Hiring and Screening

WM posts job openings both internally and externally. Each posting includes a job description for the position that specifies the essential duties and responsibilities as well as other required qualifications.

Providing the safest possible service starts with hiring the right employees. We accomplish this through a diligent pre-employment screening process. Job applicants are screened based on meeting the required qualifications, and interviews are held to determine fit based on knowledge, skills, abilities, and prior experience along with other competencies for the specific job.

Key screening measures for employees at our landfills, hauling operations, and recycling centers include a comprehensive background check, fingerprinting, and drug testing.

Candidates that may perform safety sensitive functions must also complete medical exams and potential collection drivers must pass a Department of Transportation (DOT) medical exam. When appropriate, candidates receive a physical abilities test that evaluates grip, static strength, and dynamic lifting.

All candidates and employees, regardless of job nature, are subject to WM's Drug and Alcohol-Free Workplace Policy. Prior to employment employees are tested for drugs and alcohol, and those operating company vehicles are subject to regular, on-going screenings.

Employee Engagement and Retention

WM is a company committed to People First, knowing that the daily contributions of our 49,317 employees are what enable us to play a vital role in the communities we serve. The success of WM depends upon the success of each employee, and we strive to give them the tools they need to develop and excel in their careers.

Employee turnover continues to be a concern in the environmental services industry due to high demand in a strong economy for skilled workers - especially truck drivers, route managers, and maintenance technicians. According to a recent study by the American Trucking Association, the need for drivers could surpass 160,000 in 2030. We also compete against other industries for certain talent, such as the oil and gas industry for engineers in our renewable energy facilities.

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By promoting from within and offering a wide variety of training opportunities, WM helps employees maximize their effectiveness and grow in their careers.

WM is committed to providing a living wage to all employees, which is defined as the minimum pay received for the basic number of working hours to ensure coverage of workers' and their families' basic needs. During the pandemic, we also guaranteed all full-time hourly employees' pay for a 40-hour work week, regardless of COVID-19-related service decreases.

WM is committed to fair treatment of all employees. With approximately 8,500 union employees in the U.S. and Canada – 20% of our workforce - this commitment is met according to the practices and expectations agreed to within the collective bargaining unit. For non-union employees, we look for ways to reinforce our fair treatment and continuous learning culture.

Being an employer of choice is critical to our efforts to reverse the voluntary turnover trend while motivating us to sharpen our focus on our values and commitments that help us retain and empower good employees. By promoting from within and offering a wide variety of training opportunities, WM can help employees maximize their effectiveness and grow in their careers.

WM recently launched a pilot program to assist graduating high school seniors and recent graduates with earning a commercial driver's license (CDL).

WM will pay the tuition costs and provides hourly wages to participants. With no upfront costs, this program creates a clear pathway for participants to enter the WM workforce in a few steps:

Obtain a CDL: WM partners with CDL schools to cover tuition costs and pay participants an hourly wage.

Complete new driver training: Take a one-week, classroom-based training to learn WM's safety/operational practices.

Learn from others: Complete a one-week, hands-on practical driving skills training course with experienced trainers in Arizona.

Begin on-the-job training: Continue training at the WM site to further develop skills to operate trucks safely.

Develop career skills: Participate in the WM career readiness boot camp to help build essential career development skills in communication, feedback, customer service, teamwork, time management, and accountability.

At the heart of our engagement and retention strategy is a steadfast commitment to WM's core commitments of People First and Success with Integrity. We commit to People First by taking care of each other, our customers, our communities, and our environment. We commit to Success with Integrity by being accountable, honest, trustworthy, ethical, and compliant in all we do.

Putting Our People First with Comprehensive Employee Benefits

We continue to strengthen WM as a workplace of choice through competitive pay, work environment, opportunities for growth, and benefits. Each eligible employee receives a comprehensive benefits package that includes healthcare, family care, and financial and educational benefits.

Healthcare	Financial
<ul style="list-style-type: none"> ✓ Comprehensive health care coverage ✓ Prescription drug plan ✓ Dental/vision plans ✓ Salary continuance (short and long-term disability) ✓ Employee and family assistance program ✓ Retiree medical coverage 	<ul style="list-style-type: none"> ✓ Life and accidental death and dismemberment insurance ✓ Business travel accident insurance ✓ 401(k) plan with generous company match ✓ Employee stock purchase plan ✓ Legal services ✓ Employee discount programs
Educational	Family
<ul style="list-style-type: none"> ✓ 100% tuition and tuition-related fees paid for employees and their immediate families – see below for more information ✓ Free online training programs 	<ul style="list-style-type: none"> ✓ Flexible spending accounts ✓ Adoption assistance program ✓ Education savings accounts ✓ WM scholarship programs ✓ Paid vacation and holidays, and sick leave

Investing in Our Employees’ Tomorrow®

WM recognizes the value of learning that occurs beyond our company. In 2021, we announced a new education benefit, Your Tomorrow®. Your Tomorrow® was created in partnership with Guild Education to pay 100% of benefits-eligible employees’ and dependents’ tuition for 135+ business, technology, science and mathematics bachelor’s degrees and master’s programs.

WM is the first company to extend this type of benefit to family members - a clear example of our commitment to putting People First.

Engagement through Communication

Communication between company leaders and employees at all levels fosters honesty, accountability, and respect, all of which are critical to employee retention. Each quarter, senior leaders host a town hall-style meeting that covers a variety of topics, available to all employees via live-streaming technologies. Employees unable to attend can submit questions by email and view a replay on our intranet and our employee mobile app, WM Now.

WM Now is a one-stop shop for all things WM, making critical information available for field employees who may not have access to a desktop computer at work. This includes COVID-19 safety updates; access to employee benefits and our employee handbook; episodes of “The Route,” our internal podcast; employee engagement efforts; and stories from across the company. We were pleased to achieve our goal of 80% adoption of the app within 10 months. Analytics tell us which features employees find most useful, and we use those insights, as well as qualitative feedback, to further refine the WM Now experience.

Communication is a two-way street, so we solicit feedback from employees on how we can improve. Constant and collaborative engagement is the foundation of our Service Delivery Optimization program, our Mechanic Service Delivery Optimization, our Peer Review safety program, our Sales Delivery Optimization program, and the fair treatment and respect that comes from the adherence to our Code of Conduct.



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WM has a strong corporate culture focused on deep commitments to environmental sustainability, ethics, and the customers we serve. We believe our employees are our greatest assets, and if we take care of them, they will take care of our customers, our communities, our shareholders, our environment, and each other.

A New Pipeline of Talent

Our new Innovative Employment Pathways (IEP) program is creating a new pipeline of talent for our business while changing lives for the better. IEP is a recruitment program that provides second-chance employment opportunities to overlooked and underserved community populations, including those who have experienced homelessness, displacement, incarceration, and significant employment gaps.

The program begins with core training for all participants and a survey to determine what skills individuals already bring and what additional training they might need. If they choose to enroll in IEP, individuals spend 90 days working as helpers, sorters, and laborers at WM material recovery facilities. During this period, they can learn more about possible career paths as drivers, technicians, and customer service representatives. After the 90-day period, IEP participants may have the opportunity to transition from temporary to permanent positions at WM.

Since the program's launch, we have seen 50% higher short-term retention of IEP participants compared to nonparticipants. We plan to continue the program rollout at WM sites across North America, with the goal of activation at 80% of our facilities and 1,000 participants obtaining work experience by 2025.

IEP illustrates WM's commitment to People First, creating a culture of acceptance that helps people amplify their potential.

A proposed staffing ratio plan for drivers

Staffing ratio for North District: 59 employees needed. WM will carry 68 to 70 employees to cover vacations, sick days, etc. (15% extra employees).

Describe proposed staffing ratio for road supervisors to routes.

Staffing ratio for North District: 41 residential routes will have 4 Route Supervisors. 10 commercial routes with 1 Supervisor. All routes will have oversight by one (1) District Manager and one (1) Operations Manager.

Identify other positions such as safety manager, maintenance manager, road supervisors, dispatchers, schedulers, operators and mechanic.

Doug Airhart | Safety Trainer



Doug Airhart joined WM in 2007 as a helper at the age of 18, eventually rising to become a driver and driver trainer. With 16 years of experience, Doug now holds the role of Market Area Safety Trainer, overseeing training across nine West Florida Market area sites. His passion lies in promoting safety and knowledge, making the West Florida area a leader in both.

Troy Cowell | Senior Fleet Manager



5221 State Road 776, Venice, FL 34293 (941) 751-7503 | tcowell@wm.com

As WM of Sarasota’s Senior Fleet Manager, Troy reviews the safety and reliability of our collection vehicles. Specifically, he oversees our vehicle maintenance shop, maintenance staff, and preventive maintenance programs.

Troy will be responsible for all initial and ongoing procurement of vehicles required for the service of Sarasota County collections. He will continue to oversee repairs, inspections, scheduled maintenance, and cleanliness of the County’s collection vehicles.

Troy began his career with WM in 2008. He started as tire technician and worked his way to Sr. District Fleet Manager. During his tenure with WM, Troy has worked at three different sites. He currently manages two sites.

Valerie Love | Florida Dispatch Director



1800 N Military Trail, Suite 201, Boca Raton, FL 33431, (602) 906-7175 | vlove@wm.com

Valerie is responsible for managing the Florida Market Area centralized dispatch center. She oversees a team of logistics professionals who ensure service excellence in coordinating with customers, managing driver routing, scheduling container delivery. Valerie previously served as Florida’s Customer Experience Director and brings this experience to Dispatch to deliver a superior customer service experience. Valerie’s expertise and leadership has driven top customer satisfaction scores in the Florida Area. She is a WM Circle of Excellence winner and has also received a Professional Leadership Award. She has 15 years with WM and graduated from Miller Hawkins Business College.

Schedule/Timeline

Provide a master timetable that is comprehensive and achievable for the transition of services as described in Part II Section 7.1.3.

The following sample transition timeline outlines some of the main activities that take place during a normal transition where WM is the incumbent provider. Some of these activities are subject to change.

Sample Transition Timeline of Implementation Tasks

Implementation Tasks	Jan 24	QTR 1 2024	QTR 2 2024	QTR 3 2024	QTR 4 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025
Key Milestones									
Notice of award and council contract execution	✓								
Internal WM implementation meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓
Biweekly or monthly WM and County staff	✓	✓	✓	✓	✓	✓	✓	✓	✓



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Implementation Tasks	Jan 24	QTR 1 2024	QTR 2 2024	QTR 3 2024	QTR 4 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025
implementation meetings									
Submit Final Transition Plan to the County		✓							
Contract start date									✓
Operations									
Order new collection vehicles		✓							
Driver Training									
Conduct driver training on ASL trucks			✓	✓	✓	✓	✓	✓	✓
Customer Service									
Detailed <u>new</u> contract curriculum developed		✓	✓						
WM Customer Knowledge database updated to reflect contract changes								✓	
Management conducts small group CSR training on new contract terms and changes							✓	✓	
New Customer Knowledge content goes-live									✓
Public Education									
Finalize strategic communications plan and attain County feedback/approval			✓						
Promote implementation at scheduled community and council meetings (as requested)	Ongoing								
Conduct media outreach with County staff	As requested								
Continually update wm.com with service schedules	Ongoing								



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Implementation Tasks	Jan 24	QTR 1 2024	QTR 2 2024	QTR 3 2024	QTR 4 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025
Design and distribute new contract Information Package	There will be multiple communications before and throughout the new agreement implementation. The timeframe for each will be determined in collaboration with the County during the finalization of the strategic communications plan.								



Waste Management

Item: **Approach for South Service District**

Attachments

South District Service Approach.pdf



SOUTH SERVICE DISTRICT APPROACH

Collection Services: Respondent should explain how it plans to provide Collections Services as requested in Part II Scope of Services. At a minimum, descriptions must include the primary methods by which Residential Solid Waste, Recyclables, Yard Trash and Bulk Trash will be collected, a list of the types (year, make and model) and number of vehicles that will be used to provide collection services, number of drivers, workers, and customer service staff, as well as how materials will be handled following collection. Methods for each service option should be clearly identified.

WM is very proud of our record of service excellence that Sarasota County residents and businesses have come to know, trust, and expect. Our operations are local and make a positive impact on the local economy. As the incumbent provider, WM has an advantage in Sarasota County in terms of a seamless transition to a new franchise agreement. We are already proven partners in your community and have collaborated with the County on a number of events. We understand the County’s unique service districts and we already have the equipment and personnel in place to continue serving Sarasota County safely, reliably, and efficiently.

Residential Collection Service

Class I and Class II Customers (Curbside Service)

For Sarasota County Class I and Class II residential garbage collection service customers, WM will provide curbside collection using clean-burning compressed natural gas-fueled **(CNG) automated side load (ASL) trucks**. WM will collect Class I and Class II customers’ carted garbage and recycling at curbside once per week, providing service Monday-Friday between 6:00 a.m. and 8:00 p.m. WM will replace County-provided carts for residents as needed.

Type of Service	Required Level of Service	The WM Difference
Solid Waste	Once-per-week Curbside Collection in County-provided roll carts via Automated Collection. All future replacement or new Customer carts shall be provided by WM.	As the leader and pioneer in Automated Service, WM is excited to bring Automated Curbside Solid Waste Collection to Sarasota County. We fully anticipate the same exceptional transition as occurred in 2019 when WM partnered

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		with the County to convert to Automated Single Stream Recycling.
Program Recyclables	<p>Once-per-week Collection on same day as Solid Waste via Automated Collection. Franchisee to maintain County's current carts upon award of contract. All future replacement or new Customer carts shall be provided by Franchisee.</p> <p>One-time Curbside Collection of unprepared corrugated cardboard from new residential occupants (move-ins).</p>	<p>As North America's largest recycling processor and sustainability leader, WM partnered with Sarasota County in 2019 to launch Automated Single Stream Recycling. WM remains committed to increasing recycling participation and material quality through educational efforts in partnership with Sarasota County.</p> <p>WM will provide replacement recycling carts as needed and will collect a one-time load of unprepared corrugated cardboard from new residential occupants (move-ins).</p>
Yard Trash	<p>Once-per-week unlimited Curbside Collection, on same day as Solid Waste, in Customer-provided containers, biodegradable bags or properly prepared bundles.</p> <p>WM will remind residents of Yard Trash collection parameters - containerized or bundled, when possible, not to exceed 40 pounds in weight, four feet in length, and 16 inches in diameter.</p> <p>Customers may elect to use a Commercial Lawn Care Service to dispose of Yard Trash.</p>	<p>Only WM fully understands the intricacies of yard trash collection in Sarasota County. As such, WM has the resources, capability, and know-how to effectively clear an abundance of yard waste in the County.</p> <p>With the most sophisticated routing technology in the industry, WM has already established residential yard waste routes in the City and will continue these routes with a new franchise agreement.</p>
Bulk/Special Waste	<p>WM will collect up to ten cubic yards at a maximum of four times year per residential unit. Items to be collected shall include Bulk Waste, White Goods, E-Waste, used oil and filters, and Tires.</p>	<p>WM will provide curbside bulky/special waste collection service, up to ten cubic yards, to all residential curbside cart customers up to four times annually. Service will include White Goods, E-Waste, used oil and filters, and Tires.</p>



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Class II Customers (Site Service)

WM is pleased to provide the following outline for Site Service to Class II Customers.

Type of Service	Required Level of Service	The WM Difference
Solid Waste	Minimum of once-per-week Collection in Franchisee-provided or Customer provided containers.	As the leader and pioneer in Automated Service, WM is excited to bring Automated Curbside Solid Waste Collection to Sarasota County. We fully anticipate the same exceptional transition as occurred in 2019 when WM partnered with the County to convert to Automated Single Stream Recycling.
Program Recyclables	Minimum of once-per-week Single Stream Collection, provided on the same day as Solid Waste Collection in Franchisee-provided or Customer-provided containers. One-time Collection of unprepared corrugated cardboard from new residential occupants (move-ins).	As North America's largest recycling processor and sustainability leader, WM partnered with Sarasota County in 2019 to launch Automated Single Stream Recycling. WM remains committed to increasing recycling participation and material quality through educational efforts in partnership with Sarasota County. WM will provide replacement recycling carts as needed and will collect a one-time load of unprepared corrugated cardboard from new residential occupants (move-ins).
Yard Trash	Minimum of once-per-week Collection in Franchisee-provided or Customer provided containers. Customers may elect to use a Commercial Lawn Care Service for disposal of Yard Trash.	Only WM fully understands the intricacies of yard trash collection in Sarasota County. As such, WM has the resources, capability, and know-how to effectively clear an abundance of yard waste in the County. With the most sophisticated routing technology in the industry, WM has already established residential yard waste routes in the City and will continue these routes with a new franchise agreement.
Bulk/Special Waste	Collection of up to 20 cubic yards up to four times annually per complex to be coordinated between complex	WM will provide curbside bulky/special waste collection service, up to 20 cubic yards, to all residential curbside cart

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	owner/manager and Franchisee. Items to be collected shall include Bulk Waste, White Goods, E-Waste, Used Oil and filters, and Tires. *	customers up to four times annually. Service will include White Goods, E-Waste, used oil and filters, and Tires.
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*As of January 31, 2023, the County has 163 complexes in the North District and 284 complexes in the South District designated for Site Service.

Rear Door Service

WM recognizes our residents who need that special touch. WM will provide rear door service to physically disabled Curbside Service Customers at no additional charge. Such Customers will annually provide a written statement to WM from a licensed healthcare provider documenting the need for Rear Door Service.

Residential Supplemental Collection Services

WM is pleased to offer Residential Supplemental Collection Services to Class I Customers and Class II Customers receiving Curbside Service including, but not limited to, the following.

- A. Second day of Solid Waste Collection per week.
- B. Rear Door Service for non-physically disabled Customers.
- C. In-ground container service.
- D. Collection of improperly prepared Solid Waste or Yard Trash.
- E. Collection of additional Roll Carts beyond the included number of carts.

WM will also provide additional unscheduled pickups of Solid Waste, Yard Trash, and Program Recyclables as Residential Supplemental Collection Services to Class II Customers receiving Site Service.

WM will work directly with our Class I and Class II Residential Customers desiring Supplemental Collection Services. WM welcomes the opportunity to customize service for our Sarasota County residents based on their individual needs. Our sophisticated platform enables us to design a Supplemental Collection Services program specific to each customer upon request and provide the best level of service at a competitive rate that meets the customer’s unique needs.



Commercial Collection Service

Basic Commercial Collection Service

WM is pleased to continue Commercial Collection Service as outlined in the following table.

Type of Service	Required Level of Service	The WM Difference
Solid Waste	Minimum of once-per-week Collection, unless otherwise approved by the Administrative Agent, in Franchisee-provided or Customer-provided Commercial Containers or Roll Carts. Non-putrescible containers collected on call with a minimum of once-per-14-day Collection.	WM will continue its tradition of service excellence with Sarasota County by continuing to provide the safe and reliable service that County Commercial Customers have come to know, trust, and expect.
Program Recyclables (Customer option)	Collection, if requested and as agreed to by Franchisee and Customer, in Franchisee-provided or Customer-provided Recycling Containers.	WM remains committed to increasing commercial recycling participation and material quality throughout Sarasota County.
Yard Trash (Customer option)	Collection, if requested and as agreed to by Franchisee and Customer, in Franchisee provided or Customer-provided Commercial Containers or Roll Carts. Customers may elect to use Commercial Lawn Care Service for disposal of Yard Trash.	Should County Commercial Customers elect to choose this option, WM will provide service with CNG-fueled collection vehicles with schedules that match each customer’s unique needs.

The Administrative Agent may authorize the use of Curbside Service Containers by Commercial Customers where efficiency and other circumstances justify.

Where several Commercial Customers are within close proximity of each other, such as in the same shopping center or the same mall, such Customers may enter into a joint agreement to contract with WM to collect their Solid Waste and/or Yard Trash in shared Collection Containers. WM will be responsible for joint agreements.

Container type, size, and frequency of service will be sufficient so that Commercial Customers are able to place all Solid Waste and Yard Trash in the appropriate Collection Container without overflow.

Commercial Supplemental Collection Services

WM will offer Supplemental Collection Services to Commercial Customers including, but not limited to, the following:

- A. Rolling out Collection Container and returning it to its original location.



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- B. Opening and closing doors or gates.
- C. Locks for Collection Containers.
- D. Unlocking and locking Collection Containers
- E. Moving Customer-owned container location, upon Customer's request.
- F. Changing out Collection Container size, if more than two times per year.

WM is very familiar with our Sarasota County Commercial Customers and their unique service needs. WM will continue working directly with our Commercial Customers who desire Supplemental Collection Services. WM customizes service for our Sarasota County Commercial Customers based on their individual needs. Our sophisticated platform enables us to design a Supplemental Collection Services program specific to each customer upon request and provide the best level of service at a competitive rate that meets the customer's unique needs.

WM will bill Customers directly for Commercial Supplemental Collection Services in accordance with the rates stated in Attachment E and Attachment F and will not include any surcharges not clearly defined and approved on Attachment E and Attachment F.

WM will ensure that our Commercial Customers are fully aware of renewal notifications and/or cancellation policies which shall not exceed a four-month period. Service agreements and monthly billing statements will include such notifications.

Additional Services

Community Service

WM is pleased to continue providing community services to help keep Sarasota County beautiful. We live here, too, and the County's success is our success. WM is pleased to provide the following services for community programs.

WM will conduct up to 15 community clean-ups per year. For each community clean-up, WM will provide and service a minimum of two roll-off containers each at up to four sites, and up to three additional roll-off containers per event for such items as Yard Trash, White Goods, and Tires. WM will pull and empty each roll-off container up to three times per event. WM will deliver collected materials to the Designated Site.

WM will provide Curbside Collection for up to 3,000 32-gallon bags of Solid Waste and up to 300 32-gallon bags of Program Recyclables collected annually during "Keep Sarasota County Beautiful" events or adoption clean-ups. WM will deliver Solid Waste to the Designated Disposal Site and Program Recyclables to the Designated RMPF.

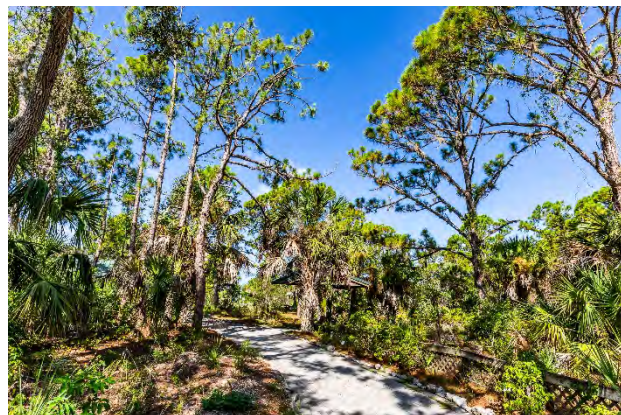


Figure 8: Lemon Bay Park

WM will provide Collection for up to 24 events per year of illegal dumping in roads or rights-of-way upon request by the Administrative Agent. WM understands that an event may be the Collection of debris along

an entire street and/or may require the use of a claw truck. WM will deliver this material to the Designated Disposal Site.

Hours and Holidays

Collection Hours

WM will perform Residential Collection Services Monday through Friday, except during Holiday weeks or as otherwise authorized by the Administrative Agent.

WM will not conduct Residential Collection Service or Commercial Collection Service prior to 6:00 a.m. or after 8:00 p.m. unless otherwise authorized by the Administrative Agent.

Holidays

During holiday periods, for the remainder of the week following all Holidays, WM will provide Collection Service to each Residential Customer on the day following its normally scheduled day, including Saturday.

For our Commercial Customers, WM will provide Commercial Collection Services normally scheduled for that Holiday during the next business day following such Holiday.

WM will notify all Customers whose Collection day has been changed due to a Holiday at least three business days and not more than ten business days prior to the Holiday. This notice, approved by the Administrative Agent, will be made through email, social media, advertisement in a newspaper of general circulation published within the County, and other outlets as agreed upon between WM and Administrative Agent.

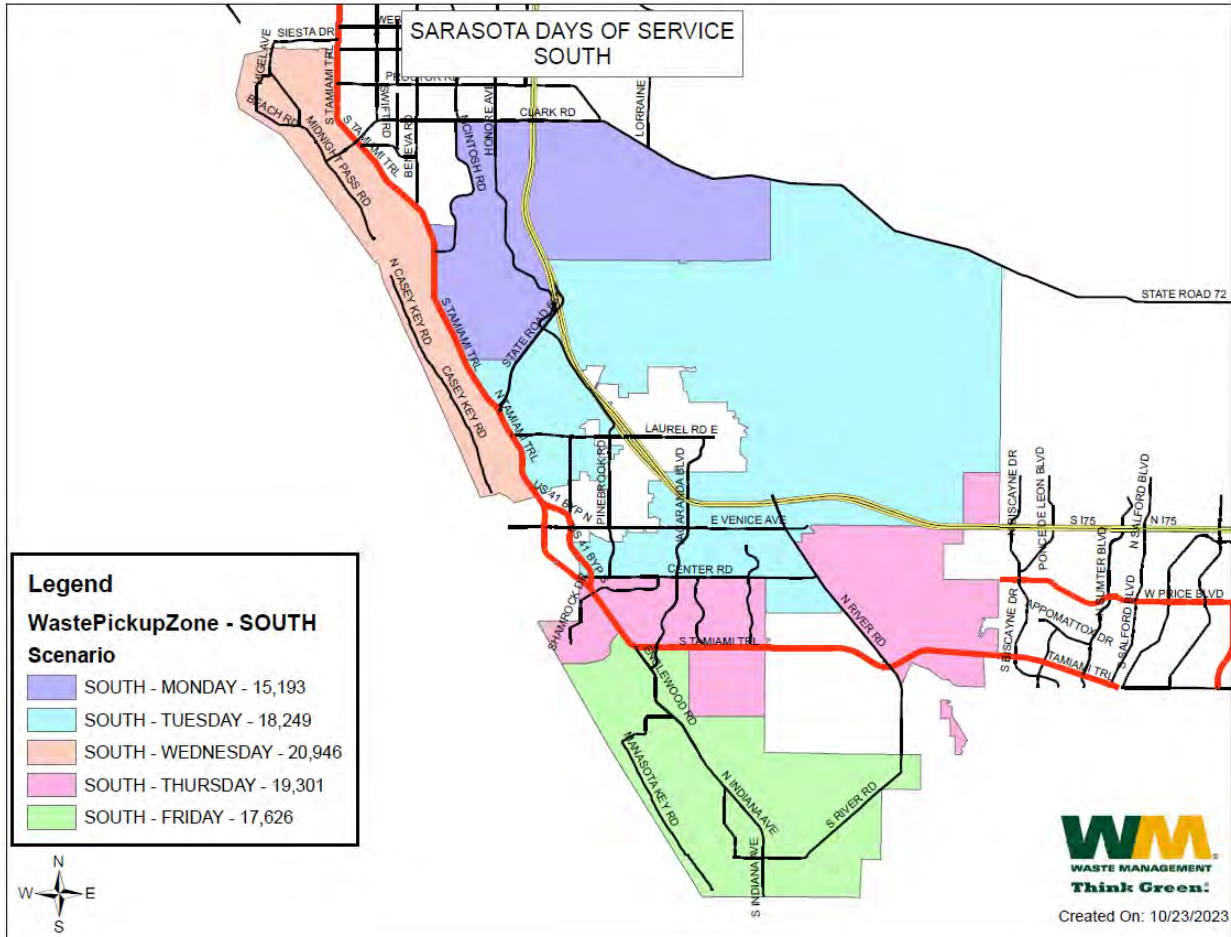
Hours during Closure of Designated Sites

WM will not be required to provide Collection Services on days that the Designated Disposal Site or Designated RMPF is closed. If Collection Service is not provided due to facility closure, WM will notify all affected Customers in accordance with Section 8.2.4 (email, social media, advertisement in a newspaper of general circulation published within the County, and other outlets as agreed upon between WM and Administrative Agent.

If Collection Services occur on a Saturday due to a Holiday schedule, the hours of the Designated Disposal Site and Designated RMPF will be extended to 5:00 p.m. on that Saturday.

South Service District Route Map

With the most sophisticated routing technology in the industry, eRouteLogistics,[®] WM is pleased to provide the following route map illustrating the residential days of service within the South Service District.



*The above numbers reflect curbside service with carts for residential, multifamily and commercial customers.

Vehicles and Equipment

Your Route to Innovation: Automated Collection

Automation Technology Creates Safer, Faster, More Efficient Collection System

Just as WM has transformed the way waste is managed, we have dramatically altered the way we collect and transport it. An outdated, manual, and tedious collection process has been replaced by a far safer, less time-intensive, and much more efficient collection process. Today, automated collection is leading the way and pushing the waste services industry forward because it is:



Safer: For our drivers, automated collection eliminates manual lifting and exposure to possible hazards such as sharp objects, exposure to pathogens in waste, and traffic accidents. Additionally, the steering wheel is on the right side of the cab so if the driver must get out of the truck for any reason, they are stepping out to the curb and not the road.

Faster: With improved collection efficiency, automated collection truck drivers can pick up more carts in a day, reducing operational and labor costs and helping to keep service rates competitive. The technology also allows for the truck to function at idle speeds, which reduces fuel consumption and keeps noise at a minimum.

Convenient: Customers are embracing the many conveniences and benefits of wheeled carts versus bags and cans. The carts are easy to roll, have larger capacities than most resident-provided containers, and are maintained by WM, eliminating the need for residents to worry about replacing cans as they age.

Aesthetically Appealing: Our automated collection carts improve the look of neighborhoods by providing a uniform look and cleaner streets, as waste carts eliminate the need to pile trash bags at the curb. The automated carts are also more resistant to tipping by animals than customer-owned containers, which reduces blown litter and strewn garbage. The articulating arm on the truck can lift up to 2,000 pounds, allowing residents to place more items inside their cart as opposed to large piles by the street.



Figure 9: Automated collection is easier than ever for residents.

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Why Automated?

Customer Benefits

- ✓ Safer - no more lifting heavy bins or cans
- ✓ Carts are wheeled and easier to roll and reposition
- ✓ Attached lids help keep pests out and reduce fly-away litter
- ✓ Carts can hold more material than cans and come in a variety of sizes to meet customer needs – the automated side loader mechanical arm can lift up to 2,000 pounds

Community Benefits

- ✓ Safer, quieter, more modern collection
- ✓ Greater curb appeal with a more uniform look on collection day
- ✓ Cleaner streets with less wind-blown litter
- ✓ Reduced truck traffic - more efficient service means fewer trucks and less drive time
- ✓ Lidded carts keep materials dry – material reaches recycling plant in optimal condition for reuse
- ✓ Carts are durable and long-lasting
- ✓ Stress-free upkeep - carts can be provided and maintained by WM

Operational Benefits

- ✓ Decreases risk of driver injury – fewer injuries due to lifting cans manually and less risk of being struck by passing automobiles
- ✓ Greater productivity as drivers can service more customers in less time
- ✓ Improves collection efficiency, which reduces operational and labor costs, helping to keep service rates competitive
- ✓ Automation positively impacts driver job satisfaction and retention
- ✓ Automated collection helps WM attract highly qualified, experienced drivers

State-of-the-Art Vehicles with Industry-Leading Technology

With more than 32,000 collection and support vehicles on the road throughout North America, WM trucks are a familiar sight and one of the most visible symbols of our company. Our state-of-the-art fleet - navigating your County - assures Sarasota County is provided safe, quiet, efficient, and environmentally friendly collections.

All of our vehicles are fully enclosed and designed to be leak-proof with self-contained mechanisms to compress the material collected. The vehicles are painted in a uniform color and are easily identifiable as they adhere to specific branding guidelines. Vehicles are marked with unique unit identification numbers on both sides and the rear. We maintain detailed records of each collection vehicle and all vehicles are meticulously maintained for a clean and orderly appearance, as well as good working condition.

WM's industry-leading onboard technology minimizes the environmental impacts of our collections while maximizing reliability and efficiency. From our advanced onboard computing system that streamlines

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communication, to our eRouteLogistics® mapping and routing software with real-time GPS, to our onboard digital cameras, to trucks powered by cleaner and more cost-effective natural gas - a partnership with WM means that Sarasota County receives the latest advancements in always-evolving industry technology.

South District	MSW	Recycle	Yard Waste	Bulk Waste	Commercial
Collection Method	Automated	Automated	Manual	Claw Truck	Automated
Truck Type	ASL	ASL	REL	Top Load	FEL
Fuel Type	CNG	CNG	CNG	CNG/Diesel	CNG
Make*	Mack	Mack	Mack	Mack	Mack
Model*	LR	LR	TE	N/A	MR
Year/Age	2024/2025	2024/2025	2024/2025	Various model year	2024/2025
Quantity	22	14	9	2	7
Routes Planned	20	13	8	2	6
Collection Staff	26	18	10	3	10
Post Collection Management	SRQ Landfill	Jackson Rd	SRQ Landfill	SRQ Landfill	SRQ Landfill

*Truck make and model may vary depending on availability.

Proposed Collection Vehicles for Sarasota County

Automated Side Load Vehicle for Collection of MSW, Recycling, and Cart-Based Commercial Service



Passenger Side (Curbside)

Front



Driver's Side (Roadside)

Rear

MATERIALS COLLECTED

- ✓ Trash
- ✓ Recycle

TYPE OF FUEL

Cleaner, Quieter Compressed Natural Gas

CHASSIS/BODY MAKE AND MODEL

Autocar WX/Amrep

CREW SIZE

1

SERVICE PROCEDURES

Services containers with mechanical arms that lift and tip contents into the body of the truck. Operated by the driver – on right hand side of cab - with controls inside the cab.

Front End Load Vehicle for Commercial Customer Containers



Passenger Side (Curbside)



Drivers Side (Roadside)



Rear

MATERIALS COLLECTED

- ✓ Trash
- ✓ Recycle

TYPE OF FUEL

Cleaner, Quieter Compressed Natural Gas

CHASSIS/BODY MAKE AND MODEL

Autocar ACX64/ McNeilus 3285

CREW SIZE

1 driver

SERVICE PROCEDURES

Services dumpsters with two forks on the front of the truck that lift and tip contents into the body of the truck. Operated by the driver with controls inside the cab.

Rear End Load Vehicle for Collection of Yard Trash



MATERIALS COLLECTED

✓ Yard Trash

TYPE OF FUEL

Cleaner, Quieter Compressed Natural Gas

CHASSIS/BODY MAKE AND MODEL

Autocar WX/Amrep

CREW SIZE

1 driver

SERVICE PROCEDURES

Driver services containers or dumpsters at rear, outside of truck, with levers.

Technology at Work for Sarasota County

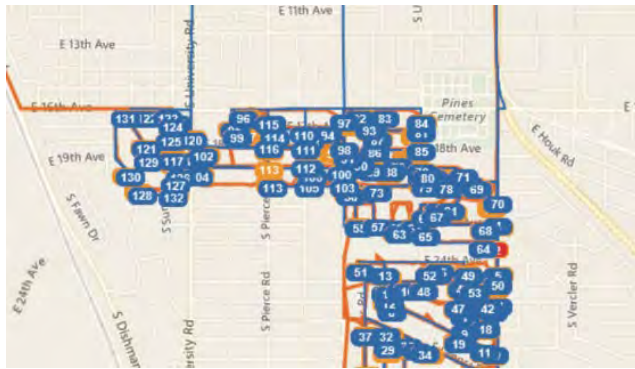
Clearly documenting route exceptions



Among its many benefits, Onboard Computing is a key tool for noting and communicating route exceptions such as “no can out,” blocked containers, extras and contamination. Each exception has a designated code. Drivers log the appropriate code at the time of collection and also have the option to add supplementary notes and photo images. This documentation is often shared with customers to help facilitate resolutions and confirm service delivery.

Addressing unplanned events to maintain on-time collections

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In office, dispatch and route management staff proactively address unplanned events with Onboard Computing System Dispatch (OCS). Traffic can slow a driver on their route. A sick driver's route still needs to be serviced. Route managers and dispatchers can take a portion of a route, or an entire route, divide it up among other trucks, and seamlessly drop those stops onto the other drivers' tablets. This puts the customer first, allowing us to quickly react to all situations.

Data-driven performance and safety coaching



One of our most recent safety innovations, DriveCam, allows us to see and talk through the safety issues drivers face each day. Each truck cab is equipped with a forward-facing camera constantly recording everything that happens. Whenever there is a sudden movement, the camera automatically saves a 12-second section of video. The videos are reviewed with the driver to improve safety.

Service Delivery Optimization: A Cornerstone of Our Operations

WM focuses on four performance principles in all our operations: **Safety, Service, Savings, and Satisfaction**. To meet the goals of each of these principles, we use a comprehensive operations framework - Service Delivery Optimization (SDO) - to define, track, and measure every aspect of our operations to enable us to monitor for continuous improvement.

SDO is a marriage of technology and management to drive employee engagement, knowledge sharing, and accountability, which give all our team members the mindset to meet and exceed our customers' expectations. SDO was developed based on our extensive research of best practice operations from businesses with expertise in logistics, employee engagement, and service delivery. The system, which is unique to WM, will help us meet the benchmarks set by Sarasota County.



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SDO creates an environment that focuses on continuous improvement and provides metrics so we can coach everyone from our drivers to our district managers. The SDO mindset encourages all employees to communicate their setbacks as well as their successes, which helps them unleash their potential. While a setback means that something went wrong, it also offers an opportunity for improvement by figuring out why it happened, learning from it, and making changes to prevent it from happening in the future.

Alternatively, when something goes right, we celebrate success to encourage repeat behavior and share best practices. Rather than seeing the success of others as a threat, we want our employees to consider their successes as inspiring and a source for learning.

By integrating technology and logistics management processes with the skills of our drivers, we improve safety, facilitate real-time accountability, set clearer expectations, and enhance employee communications, all of which ultimately maximize customer service and satisfaction.

Four Performance Principles

Safety Results for Sarasota County

Safety is woven into SDO because safety is our core value. For example, every Wednesday, managers review videos from our trucks; on-board camera system, DriveCam®. If a manager notices a driver has, for instance, violated the requirement for a four-second following distance in traffic, our route managers role play a discussion with the driver. When the scenario is well-rehearsed, the managers and drivers review the footage together. The manager asks the driver to describe what they see, recall the rule on following distance, and explain why he or she was in violation. Next, the driver is asked how they will avoid repeating the mistake and commit to abiding by our four-second following distance. Through DriveCam and role playing, drivers are held accountable and are empowered to become better at what they do, which makes Sarasota County a safer place to live, work, and play.

Service Results for Sarasota County

SDO encourages drivers to share their thoughts with each other on how to provide better service. During their daily morning huddles, managers might show a brief video of garbage scattered in the street. Drivers are asked to come up with a daily nugget on service improvement. A recent example: "Leave it better than you found it." It is a win-win for Sarasota County and WM.

Savings Results for Sarasota County

SDO helps us be consistent and efficient in our service delivery, which saves time wasted on returning to collect missed containers. All routes are carefully planned to adhere to a schedule and are typically handled by the same drivers from week to week. They know which customers need backyard collections, so they have fewer missed collections. Also, they know the streets, giving them insights into each route to provide the safest possible service delivery.

Customer and Employee Satisfaction

SDO has given us a highly trained team, yielded better performance, and increased driver satisfaction, which has reduced turnover. Because our entire operation is highly organized and predictable, drivers know what to expect. They will typically drive the same route. Their day runs smoothly. They get back to the hauling site on schedule. Drivers work as a team, using peer-to-peer advice to foster individual improvements that make the whole company stronger. If a recycle driver accidentally leaves spilled paper on a route, then the garbage driver who follows will call him to mention the problem. By keeping tabs on each other, drivers provide better service for Sarasota County. Through SDO we actively engage with our

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drivers. Our drivers are our frontline employees, and their feedback from the streets is vital to meeting your performance expectations.

SDO Management Procedures

We take pride in providing exemplary service. To manage and track our performance, we utilize SDO as our proprietary best practices management tool. If an issue does arise, our SDO management procedures are:

Service Metric	SDO Procedure	SDO Value
Safety	Safety metrics, both present and past, are summarized weekly and monthly. The report includes the total recordable injury rate (TRIR) and the vehicle accident rate report (VARR), which address injuries and accidents, respectively.	Our goal is to return every employee home safely to their family and friends at the end of every day. As part of SDO, we use established safety metrics to measure and manage our operational performance. Managers and drivers discuss these metrics at daily launches.
Missed pickups	Our operations team creates a report on a daily, weekly, and monthly basis. The results are posted by route and driver name in the drivers' meeting room to inform all our drivers where we are missing customers.	This creates transparency and peer-to-peer accountability. Our route managers actively engage with drivers regarding missed collections. Drivers also participate in coaching and mentoring their team members.
Noise and spills	We track noise and spill complaints through our customer service complaint log and report them to Sarasota County as required.	Tracking noise and spill complaints gives our management team insight into incidents that need to be resolved before they become a nuisance for your community.
No can out percentage (NCO)	The daily NCO report tracks the percentage of a route that was reported as "no can out." This data helps to inform operational compliance and identify trends.	If the route is showing a high percentage of "no can out," route managers will conduct a "walk and talk" with our drivers on the route. High percentages of NCOs may signal missed collections, a situation requiring immediate correction.
Daily efficiencies dashboard	All efficiency data is combined into one daily dashboard report, including homes collected per hour based on each route's efficiency goal, total daily idle time by truck, and route sequence compliance (Plan vs. Actual).	To confirm we are routing for safety, service, and savings, our operations team meets every morning to review and discuss the daily dashboard and make route adjustments, if necessary.
Truck weights	This daily report lists the weight of every load from the previous day by truck.	The report enables the operations team to review truck weights to confirm they are within legal limits.

Service Metric	SDO Procedure	SDO Value
Fleet/maintenance reports	Every morning, we track the number of trucks that depart for collections versus those needing repair. This data is summarized weekly.	Route managers use this report to coach drivers on proper maintenance protocol. We need drivers to anticipate repairs to avoid disrupting collections.

SDO Drives Real Results

While the information we capture is critical to each aspect of our business, what sets WM procedures apart is the automated integration of that information into all aspects of our operations. The data from our drivers not only provides task completion details, it is then automatically integrated throughout all WM systems. Our significant investment in the technology that facilitates this provides the information we need for improved safety, timely and detailed service reporting, cost savings, and ultimately enhanced employee and customer satisfaction for Sarasota County.

Preventive Maintenance to Keep Vehicles and Equipment Safe

WM has a comprehensive Preventive Maintenance Program for vehicles and equipment. Disciplined adherence to the program and associated tasks help us reduce breakdowns within our fleet and provide Sarasota County with safe and efficient services.

Our program establishes a systematic procedure to minimize all vehicle and equipment failures by monitoring the current conditions and correcting defects before they develop into safety concerns or costly repairs.

Our maintenance team performs regular quality control audits and self-inspections for compliance of our maintenance programs, enabling us to identify areas of improvement and correct deficiencies. Our Preventive Maintenance Program complies with all applicable state and federal requirements, and includes:

Preventive Maintenance Intervals: These intervals are based on vehicle or equipment utilization by hours and/or days. Intervals are increased in the frequency in areas where severe operating conditions exist, such as extreme temperatures, poor road conditions, etc.

Investing in Our Fleet

Each year, WM invests roughly \$600 million in vehicle and equipment maintenance. These investments in our fleet safety, driver training, and onboard equipment have resulted in a 57% reduction in vehicle accidents since 2007.



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Daily Driver Inspections: Before and after each shift, drivers are required to conduct a standardized safety and maintenance check of vehicles and report on any items that may need service. Any defects found during inspections are noted on the inspection form and transferred to a work order for a scheduled repair. Safety-related defects result in the vehicle being removed from service until repairs are completed.



Testing brake lights



Checking tire pressure



Inspecting fire extinguishers



Testing hydraulic lifts and buckets

Fluid Sampling and Filter Changes: Our program requires scheduled fluid sampling and filter changes at specified intervals.

Leak Prevention: After operating for 200 hours, each of our collection vehicles undergoes a spill and leak prevention assessment. Mechanics inspect and replace worn hoses - prior to the manufacturer's recommendation. Drivers check their vehicles daily for leaks, including during pre-trip and post-trip inspections.

In-Field Repair Response: If a driver experiences an issue while on a route, he/she calls into dispatch immediately to report the problem. Our in-house maintenance shop will dispatch a mechanic out to the driver immediately to make the necessary repairs. If repairs cannot be completed in field, a backup collection vehicle will be deployed.

Customers depend upon us to pick up and safely recycle or dispose of their wastes; but they often fail to notice our workers performing these essential tasks. Although vehicle and equipment maintenance may seem like common sense, it is an expensive and labor-intensive task that many companies delay, discount, or even eliminate – but it is imperative to the safety of our employees and customers that these preventive measures are completed.

WM's Preventive Maintenance Program is consistent with the standards and procedures recommended by the Technical Maintenance Council (TMC) of the American Trucking Association and encompasses the mandatory Department of Transportation (DOT) inspection criteria set forth in Section 396 of the Federal Motor Carrier Safety Regulations (FMCSR).

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Environmentally Sound Maintenance Procedures

WM has implemented several environmental procedures for fleet maintenance, including:

- Use of synthetic or semi-synthetic fluids that allow extended oil drain intervals in engine transmissions, differentials and hydraulic systems and reduces the amount of virgin petroleum stock required
- Collection and recycling of all fluids collected from vehicle maintenance by licensed recyclers
- Used oil filters are drained and scrapped, per regulations
- All filters placed in drain basins to prevent environmental pollutants from entering streams

COMPASS® Planning and Control System

Through WM's use of the COMPASS® maintenance planning and control system, we are able to track every piece of equipment for alignment with expectations for good preventive maintenance. COMPASS is our automated maintenance tracking system that includes predictive maintenance features, complete repair and service histories, and calendar reminders. Each equipment component and its available manufacturer-recommended maintenance requirements (or WM standard maintenance intervals), are individually loaded by type, brand, and configuration and given a specific tracking number into COMPASS.

This system is used throughout the entire WM enterprise and has successfully transformed more than 32,000 vehicles and thousands of factory components from a reactive manual tracking maintenance approach to a proactive and predictive one. Utilization of COMPASS has resulted in recent studies showing that, across the board, WM achieves lower-than-average maintenance costs compared to the industry, while maintaining excellent uptime, which equates to outstanding service for Sarasota County.

The usage hours of all equipment are input daily and the system will generate preventive maintenance recommendations according to manufacturers' recommendations. The maintenance must then be completed and paperwork submitted in order to clear the maintenance task from the system.

Skilled, Trained Technicians

WM expanded its Fort Myers, Fla. Driver Training Center in 2017 to include a Fleet Technician Training Center, and opened a second Technician Training Center in Glendale, Ariz. in June 2019. Through these learning facilities, technicians new to WM – regardless of past experience – take part in a two-week immersion training experience to learn our fleet maintenance processes and programs. The two-week course provides on-the-job training that is invaluable to preparing skilled technicians for Day One success as well as giving them a foundation of knowledge to build upon in their WM careers.



Maintenance Service Delivery Optimization Fosters Continuous Improvement

WM’s Maintenance Service Delivery Optimization (MSDO) program engages our maintenance technicians in a continuous improvement process - soliciting and implementing their ideas for how to constantly improve our maintenance program. MSDO supports our managers and technicians and allows them to focus on properly executing fundamental fleet processes, being accountable for quality repairs, and conducting root cause analyses to reduce truck downtime to improve customer service for Sarasota County.

The MSDO program emphasizes processes that streamline the maintenance of WM’s vehicles. Maintenance shops are outfitted with a live board, which is a large screen that provides real-time data to frontline managers and technicians on vehicle repairs. The program focuses on a series of goals to make maintenance jobs easier and more efficient for us, and in a timely manner for Sarasota County. These goals include:

- Encouraging personal coaching to drive better performance
- Establishing annual assessments, training, and certifications for technicians
- Having technicians work on “lean events” to make the shop environment more effective and efficient
- Updating maintenance programs - like Total Hydraulic Maintenance - for shop compliance
- Improving planning and scheduling for both short- and long-term projects
- Creating different standards for maintaining a vehicle that is based on its age
- Formalizing fleet-related safety and process rules to drive accountability

The following table outlines our MSDO processes for preventive maintenance:

Preventive Maintenance Task	MSDO Processes	Process Performance Standards
Planning and Scheduling	Managing performance along with planning/scheduling vehicle repairs	Managers and supervisors are trained to use planning tools that maximize the hours on jobs.
Preventive Maintenance Inspection/Compliance	Scheduled vehicle inspection conducted by maintenance technicians every 200 engine hours	100% of preventive maintenance inspection (PMI) activities performed within 10% of designated intervals
Quality Control Inspection (QCI)	Fleet manager/supervisor conducts quality control inspection on 10% or more of PMIs completed	Properly documented inspections of 10% of all PMIs
Driver Pre-Trip/Post-Trip Inspections	Pre-trip inspections are conducted prior to the driver starting their day. Post-trip inspections are completed once the driver’s route is completed.	Drivers conduct inspections on every truck prior to leaving the facility and upon returning to the yard.
Total Tire Maintenance (TTM)	TTM is a cornerstone of our maintenance program. The	All drivers inspect their truck tires at least two times a day and technicians



Preventive Maintenance Task	MSDO Processes	Process Performance Standards
	technicians follow a seven-step process when changing tires. We focus on accountability for the safety of the public as well as our drivers.	follow a seven-step process to confirm the tires are installed correctly.

Maximizing Prevention, Minimizing Failures

WM makes every effort to provide uninterrupted service to our customers, but breakdowns and issues do occur. Sarasota County can be confident that WM has the necessary systems and measures in place to minimize the effects of vehicle and equipment failures.

From our tried-and-tested maintenance manual, to our regular quality control audits and self-inspections, to our swift response and repair time, we make the investments required to meet your expectations of the industry’s leading service provider throughout the contract term.

Putting People First with Robust Safety Programs, Technology

WM knows it is our duty to take every sensible step to prevent injuries in the workplace and return our employees home safely every night.

Likewise, Sarasota County depends on us to safely collect, process, and dispose of their wastes while being mindful of our actions to protect the environment that we share.

This is why safety is a core value for our company and we understand the magnitude of this responsibility. We will strive to confirm that each task, piece of equipment, and company policy and procedure reinforces safe actions and behaviors.

Overall injury rates in our industry have improved substantially in recent years and WM’s performance in this area has ranked among the best. You do not need to search long to see how we fulfill our commitment to safety – it is woven into everything we do – from hiring practices to training to advancing safety technologies to preventive maintenance.



‘Our People First’ is a core commitment of WM.
We commit to taking care of each other, our customers, our communities, and the environment.

Get Home Safe Every Day

As a People First company, keeping our people and our communities safe is our top priority. The WM Safety Vision and Promise empowers team members to consistently think and act in ways that directly support and strengthen the safety culture at WM.

The Vision moves WM beyond a focus on compliance by cultivating a culture where health and safety are the foundation of everything we do. Safety comes first on the job, all day, every day, without compromise.



Our Safety Vision and Promise is to:



Always put safety first



Take personal ownership of safety



Champion safe operations with our words and actions



Follow all safety rules

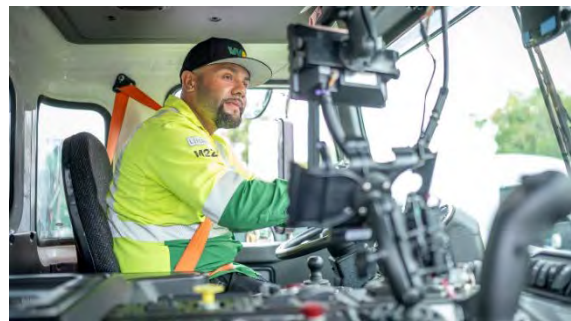


Identify and address safety risks in advance

The behaviors in our Safety Vision and Promise protect what is most valuable to us and to our customers: **health and well-being.**

Driver Safety

Drivers on their collection routes face many safety risks that are beyond WM's control on a daily basis. We prepare them for the risks they may face with in-depth training.



Regional Training Centers

WM training centers for drivers and technicians are located in Glendale, Arizona and Fort Myers, Florida, and include maintenance shops, driver training courses, classrooms, computer labs, and technician workstations to simulate typical experiences at WM facilities. Newly hired drivers and technicians selected from across the country travel to these centers for two-week, immersive onboarding programs designed to enhance their capabilities. Trainees spend their first week in the classroom learning and by week two transition into simulated driving courses and stations that provide scenarios reflective of day-to-day collection conditions and obstacles – from severe weather, traffic, and responding to other drivers' behavior. At the end of the two-week training course, drivers receive a comprehensive evaluation of performance in key safety areas.

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Reinforcing Safety with Ongoing Training

Safety training is never “complete” at WM. All drivers participate in ongoing safety training, including:

- **‘Tailgate’ Meetings:** Every morning each of our drivers attends “tailgate” meetings where safety is a primary focus. Relevant and time-sensitive safety topics are often discussed, such as upcoming weather forecasts for conditions, scheduled community events that result in more pedestrian traffic, and road/bridge closures that may require alternative routes.
- **WM SAFETY Defensive Driving System:** Provides ongoing safe driving instruction specific to waste collection vehicles. The system is refreshed monthly with videos that address hazards in drivers’ daily operating environments. Topics include safe backing, following distances, pedestrians, bicyclists, and rollover prevention.



- **Observation Behavior Assessments:** On a regular basis, WM route managers and driver trainers provide on-the-job observation behavior assessments to evaluate driver knowledge, operating behaviors, and safety/best practice compliance.

Advancing Safety Technology with a Better Collection Truck

WM is investing deeply in technology to keep drivers safe. We continue to transition from manual to automated collection technologies, which reduce the number of times our employees must exit the truck while collecting trash and recyclables. This technology helps reduce fatigue and the potential for incidents.

DriveCam®: Intelligent Dashcam Technology for Safer Collection

DriveCam®, one of the safety innovations onboard our trucks, goes beyond traditional dashcams by pairing machine vision with artificial intelligence to identify risks as they occur on the road and respond to the driver with real-time coaching.

DriveCam is mounted on the windshield of the interior cab with cab-facing and road-facing cameras. When an unsafe condition is detected, such as critical following distance, lane departure, or imminent collision, the device visually and audibly alerts our drivers, providing an opportunity for self-correction.

Additionally, if an event is detected, video data is sent to WM route managers for follow-up performance coaching with the driver. Recorded events also help us appreciate the many times that our drivers avoid collisions through using proper defensive driving techniques. We believe our investment in DriveCam has contributed to reducing our reported vehicle accidents by almost 80% since 2005.

Extra Eyes on Your Roads

WM drivers can manually trigger recording of video on the DriveCam in the event they witness an emergency situation or suspicious activity.

Additional Onboard Technology Advancements

Back-up cameras	Provide a view of the area behind the truck whenever the truck is in reverse, reducing the potential for backing accidents and enhancing pedestrian safety.
On-board methane detection	On compressed natural gas (CNG)-powered trucks, methane detectors provide immediate visual and audible alarm for potential leaks from fuel tanks or lines.
Maximum idle time limit	After five minutes, engines turn off to reduce fuel consumption and exhaust emissions.
Heated rear view mirrors	Provides fog and frost-free view of both sides of the truck. Mirrors are adjustable electronically.
Bus-boy mirrors	Angled convex mirrors allow the driver an unrestricted view of the area in front of the truck. Especially valuable when pedestrians are present.
Trapezoidal side lights	Floodlights located halfway down the side of the body come on automatically when the truck is in reverse. Bright flood lighting illuminates both sides of the truck and roadway.
Sears air ride driver's seat	Provides added comfort and excellent ergonomics for the driver. Includes eight-way adjustability with lumbar support to help reduce driver fatigue and improve performance.
Heavy duty disc brakes	Provide the best stopping distance for heavy trucks in the industry. Exceeds all applicable Federal Motor Vehicle Safety Administration requirements.
Electromagnetic or hydraulic driveline retarders	Retarders are silent and provide additional braking capacity. Eight-inch-wide rear brake lining also increases braking capacity and improves vehicle safety.

Facility Safety

WM has robust safety programs to protect employees in our post-collection facilities, which include material recovery facilities (MRFs), transfer stations, and landfills. Worker absences and attrition pose safety risks to all employees in a facility, so we are diligent not only about keeping people safe, but also creating a workplace where people will want to stay long term.



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In our MRFs, automation is a critical way we can improve safety. WM's investments in recycling infrastructure incorporate technology like optical sorters and robotics into these facilities. By automating some of the sorting that was once done manually, these technologies will help reduce injuries and free people up to work on other tasks.

Operations within MRFs pose a significant safety risk due to the threat of fires - often due to lithium-ion batteries incorrectly placed in recycling carts that can ignite when the casing is compromised. To combat this, WM uses a fire suppression technology that automatically detects fire or smoke in the recycling stream, even when no workers are present. If needed, the system deploys a foam cannon to put out flames, reducing potential risks to our people and significant damage to our facilities.

Personnel at our post-collection facilities wear personal protective equipment (PPE) while on duty at all times, including hard hats, reflective vests and clothing, eye/hearing protection, gloves, and dust masks when necessary.

All post-collection facilities are adequately staffed and follow life safety critical rules. Signage throughout our facilities indicate a number of life critical safety rules, such as seatbelt requirements, vehicle and foot traffic flow, speed limits, vehicle distancing (minimum 15 feet), no cellphone use zones, and warnings near open landfill pits or machinery.

Transition Plan and Customer Service

Respondent should explain how it would transition into providing requested services, and how it would maintain a high quality of customer service and satisfaction throughout the contract. Respondent should provide a basic transition timeline.

Execution of Sarasota County's Transition Plan

Building from the more than 50 years of experience we have with service transitions, we customize our operational tasks and timeline to each community's specific needs. Whether we are providing all new carts and adding new services or if we are keeping most items status quo, we still review each operation and service requirement to validate we are 100% ready to roll by day one of the new contract.

Major implementation tasks for the County include:

- Implementation meetings, coordination, and course correction
- New collection vehicles
- Driver screening, hiring, and training
- Route development
- Contingency planning

These tasks are described in more detail below. A sample timeline of implementation tasks is also included for your review.

Implementation Meetings, Coordination and Course Correction

WM's internal Sarasota County transition team will meet weekly throughout planning and implementation. At the onset, these meetings will include our regional team of experts. As the contract start date approaches, the local district operations team will meet daily to review the most critical components of service delivery.

Our team is committed to keeping the County informed of our implementation progress, and we will ask for your feedback as we customize our transition efforts to reflect the needs of your community. For example, if a proposed communication or outreach method is not working or does not make sense, we are not afraid to scratch the idea and discuss an alternative. From the onset of our transition, we propose meeting with the County staff regularly to review key implementation milestones, our progress, and any proposed changes. We can start with monthly meetings initially, and increase the frequency, if needed.

New Collection Vehicles

With more than 32,000 collection and support vehicles in our company-wide fleet, we have developed a strong partnership with our vehicle manufacturing and onboard technology partners allowing for continuous innovation and vehicle enhancements with dependable purchasing and delivery timelines. If the County moves forward with automated MSW collection, we will service the County with a fleet of new compressed natural gas collection vehicles.

Driver Screening, Hiring, and Training

WM is constantly looking for the best drivers through our existing recruiting and hiring efforts. We screen driver applicants weekly, and we maintain a list of candidates to hire when positions become available. Qualified driver applicants must undergo a comprehensive background check, fingerprinting, and drug testing before joining our team.

At WM, new drivers participate in more than 80 hours of classroom, at our WM Training Center in Fort Myers, and in-field new hire training – regardless of prior, relevant experience. Prior to a new contract, all drivers assigned to the County will receive contract-specific training that includes a review of our implementation education efforts, materials, and resources, as well as information regarding the County's unique service requirements, collection offerings, and contractual requirements.



Figure 10: WM focuses on hiring the most qualified applicants to reduce turnover rates.

Contingency Planning

Our longstanding supplier relationships, smart technologies, and our regional network of equipment and personnel make it possible to carry on with collections should a delay or unexpected event occur during a new contract implementation. Key contingency plans address:

- **Staffing.** Additional route management staff will be brought in from surrounding districts to provide in-field support during our implementation period. New drivers hired to serve the County will have completed their six-week training at least two weeks prior to our start date. Our staffing plan includes personnel to fill in for employees who are sick, on vacation, in training, or to provide extra help due to spikes in collection volume.
- **Collection Vehicles.** the County collection vehicles will be delivered to our maintenance shop prior to our contract implementation so that they can be inspected and prepared for service. Each

of our districts across the nation maintains a spare ratio of one spare to 11 trucks, which allows us to draw from our existing fleet of backup collection vehicles if needed.

- **Customer Service.** Our online customer knowledge database is accessible to our CSRs across the nation, enabling us to enlist backup support from other regional centers in the event we receive a major spike in call volume for any reason, at any time.

Customer Service, For Tomorrow®

WM believes in putting our customers first and staying ahead of our customers' ever-changing needs. That's why we are excited to share that we are building upon our traditional call center and investing in advanced customer service technologies, like Interactive Voice Response, a Callback System, and Live Chat Support.

These technologies are shaping the future of customer service at WM and making our customers' experience even better:

- **Interactive Voice Response (IVR):** Lisa, our voice driven conversational IVR platform, seamlessly guides customers to self-service options without menu prompts and connects them with the right resources for a convenient and efficient experience.
- **Callback System:** Lisa's callback functionality ensures customers never have to wait on hold. With the callback or text option, customers will receive a call from a Customer Service Representative as soon as they are available, or customers receive a text allowing them to continue the conversation at their convenience.
- **Live Chat Support:** Our self-aware Live Chat Support allows customers to get quick answers to questions and solve issues faster than email exchanges or waiting on hold in the call queue. And with each customer conversation, the chatbot learns and evolves to provide an even faster solution.

Customer Experience Channels

Our IVR, Callback System, and Live Chat Support customer experience channels are just a part of our commitment to delivering exceptional customer service. We are continually working to expand self-service tools that put the value of our customers' time front and center.

wm.com	Gives customers a seamless and intuitive way to discover the services and solutions available in the community.
Knowledge Base Customer Support	Allows customers to explore a collection of resources by topic to find quick solutions to top asked questions.
Social Media Platforms	Provides extra convenience and a new way to connect with WM.



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My WM/My WM App

This platform empowers our customers with the tools and technologies for on-demand digital account management and self-service solutions.

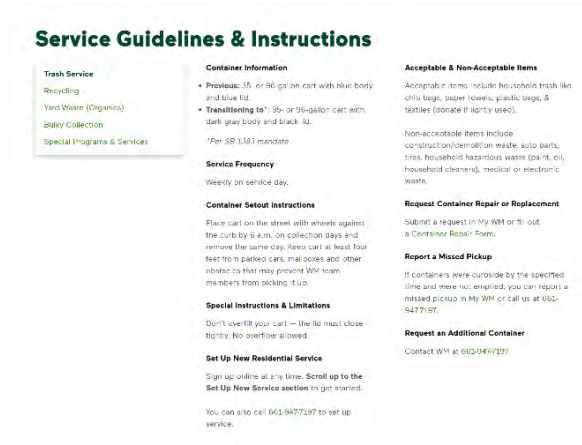
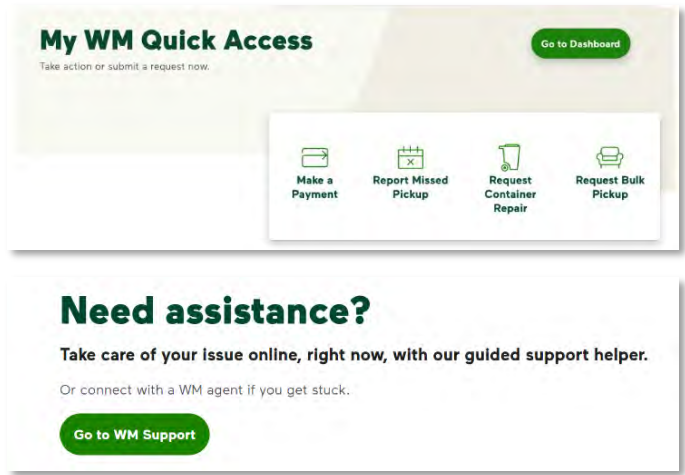
Customer Service Center

Provides a comprehensive and dedicated one-on-one assistance to address and resolve issues on first interactions.

WM Customer Website

Our dynamic WM customer website, designed to provide residents with a seamless and easy-to-navigate experience, is tailored specifically to your municipality. The website is a single access point for residents to find service information and 24/7 self-serve options.

Your community's website is the digital gateway for residents to self-serve through WM.com, make service requests, pay their bill, set personalized service notification preferences, and more.



Shown here are quick access links to make payments, report missed pickups, get general assistance, and more, as well as general Service Guidelines and Instructions for your residents.

With a WM Customer website, you can:

- **Personalize your website:** Your WM customer website is designed and custom-built to showcase your community, services, solutions, and special programs.



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- **Promote self-serve service:** Your WM customer website is the first line of support, empowering customers to access information and find answers at their convenience.
- **Provide helpful resources and service information:** Your WM customer website is the information hub for all information regarding services - from collection schedules to special events to bulk item collection information (if applicable) to any service guidelines.
- **Lead the way to a more sustainable community:** Your WM customer website links directly to WM's Recycle Right® recycling education program, making it even easier to recycle right and reduce contamination.

Customer Service Center Overview

Customers can contact WM during normal business hours - 8 a.m. to 5 p.m. local time. The Customer Service Center is closed on nationally observed holidays. However, our easy-to-use self-service channels - WM.com, My WM, Virtual Assistant Chatbot and more - are available to support customers' needs 24 hours a day, seven days a week, 365 days a year.

Customer Service Center

If a customer inquiry request cannot be resolved through our convenient online options, our **knowledgeable customer service team is ready to assist every step of the way and provide you with the right information you need.**

There When Our Customers Need Us Most

From power outages to natural disasters, our nationwide customer service infrastructure allows us to assist customers with their inquiries or requests and keeps you connected to WM when it matters the most.

Professional, Well-Trained Customer Service Representatives

Our professional, well-trained Customer Service Representatives (CSRs) place our customers at the center of what they do every day. They are empowered to take the right steps and make the best decisions to address and resolve issues on first interactions so there's no need for a follow-up call.

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Customer Service Representatives Training

Our six-week onboarding training program, continual learning, and training opportunities allow us to lead the way in customer service and ensure that our CSRs are ready to support customers with professionalism and a customer-centric focus.



People First: Our proud, caring, and resilient CSRs are the foundation of our customer service success. That is why WM has partnered with Genesys, a global leader in workforce engagement management, to gain greater insight into our CSRs' professional and personal needs. Genesys' AI-powered customer interaction management platform allows us to create strategic data-driven workforce plans, which is invaluable to delivering proactive, predictive, and personalized customer experiences while elevating our CSRs' experience and engagement.

Comprehensive Investments in Customer Service Technology

WM has made operational and capacity-building investments to service technology to better serve our customers by strategically connecting them to the right information at the right time.

Onboard Computer Technology for Constant Contact with Drivers and Vehicles

WM's onboard computer technology allows us to improve workflow efficiency, reduce emissions in the communities we serve, and makes it easier to provide effective solutions for our customers by:

- Obtaining real-time information related to all truck locations, stops serviced, service status.
- One-touch cart service verification.
- Proactively generating service tickets for cart repair or replacements for customers.
- Centralized customer service for immediate and efficient issue resolution, including on-call requests, rerouting, and customer service needs.

Integrated Knowledge Management Systems

Our proprietary web-based Knowledge Management System (KMS) is a single source of truth for sharing, organizing, and managing contract-specific information with customers, such as available services, rates, and collection schedules.

The KMS is accessible to all our CSRs nationwide, enabling our network of experienced CSRs to instantly access service-related information, allowing WM to provide consistent, accurate information during the most critical emergency situations.

Our Customer at a Glance (CAAG) KMS incorporates customer data from key WM systems into a single application, allowing our CSRs access to comprehensive customer information, including customer invoice and payment history, WM's integrated billing system, Mid-Atlantic System (MAS), and onboard computing that captures service history and service statuses.

With CAAG, CSRs are also able to manage first-call resolutions for customers regarding:

- Administrative actions (online pay/autopay/paperless invoicing)
- Bulky/large item collection
- Commercial – extra pickup, service changes
- Holiday schedules
- How to Recycle Right
- Service schedule changes
- Service/pickup schedule
- Sustainability education
- Weather and natural disasters alerts

How Do We Measure Our Customer's Experience

Net Promoter Score (NPS)

It is important that we measure our customers' satisfaction and really understand their home area, so we have transitioned to Net Promoter Score (NPS) metric which is considered better than traditional Customer Effort Score (CES) metrics.

NPS is a customer loyalty metric that gauges the likelihood of customers recommending a company to others. It provides valuable insights into customer sentiment and their overall perception of your brand. Here are a few reasons why NPS is considered superior to traditional CES metrics:

Comprehensive Measurement: NPS captures a more holistic view of customer satisfaction by measuring both positive and negative experiences. It considers not only the ease of a customer's interaction (as in CES) but also their emotional connection and willingness to endorse your brand to others.

Predictive Indicator: NPS has proven to be a strong predictor of customer loyalty and business growth. Studies have shown a correlation between high NPS scores and increased customer retention, repeat purchases, and positive word-of-mouth recommendations. It helps identify customers who are likely to become brand advocates and positively impact your business.

Actionable Insights: NPS allows you to take actionable steps to improve customer experience. By categorizing customers into promoters, passives, and detractors, you can identify areas for improvement and develop strategies to convert detractors into promoters. This helps drive meaningful changes and fosters long-term customer loyalty.

Benchmarking: NPS enables you to compare your performance against industry standards and competitors. By understanding where you stand relative to others, you can set realistic goals, track progress, and continuously enhance your customer service efforts.

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While CES has its merits in measuring customer effort during specific interactions, NPS provides a broader perspective on overall customer satisfaction and loyalty.

Voice of Our Customers Survey

WM invites more than 100,000 unique customers to fill out our Voice of Our Customers survey every month to understand expectations, perceptions, and satisfaction points, and gain insight into areas for improvement.



The survey initially focuses on core questions related to the customer's overall relationship with WM, then expands into targeted questions regarding the customer's service experience with our company. This survey provides WM with unprecedented insights to develop proactive solutions to not only meet but exceed customer expectations every day.

Service Verification and Asset Management System

As identified in Part II Scope of Services, the County seeks access to a real-time service verification system. Respondent should describe the service verification system proposed, to include Radio Frequency Identification (RFID) based systems, if being utilized. In addition, Respondents should describe all asset management technology to be utilized.

Service Verification with WM Smart Truck® Technology

WM is Always Working For A Sustainable Tomorrow®. The latest in these efforts is our WM Smart Truck® program, which pairs innovative technology with strategic, targeted education to influence waste-related behaviors, making residential collection in Sarasota County smarter, safer, and more efficient.

At its essence, WM Smart Truck® consists of cameras mounted on our collection vehicles that create a record of collection events and the contents of collected containers. Data captured - including vehicle location and photo and video documentation of service - then drives a targeted education strategy to reduce recycling contamination and container overages while also improving the customer experience through service verification notification.



Our proprietary Smart Truck® technology captures video and photo of every collection.

WM Smart Truck® technology on your streets means a cleaner, greener, safer Sarasota County with more power and efficiency in every pickup.

The Benefits and Value of Smart Truck®



CUSTOMER SERVICE INNOVATION: WM Smart Truck® technology documents every collection stop and shares that data – including real-time positive service verification and documentation of any collection issues – with customers through the notification channel of their choosing. This allows for a more open and transparent relationship with customers with consistent and direct communication.



COMMUNITY HEALTH & SAFETY: WM Smart Truck® protects community aesthetics as camera monitoring allows us to proactively identify containers that are overflowing and cause unsightly litter and odors. It is safer by automating processes that keep our drivers in the cab so they can focus on operating their collection vehicle and monitoring their surroundings, decreasing injury risk as drivers are not exposed to traffic and avoid lifting containers manually.



TARGETED EDUCATION & OUTREACH: WM Smart Truck® improves waste-related decision-making with a focused, tailored education program in response to documented issues, such as contamination or overages. Direct notification with customized education messaging makes for a more personal connection with the customer and increases the likelihood they will take real action and change behavior, improving diversion from landfills, and right sizing their trash services.



RATE STABILIZATION: WM Smart Truck® technology allows us to identify what residents put at the curb, confirming that customers are subscribed to the appropriate service levels based on their waste generation. After an initial 60-day intensive education and outreach campaign to launch the program, customers who continually overfill containers or place contamination in recycling or organics carts are subject to a charge, ensuring residents with incidents pay their fair share.

A Targeted Education Strategy

Key to the WM Smart Truck® program is pairing innovative technology with a strategic, targeted education program. To shape waste-related decision-making and effect actual change, we must create a personal connection with the customer (custom messaging) while providing real data and feedback (photos/video) and clear education to follow. These efforts increase the likelihood that residents take real action.

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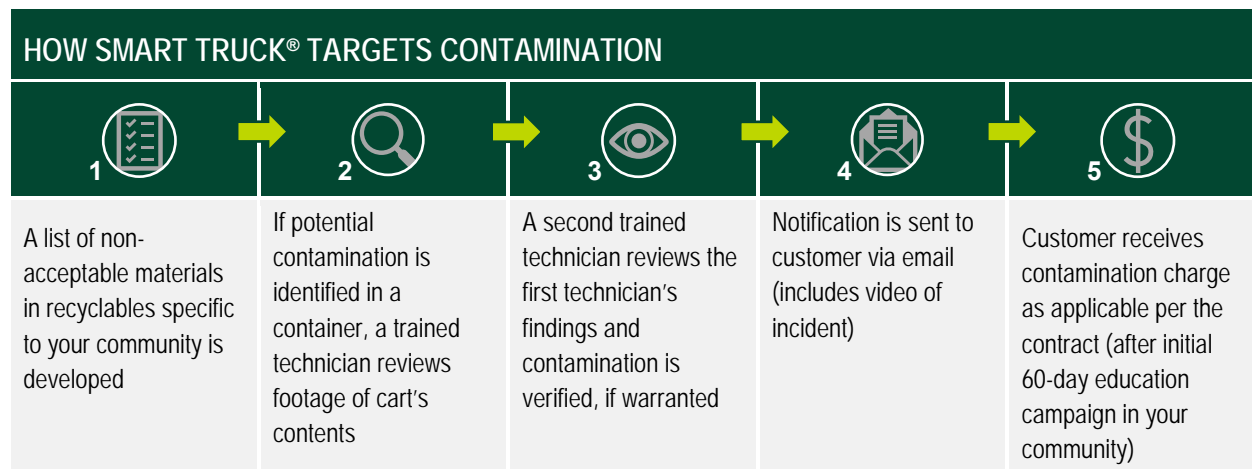


Reducing Contamination for Cleaner Recycling Streams

Contamination can ruin entire loads of recyclable materials and causes extreme problems at recycling facilities, including safety issues such as fires from hazardous materials (batteries) or tangling (plastic bags) in sorters that must be manually cut out - a dangerous task for facility workers. With WM Smart Truck®, contamination enforcement and education are made easy with:

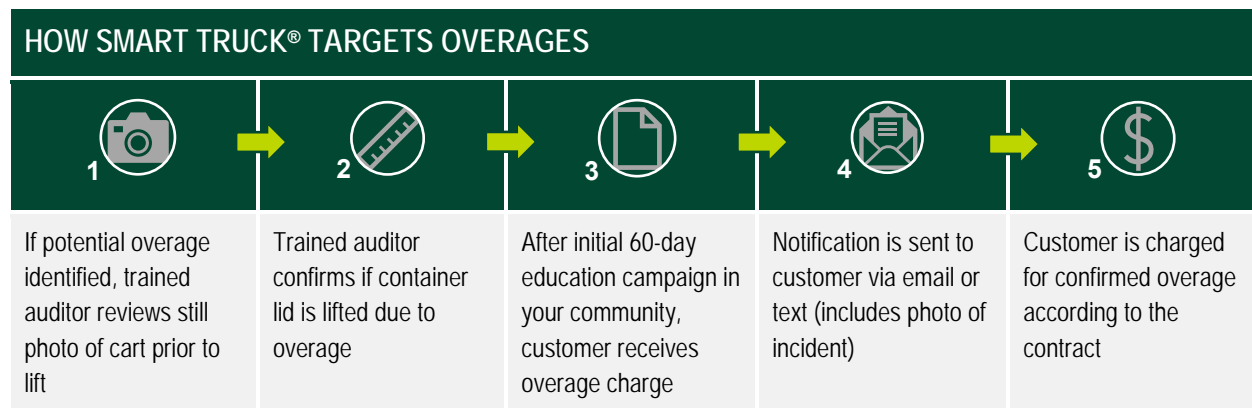
One in four items that consumers place in recycling containers is not recyclable.

- A standardized review process with checks and balances to identify contamination at the curb
- Account-specific photos that allow us to educate customers about contamination and recycling right
- Ability to identify top contaminants by route to target outreach in your community



Stopping Overages Helps Keep Your Community Clean and Safe

Overages from containers cause unsightly litter and odors, clog storm drains, and can attract pests and other vectors. WM Smart Truck® can provide outreach to customers to prompt right-size adjustments that prevent overages and keep your community clean and safe.



Customers can be notified of any service issues via email or text within 24 to 36 hours of service. Customers can set their preferred channel of communication (email, text, or phone) online at wm.com/us/mypreferences.

QUALITY CONTROL MEASURES

How can you tell if a cart is contaminated?	<ul style="list-style-type: none"> Mounted cameras record service Every collection is reviewed and tied through GPS to a specific service address
What happens when a service issue is detected?	<ul style="list-style-type: none"> Dedicated team of trained technicians reviews the images from each route daily for overfilled containers, contamination, damaged containers, graffiti, recorded service levels, and more Any identified contamination is verified by a second technician
What quality control is in place to ensure accuracy?	<ul style="list-style-type: none"> Our service consultants are trained to carefully identify service issues and contamination We have standard protocols for assessing every situation with built-in checks and balances to ensure accuracy

PRIVACY & PROTECTING CUSTOMER DATA

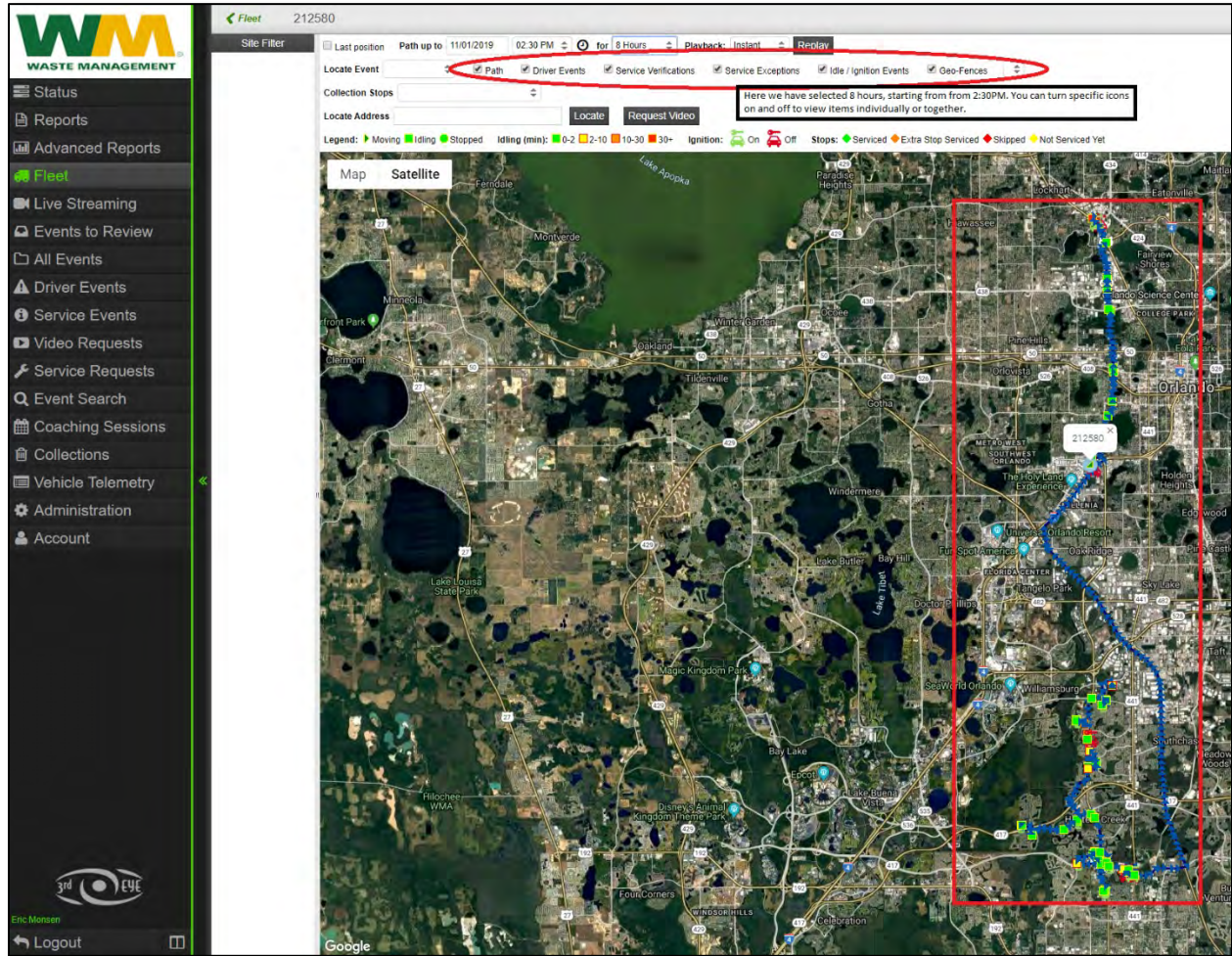
Is this the first-time cameras have been used on WM collection trucks?	No. WM has used cameras on trucks for almost 10 years. We use mounted cameras to improve safety by assisting our drivers with rear and side-view perspectives, and documenting driving incidents.
What about privacy?	WM will never share the images or customer information with third parties for marketing or data mining. The photographs or videos are only used to educate and inform customers to improve collection service, recycling, and diverting materials away from the landfills.

Best-in-Class Service Verification System Through WM’s Innovative Smart Truck Technology

WM will provide the requested service verification system through our proprietary Smart Truck technology. The County will be given access to an online portal to search dispositions of all scheduled stops (i.e., container not out, service complete, rescheduled, or other service exceptions). This cutting-edge technology meets the County’s goal of having service verification that your team can access anytime, anywhere. It will be installed on all new collection vehicles. The following images are conceptual screenshots of what your staff will see when they login to the online portal.



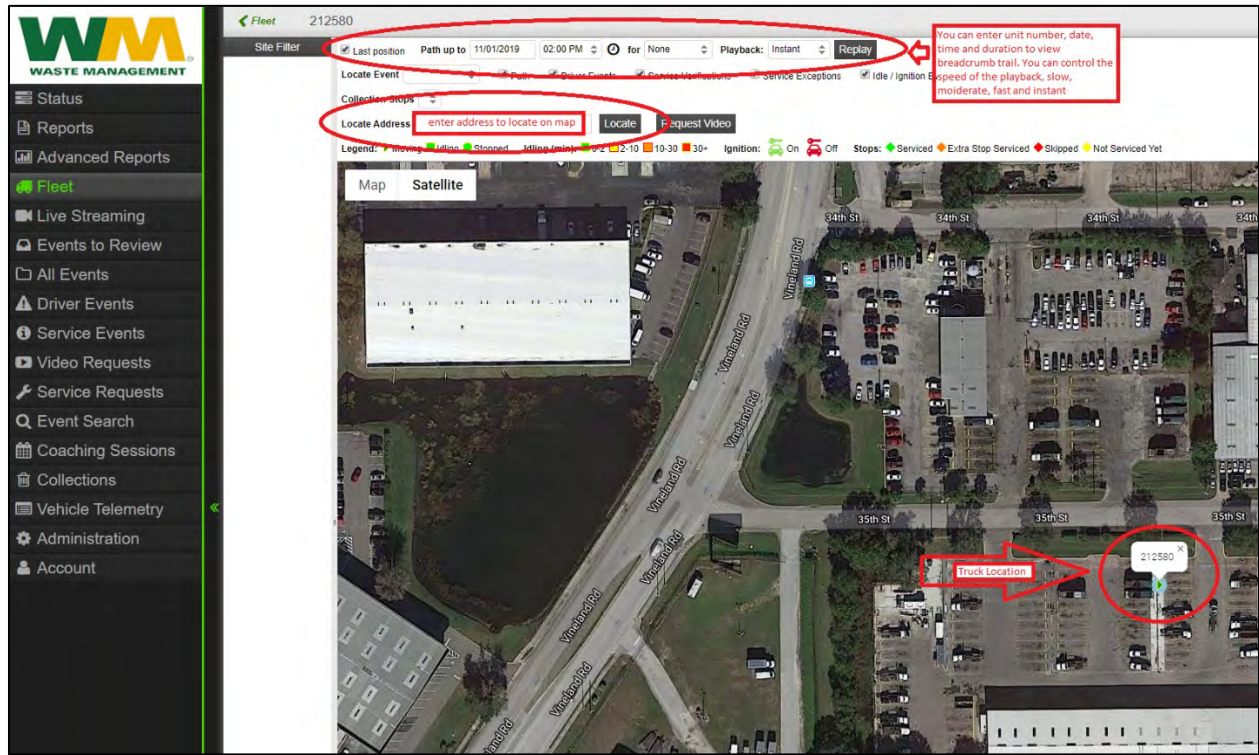
Online Portal Screenshots | Search Criteria



You can turn specific icons on and off to view items individually or together.

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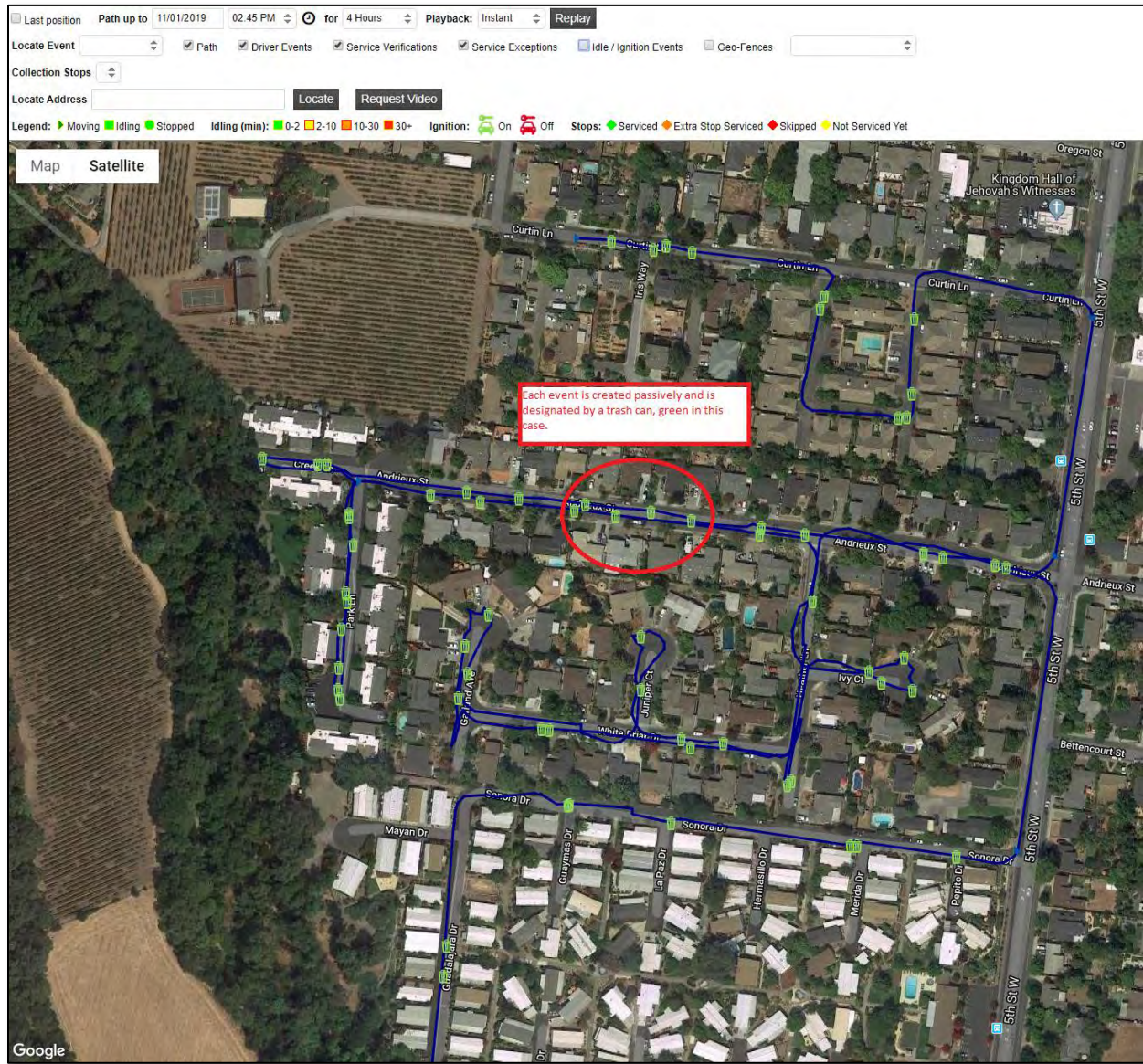
Online Portal Screenshots | Search Functionality



To search, you can enter a unit number, date and time, and duration to view a breadcrumb trail. You can control the speed of the playback from slow to moderate, fast, and instant.

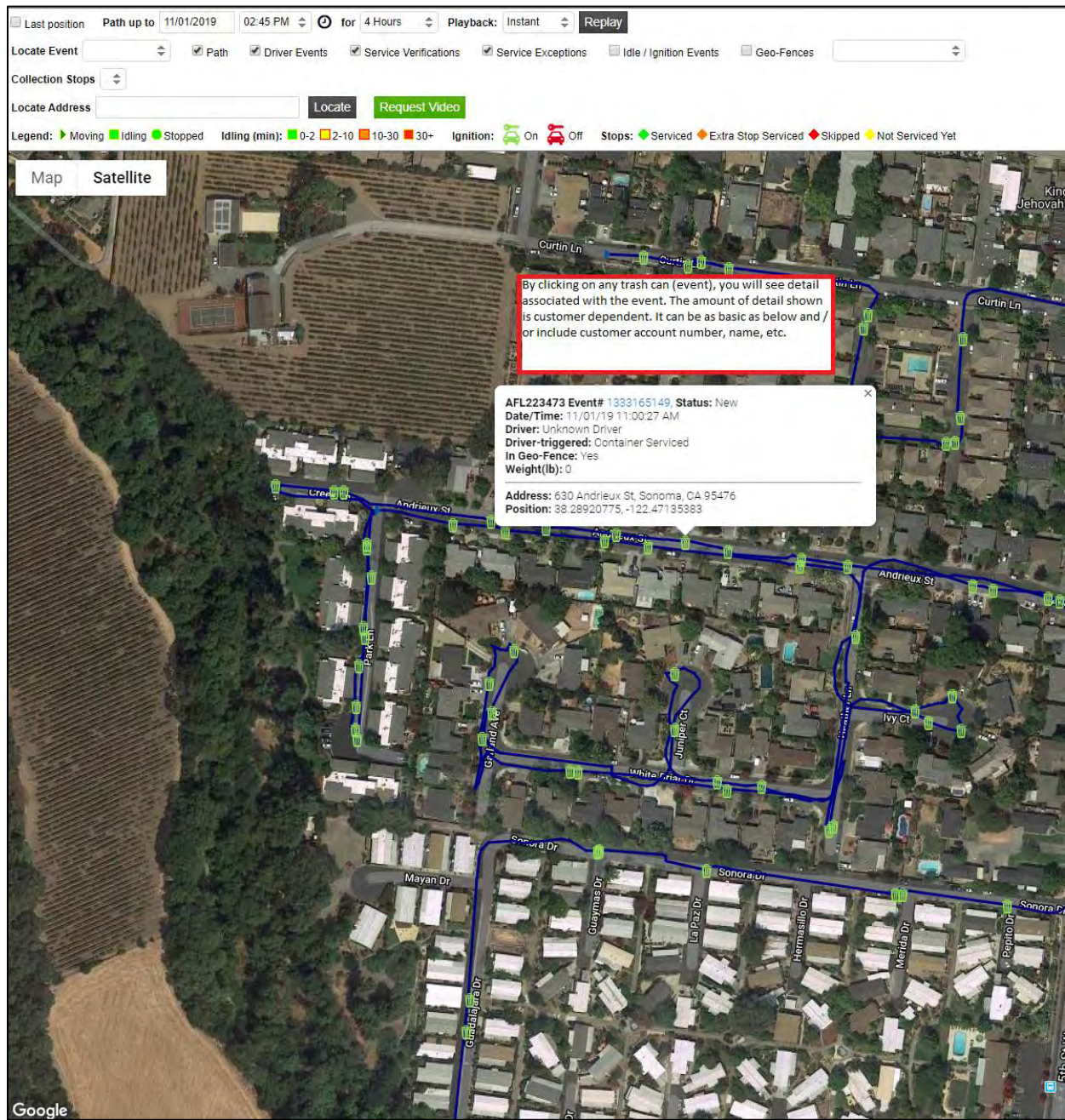
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Online Portal Screenshots | Event Creation



Each event is created passively and is designated by a trash can, green in this case.

Online Portal Screenshots | Event Details



By clicking on a trash can (event), you will see the details associated with the event. The amount of detail shown is customer dependent. It can be as basic as show in the picture above or include customer account number, name, and more.

Suite of Education and Outreach Communication Materials

Following are samples of the Smart Truck® program's education and outreach communication materials.

A SMART TRUCK FOR A SUSTAINABLE TOMORROW

More power in each pickup. Less materials in landfills. Cleaner, greener, safer neighborhoods. It starts with learning more about what you toss into your carts. WM's new Smart Truck™ program gives you the notifications and insights you need to make it all possible.

STAY CLEAR OF CHARGES

After a brief educational period, you'll be charged \$1 when you overfill a container or contaminate your recycling or yard waste. Here's how to pave the way for this change:

- 1 Visit wm.com/mywm, create an account and opt in to notifications about how your carts are performing.
- 2 Take care of your waste and recycling the right way – waste less by reusing, donating and recycling right to prevent contamination.
- 3 Need to add a cart? Let's find a better fit together – call [941.531.2600](tel:9415312600) to explore your options.

TIPS FOR SMART TOSsing

Keep a lid on overages
All materials must fit in your cart, and the lid must be fully closed.

Recycle right
Put materials in the right carts – never mix trash and recyclables. Follow these three simple rules:

- Recycle empty and dry bottles, cans, papers and cardboard. ✓
- Keep food and liquid out. ✗
- No loose plastic bags and no bagged recyclables. ✗

For more information, visit wm.com/recycle4right

WM Smart Truck™ Program

More power in each pickup. Less materials in landfills. Cleaner, greener, safer neighborhoods. It starts with learning more about what you toss into your carts. The WM Smart Truck™ program gives you the notifications and insights you need to make it all possible.

How It Works

- 1 Your Materials**
With the help of mounted cameras, WM Smart Truck™ technology captures footage of your carts as they are tipped into the truck during service.
- 2 Your Service**
A dedicated team of technicians reviews the footage associated with your address to make sure your materials were thrown into the correct cart and were collected successfully.
- 3 Your Notifications**
If a cart associated with your address is overloaded or non-acceptable material is found, we'll send you a notification via email, text or both. Log in to My WM to set your communication preferences.
NOTE: After one initial warning, all notifications will be sent digitally. Please ensure your contact information and preferences are updated at wm.com/mywm.
Following the educational period, you'll be charged \$1 when you overfill a trash cart or \$2 when you contaminate your recycling.

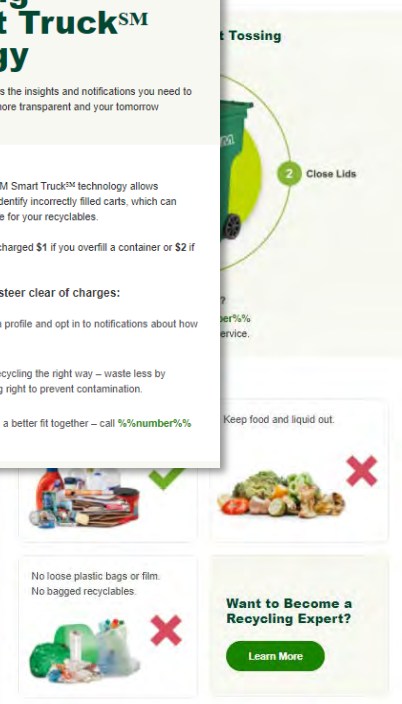
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Social Media Resources



Email communications



Postcard & Cart Hanger



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Information Management and Reporting

Respondent should describe in detail how it plans to record, manage and report information to satisfy all reporting requirements identified in Part II Scope of Services. Respondents are encouraged to submit examples of report formats. Sample formats shall not count toward the submittal page limit but should not exceed four pages total.

The key to continuous improvement is that you cannot change what you do not measure. At WM, we understand that measuring and reporting diversion, financial performance, and service delivery are key components of a successful program.

Best-in-Class Reporting for Sarasota County

WM can provide detailed, accurate reporting in a format that is mutually agreed upon by Sarasota County and WM. Typically, these reports are provided on a monthly, quarterly, and/or annual basis, but we can also submit reports to Sarasota County on an ad hoc basis as requested.

We can offer Sarasota County the following types of reports:

- Tonnage and diversion reports
- Single-family and multifamily service levels, cart, and bin replacements
- Bulky items collections

Working with Sarasota County staff, we can design the reports to provide easy-to-read charts that display year-over-year performance, diversion results against stated goals, and identify opportunities for improvement.

Sample Reports

The following report was prepared for Sarasota County in September, 2023.

	Sum of Volume
A WASTE/RECYCLING DEMO	83.72
A WASTE/RECYCLNG YARD WASTE	3.53
AJAX PAVING IND, INC (CONCRETE)	43.84
CRUSH IT, INC (CONCRETE)	0.2
EcoSouth Fruitville (C&D)	89.95
EcoSouth Palmer (C&D)	214.1
Frederick Derr & Co (Concrete)	3.99
Manatee Landfill(MSW-COP-COM/ROL)	2.45
Sarasota County (JR - 900 - Comingle)	1025.95
Sarasota County (KT - 10 - MSW Fran)	6565.99
Sarasota County (KT - 20 - C&D Tons)	293.01
Sarasota County (KT - 400 - Res Tires)	2.33
Sarasota County (KT - 50 - Whitegood)	14.98
Sarasota County (KT - 70 - Com-YW)	5.67
Sarasota County (KT - Co-Cleanup)	5.96
Sarasota County (KT - CommTires)	6.05
Sarasota County (KT- 70 - Res-YW)	1864.01
Sarasota County (KT- Cleanup-YW)	100.47
Sarasota County (KT10 Resi Garbage)	9077.61
SINGLE STREAM RECYCLERS	1628.77

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SOUTHWEST DISPOSAL TS (CONCRETE)	1.83
Suncoast Metals	0.5
West Charlotte TS	55.02
Grand Total	21,089.93

Additional Reporting Capabilities

We have a team of skilled developers, analysts, and project managers who work to recognize, research, develop, and implement technology and reporting solutions. Typically, data is presented in Excel spreadsheets/charts. More comprehensive graphic platforms are available for an additional charge if requested, such as the following:

ENSPIRE®: An online business intelligence platform created by our Nexus team that aggregates and repackages raw sustainability data into one interactive dashboard.

Sustainability Tracker: A leaner version of ENSPIRE®, this tool is designed for smaller customers who want to focus on specific key performance indicators (KPIs) in a condensed format for quick data evaluation.

INSIGHTS: Launched in 2018, this technology generates and sends customized scorecards to customers on their schedule. Customers automatically have the information they need to make important operational decisions.

DART®: Our construction group's Diversion and Recycling Tracking (DART) tool helps project planners, contractors, architects, and building owners set "green" performance targets and measure their progress during construction, renovation, and demolition projects.

Emergency Collection Service

WM Service Excellence for Sarasota County When Hurricane Ian Struck

WM's vast network is never more valuable than in the event of unforeseen circumstances of any nature. When Hurricane Ian devastated Sarasota County in September 2022, WM stepped in to do what we do best: help clean up the mess so that County residents and businesses could heal and recover. Only WM has the ability to quickly mobilize resources from other WM locations and facilities to service our customers despite a disruption or natural disaster. Our ability to maneuver labor, equipment, and emergency teams is unmatched and has been proven repeatedly in the state of Florida.

In Sarasota County during September and October 2022, WM collected 3,450 more tons of trash and 1,762 more tons of yard trash during this hurricane recovery period. The overages were over 110% of normal tonnages for those same months in the last 6 years.

The WM of Sarasota County Hauling District suffered severe damage, losing roofs from two of our three buildings. Many WM employees also lost their homes or suffered major damage. This is when our ability to quickly mobilize resources really shined. Our Sarasota County Hauling District operated out of one of our WM hurricane mobile units, and our satellite and generator systems kept operations running smoothly as our area had no internet or electricity service. WM ensured the well-being of our employees, too,

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providing food, water, shelter, and fuel for personal vehicles. Taking care of our employees ensured that our employees could take care of Sarasota County, working through tough working conditions and very long hours. Despite hurricane challenges, WM immediately resumed our service schedule in this area as soon as officials declared it safe to do so. We never missed a beat.

Our efforts and County partnership brought our Sarasota County service back to normal levels within 6 to 8 weeks. We live here, too, and Sarasota County's recovery is our recovery, too.

WM is Prepared to Weather More Storms with Sarasota County

Whether necessary due to a natural disaster, extreme weather, or other unforeseen events, WM is always prepared to provide additional support to communities requiring urgent solid waste collection assistance.

The WM Green Team is comprised of highly skilled drivers and technicians who can be deployed at any time to support local teams when crisis events occur. This group of professional employees has experience working in a variety of situations, including natural disasters and other situations where additional resources are needed to support local operations. WM also has identified qualified drivers, technicians, and other employees who can be called upon to augment Green Team resources when needed.

During extreme weather or natural disasters, some communities are also faced with massive volumes of debris. In such cases, excess supplies of collection equipment including spare vehicles and steel containers can be quickly accessed, often within hours.

In the event of a disaster in your community, WM can work with you to provide any storm debris or other cleanup services that fall outside of our contract agreement in accordance with FEMA and applicable contract terms and conditions.

Emergency Response and Disaster Recovery

WM's vast network is never more valuable than in the event of unforeseen circumstances of any nature. Despite losing our entire fleet and facilities in Ft. Myers, FL during 2022's Hurricane Ian, WM immediately resumed our service schedule in this area as soon as officials declared it safe to do so. We never missed a beat. And we will do the same in Sarasota County if there is ever such an impact, as we evidenced with Hurricane Ian's impact on the County. Only WM has the ability to quickly mobilize resources from other WM locations and facilities to service our customers despite a disruption or natural disaster. Our ability to maneuver labor, equipment, and emergency teams is unmatched and has been proven repeatedly in the state of Florida.

Proven Disaster Mitigation and Post-Storm Clean Up Capabilities for Sarasota County

When tropical storms or hurricanes have struck Sarasota County, WM was an integral part of the preparation and recovery, providing the resources and services necessary for residents and businesses to recover, even when what was needed was far outside the scope of any contract.

WM, in coordination with Sarasota County, remains on alert, ready to roll up our sleeves if a natural disaster should strike. WM closely monitors weather situations and activates its emergency response plan well in advance of a potential threat, as evidenced most recently with 2022's Hurricane Ian and Hurricane

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Nicole. WM alerted the nearby City of West Melbourne staff in advance of the storm that its emergency response plan had been activated and provided continuous communication as the course and impact of the storms were revised.

In the event of a major disaster that significantly affects a community and its people, WM is on alert with its specially trained “Green Team.” This elite team of professionals, deployed at a moment’s notice, brings together a nationwide team of disaster mitigation experts and resources not affected by the storm to quickly mobilize and service an area directly impacted by a natural disaster. As Hurricane Ian destroyed Southwest Florida, including our WM Ft. Myers Hauling District facility and 80 collection vehicles, WM tapped into its vast network to mobilize resources and, as a result, never missed a service day in the Ft. Myers area. As a local company with global resources, WM alone holds the assets to implement such a service, whereas a “local-only” company’s employees tend to have a focus on their personal needs following a storm.



WM has proven disaster recovery processes in place to deal with potential service interruptions. We partner with state and local resources to assist in bringing community life back to normal after disastrous events. WM’s disaster mitigation experts are fully versed in FEMA disaster recovery requirements and will work closely with Sarasota County staff to ensure full compliance.

“

We are always grateful with the level of service we get from the WM staff, especially after working during the extreme conditions they had to work under during the last hurricane. Thank you all!”

-S.B., 3066 Lockwood Terrace

”

Localized Disaster Response

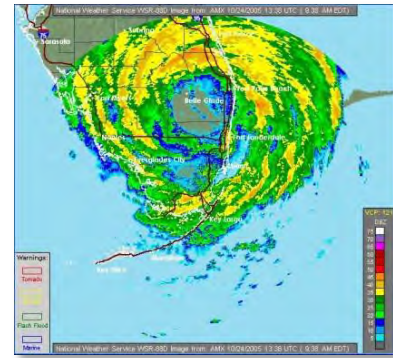
We have a back-up plan in case our refuse collection service is affected by a local disaster. WM understands the importance of maintaining and restoring local services during emergencies. David Myhan, our Florida Market Area President, will execute and manage an emergency support plan, drawing upon personnel and equipment from neighboring WM districts. External support to these operations continues until normal services can be reestablished. **Furthermore, CNG-fueled vehicles not only benefit our environment, but they are also beneficial in ensuring service as well. With natural gas fuel lines flowing underground, it eliminates concerns about lack of available fuel with diesel tanker trucks that may be delayed or unable to deliver.**

Regional teams frequently respond to fire, flood, ice, and power outage situations, and WM has been a vital partner during cleanup after a number of major hurricanes in recent years. Our local Florida teams continue their response and continuity training year-round.

WM’s full, comprehensive Hurricane Preparation and Recovery Plan is updated annually and is available to Sarasota County upon request for review.

WM Hurricane Preparation and Recovery Plan Summary

WM has developed a consolidated emergency service action plan to prepare for the Hurricane Season; we begin our preparations in April of every year. The purpose of the early planning and preparation is to minimize the impact of potential service interruptions to our customers and municipalities.



WM’s Disaster Response Unit

WM’s Florida Market Area has a state-of-the-art Disaster Response Unit (DRU). The DRU is a 48-foot trailer converted into a mobile communications center that can be up and running in less than two hours. The DRU includes computers, satellite communications, wireless Internet connectivity, and a power generator that can provide power to a medium-size facility. Also included in the unit are four beds, a restroom, and a refrigeration unit.

WM has direct experience handling many emergency situations, beyond hurricanes. In 2021, WM assisted with the clean-up of California wildfires that severely impacted several communities, and, in May 2010, WM helped assist in the clean-up activities resulting from the leak at the oil well in the Gulf of Mexico.

Communication is Key

In any crisis situation, frequent, accurate, and reliable communication is key. WM will employ its crisis communications plan, spearheaded by local personnel and our Florida-based communications team, to keep the County, residents and businesses up to date before, during, and after the storm. This plan has already proven its effectiveness, being utilized in several areas throughout the state in past years as disastrous storms have affected local Florida communities. WM will use this same expertise and hauling capability to Sarasota County following an emergency, utilizing our national network of resources.

The following local personnel will serve as key contacts and oversight personnel in the event of an emergency:

<p>Jason White, Senior District Manager Cell: (813) 918-1593 Email: Jwhite3@wm.com</p>	<p>Tim Bowers, Governmental Affairs Manager Cell: (561) 607-3038 Email: tbowers3@wm.com</p>
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Additional contact and disaster mitigation implementation personnel will be assigned to Sarasota County depending on the extent of the storm clean-up needs. The County will receive full contact information for these key personnel upon contract award.



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Information Technology Backup

WM makes the investment needed to support our customers in any emergency. The company runs a second data center in Austin, Texas. Like our first data center in Houston, the Austin location is staffed 24 hours a day and is backed up by a generator in case of loss of electrical power. The two centers work concurrently, and if one experiences a business interruption, the other can handle the business information vital to Sarasota County.

Weather Alerts Impacting Service

As all of us in Florida know, severe weather can have a significant impact on solid waste and recycling collection service schedules. At WM, we make sure that residents and businesses are aware of any storm-related service impacts before, during, and after the storm. Our website [at www.WMFloridaStorm.com](http://www.WMFloridaStorm.com) is updated in real time as soon as a service disruption is anticipated. Residents simply “mouse over” Brevard County and specific information to each WM municipality is displayed and updated as warranted.

The following pages illustrate WM’s communications during storms and holidays.

WM [HOME](#) [MAP | SERVICE UPDATES](#)

HOLIDAY SERVICE ALERTS

Current Time and Date:
08:43:37 AM
Friday, Jun 23, 2023

In observance of the Juneteenth holiday,
click on your county below to see if there are changes in your collection schedule.

COUNTIES:

WM

WMM HOME MAP / SERVICE UPDATES POST-STORM CLEAN UP

WEATHER ALERTS

Current Time and Date:
12:50:03 PM
Friday, June 23, 2023

Due to severe weather events, click on your county below to see if there are changes in your collection schedule.

SEARCH:

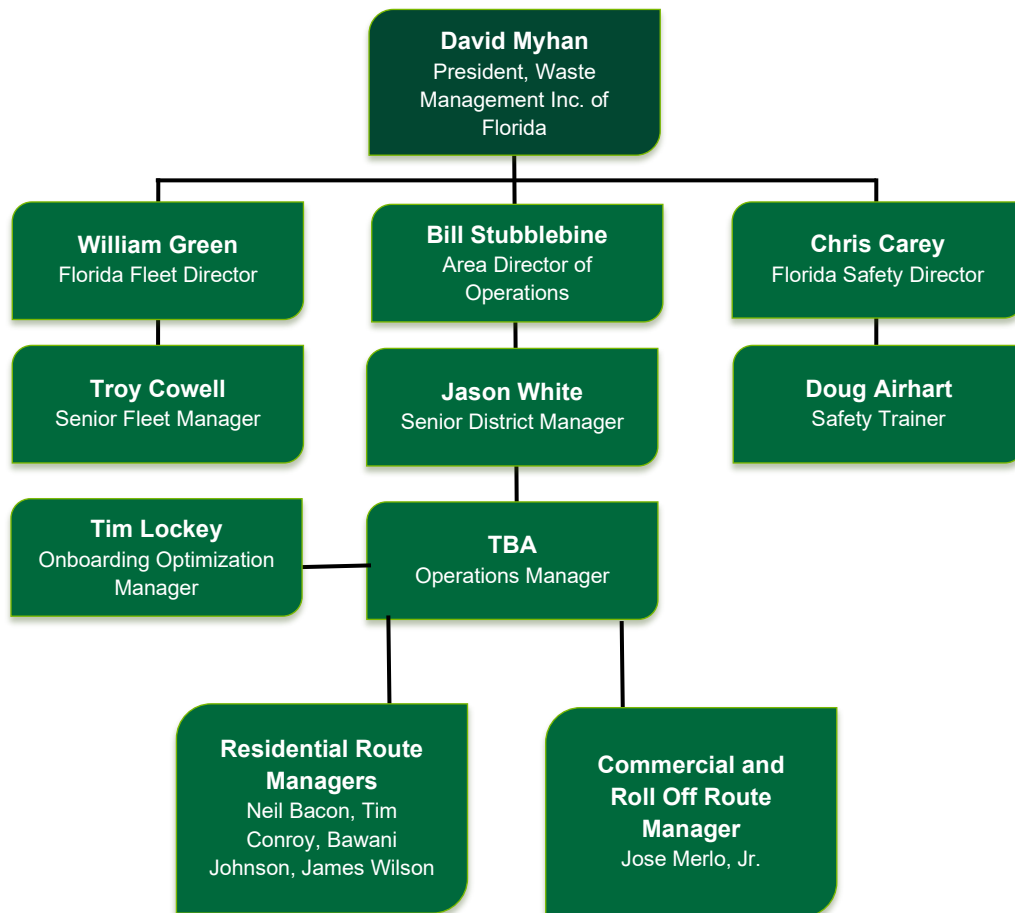
Helping You Through The Storm

Following a powerful tropical storm or hurricane strike, one of the most essential needs for a community to begin recovery is the reliable return of its most vital services. Doing everything we can to prepare before a storm, and return to service what helps local residents recover after a crisis, is what being a good community partner is all about.

Organization

Respondent should include an organization chart indicating titles and total number of personnel that would be devoted to work resulting from this ITN. Any subcontractors to be utilized should be clearly identified in the chart with a description of the specific work to be performed. Organization for each service option should be clearly identified. The chart should identify the structure of the company, and the County's day-to-day point of contact for the contract.

Our leadership serves with a focus on maximizing resource value while minimizing - or even eliminating - environmental impact so that both our economy and environment can thrive.



Staffing

Identify team members who are not 100% dedicated to this contract. Provide their percentage of dedication and other responsibilities.

Every WM employee working out of the WM of Sarasota County office, located at 5221 State Road 776, Venice, FL 34293 is 100% dedicated to the Sarasota County contract: drivers, mechanics, supervisors, and support personnel are 100% dedicated to the success of the County's solid waste, recyclable, yard waste, and yard waste collection program.

Key Personnel	Percentage of Time Devoted to Sarasota County Contract	Other Responsibilities
Tim Bowers, Governmental Affairs Manager	40%	Tim will oversee Sarasota County as well as other municipal contracts he manages.
Jason White, Senior District Manager	80%	Jason will oversee all operations for Sarasota County in addition to Manatee County.
Bill Stubblebine, Area Director of Operations	15%	Bill will oversee Sarasota County as well as other operational areas he manages.
Tim Lockey, Onboarding Optimization Manager	70%	Tim will devote most of his time to the Sarasota County contract and provide support to a small number of other areas.
Doug Airhart, Safety Trainer	50%	Doug devotes half of his time supporting the Sarasota County contract in addition to overseeing safety training at other sites.
Troy Cowell, Senior Fleet Manager	60%	Troy devotes over half of his time to supporting the Sarasota County contract as well as providing support to other areas.

A detailed staffing plan for the operation including the number of employees in each position.

WM will dedicate the following individuals dedicated 100% to the execution of the new contract. These are routes per day.

South District Number of Employees	
MSW Collection:	20
Recycling Collection:	14
Yard Waste Collection:	16
Commercial Collection:	6

1 District Manager	Jason White
1 Operations Manager	TBA
1 Fleet Manager	Troy Cowell
1 Fleet Supervisor	Scott Robinette
5 Route Supervisors	Jose A. Merlo, Jr., Neil Bacon, James Wilson, Tim Conroy, Bawani Johnson.
1 Onboarding Manager	Tim Lockey
3 Operations Specialists	Jamie Jacobs, Patty Gillis, Darlene Pruey

WM of Sarasota County houses over 140 drivers. The South Service District will require 75+ drivers. Onboarding Manager Tim Lockey has improved retention numbers every month in Sarasota and Manatee Counties since the role has been in place.

Automated Collection Route Training

WM will begin training our drivers on utilizing the automated collection system in July, 2024. We will begin with training 5 drivers and will add 5 drivers per month until we have 25 drivers signed off for our 20 routes. Training should be completed by the end of November, 2024. No training will occur during December and refresher training will start back up mid January, 2025. These drivers will be trained by our current recycling drivers and swing drivers.



A description of the process for hiring, selecting, and retaining employees.

Employee Hiring and Screening

WM posts job openings both internally and externally. Each posting includes a job description for the position that specifies the essential duties and responsibilities as well as other required qualifications.

Providing the safest possible service starts with hiring the right employees. We accomplish this through a diligent pre-employment screening process. Job applicants are screened based on meeting the required qualifications, and interviews are held to determine fit based on knowledge, skills, abilities, and prior experience along with other competencies for the specific job.

Key screening measures for employees at our landfills, hauling operations, and recycling centers include a comprehensive background check, fingerprinting, and drug testing.

Candidates that may perform safety sensitive functions must also complete medical exams and potential collection drivers must pass a Department of Transportation (DOT) medical exam. When appropriate, candidates receive a physical abilities test that evaluates grip, static strength, and dynamic lifting.

All candidates and employees, regardless of job nature, are subject to WM's Drug and Alcohol-Free Workplace Policy. Prior to employment employees are tested for drugs and alcohol, and those operating company vehicles are subject to regular, on-going screenings.

Employee Engagement and Retention

WM is a company committed to People First, knowing that the daily contributions of our 49,317 employees are what enable us to play a vital role in the communities we serve. The success of WM depends upon the success of each employee, and we strive to give them the tools they need to develop and excel in their careers.

Employee turnover continues to be a concern in the environmental services industry due to high demand in a strong economy for skilled workers - especially truck drivers, route managers, and maintenance technicians. According to a recent study by the American Trucking Association, the need for drivers could surpass 160,000 in 2030. We also compete against other industries for certain talent, such as the oil and gas industry for engineers in our renewable energy facilities.

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By promoting from within and offering a wide variety of training opportunities, WM helps employees maximize their effectiveness and grow in their careers.

WM is committed to providing a living wage to all employees, which is defined as the minimum pay received for the basic number of working hours to ensure coverage of workers' and their families' basic needs. During the pandemic, we also guaranteed all full-time hourly employees' pay for a 40-hour work week, regardless of COVID-19-related service decreases.

WM is committed to fair treatment of all employees. With approximately 8,500 union employees in the U.S. and Canada – 20% of our workforce - this commitment is met according to the practices and expectations agreed to within the collective bargaining unit. For non-union employees, we look for ways to reinforce our fair treatment and continuous learning culture.

Being an employer of choice is critical to our efforts to reverse the voluntary turnover trend while motivating us to sharpen our focus on our values and commitments that help us retain and empower good employees. By promoting from within and offering a wide variety of training opportunities, WM can help employees maximize their effectiveness and grow in their careers.

WM recently launched a pilot program to assist graduating high school seniors and recent graduates with earning a commercial driver's license (CDL).

WM will pay the tuition costs and provides hourly wages to participants. With no upfront costs, this program creates a clear pathway for participants to enter the WM workforce in a few steps:

Obtain a CDL: WM partners with CDL schools to cover tuition costs and pay participants an hourly wage.

Complete new driver training: Take a one-week, classroom-based training to learn WM's safety/operational practices.

Learn from others: Complete a one-week, hands-on practical driving skills training course with experienced trainers in Arizona.

Begin on-the-job training: Continue training at the WM site to further develop skills to operate trucks safely.

Develop career skills: Participate in the WM career readiness boot camp to help build essential career development skills in communication, feedback, customer service, teamwork, time management, and accountability.

At the heart of our engagement and retention strategy is a steadfast commitment to WM's core commitments of People First and Success with Integrity. We commit to People First by taking care of each other, our customers, our communities, and our environment. We commit to Success with Integrity by being accountable, honest, trustworthy, ethical, and compliant in all we do.

Putting Our People First with Comprehensive Employee Benefits

We continue to strengthen WM as a workplace of choice through competitive pay, work environment, opportunities for growth, and benefits. Each eligible employee receives a comprehensive benefits package that includes healthcare, family care, and financial and educational benefits.

Healthcare	Financial
<ul style="list-style-type: none"> ✓ Comprehensive health care coverage ✓ Prescription drug plan ✓ Dental/vision plans ✓ Salary continuance (short and long-term disability) ✓ Employee and family assistance program ✓ Retiree medical coverage 	<ul style="list-style-type: none"> ✓ Life and accidental death and dismemberment insurance ✓ Business travel accident insurance ✓ 401(k) plan with generous company match ✓ Employee stock purchase plan ✓ Legal services ✓ Employee discount programs
Educational	Family
<ul style="list-style-type: none"> ✓ 100% tuition and tuition-related fees paid for employees and their immediate families – see below for more information ✓ Free online training programs 	<ul style="list-style-type: none"> ✓ Flexible spending accounts ✓ Adoption assistance program ✓ Education savings accounts ✓ WM scholarship programs ✓ Paid vacation and holidays, and sick leave

Investing in Our Employees’ Tomorrow®

WM recognizes the value of learning that occurs beyond our company. In 2021, we announced a new education benefit, Your Tomorrow®. Your Tomorrow® was created in partnership with Guild Education to pay 100% of benefits-eligible employees’ and dependents’ tuition for 135+ business, technology, science and mathematics bachelor’s degrees and master’s programs.

WM is the first company to extend this type of benefit to family members - a clear example of our commitment to putting People First.

Engagement through Communication

Communication between company leaders and employees at all levels fosters honesty, accountability, and respect, all of which are critical to employee retention. Each quarter, senior leaders host a town hall-style meeting that covers a variety of topics, available to all employees via live-streaming technologies. Employees unable to attend can submit questions by email and view a replay on our intranet and our employee mobile app, WM Now.

WM Now is a one-stop shop for all things WM, making critical information available for field employees who may not have access to a desktop computer at work. This includes COVID-19 safety updates; access to employee benefits and our employee handbook; episodes of “The Route,” our internal podcast; employee engagement efforts; and stories from across the company. We were pleased to achieve our goal of 80% adoption of the app within 10 months. Analytics tell us which features employees find most useful, and we use those insights, as well as qualitative feedback, to further refine the WM Now experience.

Communication is a two-way street, so we solicit feedback from employees on how we can improve. Constant and collaborative engagement is the foundation of our Service Delivery Optimization program, our Mechanic Service Delivery Optimization, our Peer Review safety program, our Sales Delivery Optimization program, and the fair treatment and respect that comes from the adherence to our Code of Conduct.



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WM has a strong corporate culture focused on deep commitments to environmental sustainability, ethics, and the customers we serve. We believe our employees are our greatest assets, and if we take care of them, they will take care of our customers, our communities, our shareholders, our environment, and each other.

A New Pipeline of Talent

Our new Innovative Employment Pathways (IEP) program is creating a new pipeline of talent for our business while changing lives for the better. IEP is a recruitment program that provides second-chance employment opportunities to overlooked and underserved community populations, including those who have experienced homelessness, displacement, incarceration, and significant employment gaps.

The program begins with core training for all participants and a survey to determine what skills individuals already bring and what additional training they might need. If they choose to enroll in IEP, individuals spend 90 days working as helpers, sorters, and laborers at WM material recovery facilities. During this period, they can learn more about possible career paths as drivers, technicians, and customer service representatives. After the 90-day period, IEP participants may have the opportunity to transition from temporary to permanent positions at WM.

Since the program's launch, we have seen 50% higher short-term retention of IEP participants compared to nonparticipants. We plan to continue the program rollout at WM sites across North America, with the goal of activation at 80% of our facilities and 1,000 participants obtaining work experience by 2025.

IEP illustrates WM's commitment to People First, creating a culture of acceptance that helps people amplify their potential.

A proposed staffing ratio plan for drivers

Staffing ratio for South District: 56 employees needed. WM will carry 65 to 67 employees to cover vacations, sick days, etc. (15% extra employees).

Describe proposed staffing ratio for road supervisors to routes.

Staffing ratio for South District: 42 residential routes will have 4 Route Supervisors. Six (6) commercial routes will have one (1) Route Supervisor. All routes will have oversight by one (1) District Manager and one (1) Operations Manager.

Identify other positions such as safety manager, maintenance manager, road supervisors, dispatchers, schedulers, operators and mechanic.

Doug Airhart | Safety Trainer



Doug Airhart joined WM in 2007 as a helper at the age of 18, eventually rising to become a driver and driver trainer. With 16 years of experience, Doug now holds the role of Market Area Safety Trainer, overseeing training across nine West Florida Market area sites. His passion lies in promoting safety and knowledge, making the West Florida area a leader in both.

Troy Cowell | Senior Fleet Manager



5221 State Road 776, Venice, FL 34293 (941) 751-7503 | tcowell@wm.com

As WM of Sarasota’s Senior Fleet Manager, Troy reviews the safety and reliability of our collection vehicles. Specifically, he oversees our vehicle maintenance shop, maintenance staff, and preventive maintenance programs.

Troy will be responsible for all initial and ongoing procurement of vehicles required for the service of Sarasota County collections. He will continue to oversee repairs, inspections, scheduled maintenance, and cleanliness of the County’s collection vehicles.

Troy began his career with WM in 2008. He started as tire technician and worked his way to Sr. District Fleet Manager. During his tenure with WM, Troy has worked at three different sites. He currently manages two sites.

Valerie Love | Florida Dispatch Director



1800 N Military Trail, Suite 201, Boca Raton, FL 33431, (602) 906-7175 | vlove@wm.com

Valerie is responsible for managing the Florida Market Area centralized dispatch center. She oversees a team of logistics professionals who ensure service excellence in coordinating with customers, managing driver routing, scheduling container delivery.

Valerie previously served as Florida’s Customer Experience Director and brings this experience to Dispatch to deliver a superior customer service experience. Valerie’s expertise and leadership has driven top customer satisfaction scores in the Florida Area. She is a WM Circle of Excellence winner and has also received a Professional Leadership Award. She has 15 years with WM and graduated from Miller Hawkins Business College.

Schedule/Timeline

Provide a master timetable that is comprehensive and achievable for the transition of services as described in Part II Section 7.1.3.

The following sample transition timeline outlines some of the main activities that take place during a normal transition where WM is the incumbent provider. Some of these activities are subject to change.

Sample Transition Timeline of Implementation Tasks

Implementation Tasks	Jan 24	QTR 1 2024	QTR 2 2024	QTR 3 2024	QTR 4 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025
Key Milestones									
Notice of award and council contract execution	✓								
Internal WM implementation meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓



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Implementation Tasks	Jan 24	QTR 1 2024	QTR 2 2024	QTR 3 2024	QTR 4 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025
Biweekly or monthly WM and County staff implementation meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓
Submit Final Transition Plan to the County		✓							
Contract start date									✓
Operations									
Order new collection vehicles		✓							
Driver Training									
Conduct driver training on ASL trucks			✓	✓	✓	✓	✓	✓	✓
Customer Service									
Detailed <u>new</u> contract curriculum developed		✓	✓						
WM Customer Knowledge database updated to reflect contract changes								✓	
Management conducts small group CSR training on new contract terms and changes							✓	✓	
New Customer Knowledge content goes-live									✓
Public Education									
Finalize strategic communications plan and attain County feedback/approval			✓						
Promote implementation at scheduled community and council meetings (as requested)	Ongoing								
Conduct media outreach with County staff	As requested								



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Implementation Tasks	Jan 24	QTR 1 2024	QTR 2 2024	QTR 3 2024	QTR 4 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025
Continually update wm.com with service schedules	Ongoing								
Design and distribute new contract Information Package	There will be multiple communications before and throughout the new agreement implementation. The timeframe for each will be determined in collaboration with the County during the finalization of the strategic communications plan.								



Waste Management

Item: **Fee Schedule**

Attachments

WM 232452VG_Fee_Schedule_Addendum_1.xlsx

PRICE FORM - PAGE 1 of 7**PROPOSER'S NAME: Waste Management Inc., of Florida****Class I Residential Collection Service
(Curbside Service)**

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. The County will be responsible for billing all Residential Customers. All unit prices must be rounded to the nearest cent. Unit numbers provided are estimated and for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the option and level of service as provided in Part II Scope of Services.

CLASS I and CLASS II (Curbside Service) OPTION #1: Automated Solid Waste Collection with Single Stream Carted Recycling			
Line	Type of Service	North District Monthly Service Rate per Unit	South District Monthly Service Rate per Unit
1	Solid Waste: 1x per week carted collection in County provided carts ¹	\$7.50	\$6.95
2	Recyclables: 1x per week single stream collection in County provided carts ¹	\$3.75	\$3.50
3	Yard Trash: 1x per week unlimited collection	\$3.75	\$3.50
4	Bulk/Special Waste: Up to 4x per year collection of up to 10 cubic yards (includes collection of Bulk Waste, White Goods, E-Waste, used oil, used oil filters, and Tires)	\$0.95	\$0.95
5	Total Monthly Fee per Unit	\$15.95	\$14.90
6	Estimated Units	64,277	74,037
7	Estimated Annualized Cost for Option #1 [Line 5 x Line 6 x 12 months]	\$12,302,617.80	\$13,237,815.60
8	¹ Franchisee responsible for cart maintenance and replacement.		

PRICE FORM - PAGE 2 of 7

PROPOSER'S NAME: Waste Management Inc., of Florida

**Class II Residential Collection Service
(Site Service)**

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. The County will be responsible for billing all Residential Customers. All unit prices must be rounded to the nearest cent. Unit numbers provided are estimated and for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the option and level of service as provided in Part II Scope of Services.

**CLASS II (Site Service) OPTION #1:
Solid Waste Collection with Single Stream Recycling**

Line	Type of Service	North District Monthly Service Rate per Unit	South District Monthly Service Rate per Unit
9	Solid Waste: Minimum of 1x per week collection in Franchisee-provided or Customer-provided containers (includes collection of Bulk Waste, White Goods, used oil, used oil filters, and Tires)	\$7.25	\$6.65
10	Recyclables: Minimum of 1x per week single stream collection	\$3.75	\$3.50
11	Yard Trash: Minimum of 1x per week ¹ in Franchisee-provided or Customer-provided containers.	\$3.75	\$3.50
12	Bulk/Special Waste: Collection up to 4x per year of up to 20 cubic yards per complex (includes collection of Bulk Waste, White Goods, E-Waste, used oil, used oil filters, and Tires) ²	\$0.95	\$0.95
13	Total Monthly Fee per Unit	\$15.70	\$14.60
14	Estimated Complexes ³	163	284
15	Estimated Units	17,172	11,365
16	Estimated Annualized Cost for Option #1 [(Line 13 x Line 15) x 12 months]	\$3,235,204.80	\$1,991,148.00
17	¹ Customers may elect to use Commercial Lawn Care Service, which is not part of the Agreement.		
18	² Collection shall be coordinated between complex owner/manager and Franchisee.		
19	³ Estimated complexes not utilized in annualized cost. Provided to assist proposers in calculating Bulk/Special Waste monthly service rate per unit.		

Class I and Class II (Curbside and Site) Residential Supplemental Collection Services

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. Franchisee is responsible for billing for Residential Supplemental Collection Services. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the options and level of service as provided in Part II Scope of Services.

Note: Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost for scoring of Compensation (Price Form) Evaluation per Part I Section 11.6 of the ITN.

Line	Type of Service	North District	South District
	Class I & II (Curbside) Residential Supplemental Collection Services	Monthly Service Rate per Unit	Monthly Service Rate per Unit
20	Second collection day	\$45.00	\$35.00
21	Rear door service for non-handicapped	\$45.00	\$45.00
22	Each additional roll cart	\$25.00	\$25.00
23	In ground container service	\$80.00	\$80.00
24		Service Rate per cubic yard	Service Rate per cubic yard
25	Improperly prepared Solid Waste	\$125.00	\$125.00
26	Improperly prepared Yard Trash	\$125.00	\$125.00
	Class II (Site) Residential Supplemental Collection Services	Service Rate per occurrence	Service Rate per occurrence
28	Rolling out container(s) and returning to original location	\$75.00	\$75.00
29	Estimated Annualized Cost for Residential Supplemental Collection Services [((Line 20 x 1)+(Line 21 x 1)+(Line 22 x 1)+(Line 23 x 1)+(Line 25 x 1)+(Line 26 x 1)+(Line 28 x 1)) x 12 months]	\$6,240.00	\$6,120.00

PRICE FORM - PAGE 3 of 7

PROPOSER'S NAME: Waste Management Inc., of Florida

Commercial Solid Waste and Yard Trash Collection Services - Non-Compaction Containers

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		=((axb)+(cxd)+(exf)+(gxx)+(ixj)+(kxl)+(mxn)+(oxp)+(qxr))x12
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Pickups/ Month	
30	1 cubic yard	\$114.34	1	\$218.62	1	\$310.99	1	\$401.40	1	\$488.88	1	\$568.00	1	\$75.00	1					\$26,126.76
31	2 cubic yard	\$183.42	418	\$349.48	48	\$499.10	19	\$661.37	1	\$804.37	3	\$932.66	1	\$85.00	1	\$125.00	1	\$150.00	1	\$1,287,535.68
32	3 cubic yard	\$260.82	85	\$497.91	21	\$709.62	15	\$945.09	1	\$1,165.16	1	\$1,323.58	1	\$95.00	1	\$125.00	1	\$150.00	1	\$564,887.28
33	4 cubic yard	\$327.90	362	\$627.84	77	\$892.28	44	\$1,195.55	5	\$1,467.70	5	\$1,672.86	1	\$110.00	1	\$150.00	1	\$150.00	1	\$2,660,434.92
34	6 cubic yard	\$443.69	179	\$848.68	74	\$1,208.41	39	\$1,598.46	3	\$1,901.81	9	\$2,254.08	2	\$148.00	1	\$160.00	1	\$150.00	1	\$2,594,743.80
35	8 cubic yard	\$532.76	192	\$1,020.02	142	\$1,442.71	104	\$1,913.87	26	\$2,262.97	46	\$2,644.65	27	\$175.00	1	\$175.00	1	\$150.00	1	\$7,475,248.68
Customer-Owned Containers																				
36	1 cubic yard	\$111.92	1	\$216.25	1	\$308.53	1	\$399.00	1	\$486.40	1	\$565.58	1	\$75.00	1					\$25,952.16
37	2 cubic yard	\$178.62	1	\$344.64	1	\$494.25	1	\$658.98	1	\$799.63	1	\$927.89	1	\$85.00	1					\$41,868.12
38	3 cubic yard	\$253.59	1	\$490.68	1	\$702.42	1	\$937.86	1	\$1,157.96	1	\$1,316.43	1	\$95.00	1					\$59,447.28
39	4 cubic yard	\$318.32	1	\$620.57	1	\$882.71	1	\$1,185.97	1	\$1,458.16	1	\$1,663.17	1	\$110.00	1					\$74,866.80
40	6 cubic yard	\$429.26	1	\$834.32	1	\$1,194.00	1	\$1,584.03	1	\$1,887.42	1	\$2,239.69	1	\$148.00	1					\$99,800.64
41	8 cubic yard	\$513.56	1	\$1,000.81	1	\$1,423.51	1	\$1,894.82	1	\$2,243.76	1	\$2,625.44	1	\$175.00	1					\$118,522.80
42	Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers (Sum of Lines 30-41)																			\$15,029,434.92

SOUTH DISTRICT - NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		=((axb)+(cxd)+(exf)+(gxx)+(ixj)+(kxl)+(mxn)+(oxp)+(qxr))x12
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Pickups/ Month	
43	1 cubic yard	\$112.02	1	\$214.17	1	\$304.66	1	\$393.23	1	\$478.92	1	\$556.44	1	\$75.00	1					\$25,613.28
44	2 cubic yard	\$179.68	225	\$342.37	26	\$488.93	8	\$647.91	12	\$788.00	2	\$913.67	1	\$85.00	4	\$125.00	1	\$150.00	1	\$769,447.80
45	3 cubic yard	\$255.51	24	\$487.77	4	\$695.17	2	\$925.85	1	\$1,141.44	1	\$1,296.63	1	\$95.00	1	\$125.00	1	\$150.00	1	\$158,490.96
46	4 cubic yard	\$321.23	195	\$615.05	47	\$874.11	9	\$1,171.21	1	\$1,437.81	2	\$1,638.80	2	\$110.00	1	\$150.00	2	\$150.00	2	\$1,289,383.44
47	6 cubic yard	\$434.65	94	\$831.40	39	\$1,183.81	10	\$1,565.91	3	\$1,863.09	7	\$2,208.19	1	\$148.00	1	\$160.00	2	\$150.00	2	\$1,270,024.20
48	8 cubic yard	\$521.92	84	\$999.25	61	\$1,413.34	51	\$1,874.91	18	\$2,216.89	12	\$2,590.80	7	\$175.00	1	\$175.00	1	\$150.00	1	\$2,291,886.36
Customer-Owned Containers																				
49	1 cubic yard	\$109.64	1	\$211.85	1	\$302.25	1	\$390.87	1	\$476.50	1	\$554.06	1	\$75.00	1					\$25,442.04
50	2 cubic yard	\$174.99	1	\$337.62	1	\$484.19	1	\$645.57	1	\$783.35	1	\$908.99	1	\$85.00	1					\$41,036.52
51	3 cubic yard	\$248.43	1	\$480.69	1	\$688.12	1	\$918.76	1	\$1,134.39	1	\$1,289.63	1	\$95.00	1					\$58,260.24
52	4 cubic yard	\$311.84	1	\$607.94	1	\$864.74	1	\$1,161.82	1	\$1,428.47	1	\$1,629.31	1	\$110.00	1					\$73,369.44
53	6 cubic yard	\$420.52	1	\$817.33	1	\$1,169.69	1	\$1,551.78	1	\$1,848.99	1	\$2,194.09	1	\$148.00	1					\$97,804.80
54	8 cubic yard	\$503.10	1	\$980.44	1	\$1,394.53	1	\$1,856.24	1	\$2,198.08	1	\$2,571.99	1	\$175.00	1					\$116,152.56
55	Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers (Sum of Lines 43-54)																			\$6,216,911.64

PRICE FORM - PAGE 4 of 7

PROPOSER'S NAME: Waste Management Inc., of Florida

Commercial Solid Waste and Yard Trash Collection Services - Compaction Containers

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - COMPACTION CONTAINERS																
Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickups		Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	
56	1 cubic yard	\$316.53	1	\$652.32	1	\$1,060.08	1	\$1,433.38	1	\$1,760.45	1	\$2,110.70	1	\$175.00	1	\$72,900.96
57	2 cubic yard	\$316.53	1	\$652.32	3	\$1,060.08	1	\$1,433.38	1	\$1,760.45	1	\$2,110.70	1	\$185.00	1	\$88,676.64
58	3 cubic yard	\$479.67	1	\$1,012.12	1	\$1,590.12	1	\$2,115.49	1	\$2,640.67	1	\$3,165.97	1	\$195.00	1	\$109,002.60
59	4 cubic yard	\$589.96	1	\$1,374.31	1	\$2,120.23	1	\$2,820.60	1	\$3,520.94	1	\$4,221.29	1	\$210.00	1	\$144,440.76
60	6 cubic yard	\$954.52	1	\$2,062.68	3	\$3,180.30	4	\$4,230.86	2	\$5,281.41	2	\$6,331.91	2	\$375.00	1	\$521,584.80
61	8 cubic yard	\$1,321.50	1	\$2,772.63	2	\$42,400.46	1	\$5,641.14	1	\$7,041.94	1	\$8,442.55	1	\$475.00	1	\$782,720.52
	Customer-Owned Containers															
62	1 cubic yard	\$306.95	1	\$642.73	1	\$1,050.55	1	\$1,423.79	1	\$1,750.84	1	\$2,101.04	1	\$175.00	1	\$72,325.32
63	2 cubic yard	\$306.95	1	\$642.73	1	\$1,050.55	1	\$1,423.79	1	\$1,750.84	1	\$2,101.04	1	\$185.00	1	\$72,445.32
64	3 cubic yard	\$465.30	1	\$997.69	1	\$1,575.80	1	\$2,101.04	1	\$2,626.28	1	\$3,151.52	1	\$195.00	1	\$108,139.08
65	4 cubic yard	\$570.79	1	\$1,355.07	1	\$2,101.04	1	\$2,801.46	1	\$3,501.74	1	\$4,202.07	1	\$210.00	1	\$143,288.52
66	6 cubic yard	\$925.71	1	\$2,033.86	1	\$3,151.52	1	\$4,202.07	1	\$5,252.62	1	\$6,303.15	1	\$375.00	1	\$216,502.32
67	8 cubic yard	\$1,283.11	1	\$2,734.29	1	\$4,202.07	1	\$5,602.78	1	\$7,003.53	1	\$8,404.14	1	\$475.00	1	\$289,225.68
	Estimated Annualized Cost for Commercial Collection in Compaction Containers (Sum of Lines 56-67)															\$2,621,252.52

SOUTH DISTRICT - COMPACTION CONTAINERS																
Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickups		Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	
68	1 cubic yard	\$210.09	1	\$639.04	1	\$1,038.50	1	\$1,404.20	1	\$1,724.61	1	\$2,067.72	1	\$175.00	1	\$70,259.52
69	2 cubic yard	\$210.09	1	\$639.04	1	\$1,038.50	1	\$1,404.20	1	\$1,724.61	1	\$2,067.72	1	\$185.00	1	\$70,379.52
70	3 cubic yard	\$469.91	1	\$991.51	1	\$1,557.75	1	\$2,072.42	1	\$2,586.91	1	\$3,101.51	1	\$195.00	1	\$106,831.08
71	4 cubic yard	\$577.95	3	\$1,346.33	1	\$2,077.07	1	\$2,763.17	1	\$3,449.26	1	\$4,135.35	1	\$210.00	1	\$155,422.32
72	6 cubic yard	\$925.09	1	\$2,020.69	4	\$3,115.55	1	\$4,144.72	1	\$5,173.88	1	\$6,202.99	1	\$375.00	1	\$286,503.24
73	8 cubic yard	\$1,294.60	1	\$2,716.19	1	\$4,154.13	1	\$5,526.29	1	\$6,898.57	1	\$8,270.67	1	\$475.00	1	\$285,709.92
	Customer-Owned Containers															
74	1 cubic yard	\$300.70	1	\$629.65	1	\$1,029.16	1	\$1,394.80	1	\$1,715.20	1	\$2,058.27	1	\$175.00	1	\$70,895.76
75	2 cubic yard	\$300.70	1	\$629.65	1	\$1,029.16	1	\$1,394.80	1	\$1,715.20	1	\$2,058.27	1	\$185.00	1	\$71,015.76
76	3 cubic yard	\$455.82	1	\$977.38	1	\$1,543.71	1	\$2,058.27	1	\$2,572.81	1	\$3,087.36	1	\$195.00	1	\$105,984.96
77	4 cubic yard	\$559.17	1	\$1,327.48	1	\$2,058.27	1	\$2,744.42	1	\$3,430.45	1	\$4,116.52	1	\$210.00	1	\$140,422.68
78	6 cubic yard	\$906.87	1	\$1,992.45	1	\$3,087.36	1	\$4,116.52	1	\$5,145.68	1	\$6,174.82	1	\$375.00	1	\$212,186.16
79	8 cubic yard	\$1,256.99	1	\$2,678.62	1	\$4,116.52	1	\$5,488.71	1	\$6,860.94	1	\$8,233.04	1	\$475.00	1	\$283,453.32
80	Estimated Annualized Cost for Commercial Collection in Compaction Containers (Sum of Lines 68-79)															\$1,859,064.24

PRICE FORM - PAGE 5 of 7

PROPOSER'S NAME: Waste Management Inc., of Florida

Commercial Solid Waste and Yard Trash Collection Services - Hand Pickups

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - COMMERCIAL REAR LOAD CONTAINERS

Line	Container	(a)	(b)	(c)	(d)	= ((axb)+(cxd)) x 12 months
		Monthly Rate for 1x/Week Pickup	Est. Billing Units/ Month	Monthly Rate/ 2x/Week Pickup	Est. Billing Units/ Month	Annual Price Proposal
81	1 - 3 cans/bags	\$75.00	97	\$150.00	19	\$121,500.00
82	4 cans	\$95.00	8	\$180.00	2	\$13,440.00
83	5 cans	\$150.00	1	\$300.00	2	\$9,000.00
84	Each additional can	\$55.00	1	\$110.00	1	\$1,980.00
85	1 96-gal Roll Cart	\$75.00	309	\$150.00	6	\$288,900.00
86	2 96-gal Roll Carts	\$95.00	3	\$180.00	1	\$5,580.00
87	Each additional Roll Cart	\$45.00	1	\$90.00	1	\$1,620.00
88	Estimated Annualized Cost for Commercial Collection in curbside cans/bags and carts (Sum of Lines 81-87)					\$442,020.00

SOUTH DISTRICT - COMMERCIAL REAR LOAD CONTAINERS

Line	Container	(a)	(b)	(c)	(d)	= ((axb)+(cxd)) x 12 months
		Monthly Rate for 1x/Week Pickup	Est. Billing Units/ Month	Monthly Rate/ Additional Weekly Pickup	Est. Billing Units/ Month	Annual Price Proposal
89	1 - 3 cans/bags	\$75.00	10	\$150.00	6	\$19,800.00
90	4 cans	\$95.00	1	\$180.00	1	\$3,300.00
91	5 cans	\$150.00	1	\$300.00	1	\$5,400.00
92	Each additional can	\$55.00	1	\$110.00	1	\$1,980.00
93	1 96-gal Roll Cart	\$75.00	280	\$150.00	5	\$261,000.00
94	2 96-gal Roll Carts	\$95.00	1	\$180.00	1	\$3,300.00
95	Each additional Roll Cart	\$45.00	1	\$90.00	1	\$1,620.00
96	Estimated Annualized Cost for Commercial Collection in curbside cans/bags and carts (Sum of Lines 89-95)					\$296,400.00

Collection of Debris from Disaster Events (as Defined in ITN Part II Sec. 20.4)

Proposer must fill in all proposed pricing (yellow highlighted cells); all other cells are locked. Prices are for collection service only. See Section 20.4 of the ITN Part II Scope of Services for additional information regarding this service. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced.

Line	Type of Service	North District	South District
97	Collection of debris (\$/ton)	\$225.00	\$225.00
98	Estimated tons/year (for RFP purposes only)	50	50
99	Estimated Annualized Cost for Debris Collection (Line 97 x Line 98)	\$11,250.00	\$11,250.00

Commercial Supplemental Collection Services

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced.

Note: Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost for scoring of Compensation (Price Form) Evaluation per Part I Section 11.6 of the ITN.

Line	Type of Service	North District	South District
		Service Rate per Occurance	Service Rate per Occurance
100	Rolling out container(s) and returning to original location	\$30.00	\$30.00
101	Unlocking and locking containers	\$30.00	\$30.00
102	Moving container location per Customer request (if more than 2x per year)	\$150.00	\$150.00
103	Changing out container size (if more than 2x per year)	\$150.00	\$150.00
104		One-time fee	One-time fee
105	Locks for containers	\$225.00	\$225.00
106	Estimated Annualized Cost for Commercial Supplemental Collection Services (((Line 100 x 1)+(Line 101 x 1)+(Line 102 x 1)+(Line 103 x 1)+(Line 105 x 1)) x 12 months)	\$7,020.00	\$7,020.00

PRICE FORM - PAGE 6 of 7

PROPOSER'S NAME: Waste Management Inc., of Florida

Commercial Collection Service - Roll-Offs

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service for roll-offs as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal rates or Drop-off Charges to Commercial Customers for roll-off containers shall be based upon scale tickets and shall not be a component to the Commercial Base Rate provided for roll-off containers.

NORTH DISTRICT/ ROLL-OFFS

Line	Container Size	(a)	(b)	(c)	(d)	= ((axb) + (cxd)) x 12 months
		Monthly Container & Maintenance Fee	Est. Billing Units/Month	Fee per Pull	Est. Pulls/ Month	Annual Price Proposal
107	Non-Compaction: 15 cy	\$189.00	5	\$306.75	10	\$48,150.00
108	Non-Compaction: 20 cy	\$189.00	5	\$306.75	10	\$48,150.00
109	Non-Compaction: 25 cy	\$189.00	5	\$306.75	10	\$48,150.00
110	Non-Compaction: 30 cy	\$283.49	5	\$306.75	5	\$35,414.40
111	Non-Compaction: 40 cy	\$378.04	5	\$306.75	20	\$96,302.40
112	Compaction: 30 cubic yards	\$962.89	5	\$347.26	20	\$141,115.80
113	Compaction: 36 cubic yards	\$962.89	5	\$347.29	10	\$99,448.20
114	Compaction: 40 cubic yards	\$1,283.91	5	\$347.29	5	\$97,872.00
115	Estimated Annualized Cost for Commercial Collection in Roll-Offs (Sum of Lines 107-113)					\$614,602.80

SOUTH DISTRICT / ROLL-OFFS

Line	Container Size	(a)	(b)	(c)	(d)	= ((axb) + (cxd)) x 12 months
		Monthly Container & Maintenance Fee	Est. Billing Units/Month	Fee per Pull	Est. Pulls/ Month	Annual Price Proposal
116	Non-Compaction: 15 cy	\$183.60	5	\$297.99	10	\$46,774.80
117	Non-Compaction: 20 cy	\$183.60	5	\$297.99	10	\$46,774.80
118	Non-Compaction: 25 cy	\$183.60	5	\$297.99	10	\$46,774.80
119	Non-Compaction: 30 cy	\$275.39	5	\$297.99	5	\$34,402.80
120	Non-Compaction: 40 cy	\$267.24	5	\$297.99	20	\$87,552.00
121	Compaction: 30 cubic yards	\$1,020.66	5	\$306.75	20	\$134,859.60
122	Compaction: 36 cubic yards	\$1,020.66	5	\$306.75	10	\$98,049.60
123	Compaction: 40 cubic yards	\$1,134.06	5	\$306.75	5	\$86,448.60
124	Estimated Annualized Cost for Commercial Collection in Roll-Offs (Sum of Lines 116-123)					\$581,637.00

PRICE FORM - PAGE 7 of 7

PROPOSER'S NAME: Waste Management Inc., of Florida

Total Proposed Annual Contract Value

NORTH DISTRICT	
Service	Est. Annualized Cost
Class I & II (Curbside) Residential Collection Service	
(a) Class I & II Option #1: Automated Solid Waste Collection with Single Stream Recycling	\$12,302,617.80
Class II (Site) Residential Collection Service	
(b) Class II Option #1: Solid Waste Collection with Single Stream Recycling	\$3,235,204.80
Commercial Collection Service	
(c) All Container Types and Services	\$18,707,310.24
Other Collection Services	
(d) Residential Supplemental Collection Services	\$6,240.00
(e) Commercial Supplemental Collection Services	\$7,020.00
(f) Collection of Debris from Non-Declared Emergency Events	\$11,250.00
Total Class I & II Option #1 with all other Services (a + b + c + d + e + f)	\$34,269,642.84

SOUTH DISTRICT	
Service	Est. Annualized Cost
Class I & II (Curbside) Residential Collection Service	
(a) Class I & II Option #1: Automated Solid Waste Collection with Single Stream Recycling	\$13,237,815.60
Class II (Site) Residential Collection Service	
(b) Class II Option #1: Solid Waste Collection with Single Stream Recycling	\$1,991,148.00
Commercial Collection Service	
(c) All Container Types and Services	\$8,954,012.88
Other Collection Services	
(d) Residential Supplemental Collection Services	\$6,120.00
(e) Commercial Supplemental Collection Services	\$7,020.00
(f) Collection of Debris from Non-Declared Emergency Events	\$11,250.00
Total Class I & II Option #1 with all other Services (a + b + c + d + e + f)	\$24,207,366.48

Supplier: Waste Management



PROPOSER INFORMATION

Proposer Information:

Proposer (legal name of firm submitting proposal): **Waste Management Inc. of Florida**
 # of Years in Business: **50** MBE? (check if yes)
 Contact Name: **Tim Bowers**
 Contact Email: **tbowers3@wm.com** Contact Phone: **561-607-3038**

Proposer's Headquarters:

Headquarters Address: **1800 N Military Trail, #201**
 City: **Boca Raton** State: **FL** Zip: **33463** # of years @ location: **4 Yrs**

Location of Personnel's Office:

Address: **5221 State Road 776**
 City: **Venice** State: **FL** Zip: **34293** # of years @ location: **34**

Summary of Qualifications:

Provide a high level overview of your firm's qualifications and interest in providing services related to this RPS.

As North America's leading provider of comprehensive environmental services, WM serves millions of residential, commercial, industrial, and municipal customers throughout the U.S. and Canada by collecting, transporting, and finding new uses for the waste they generate. We also collaborate with our customers to help them achieve their sustainability goals through managing and reducing waste and operating more sustainably.

To serve our diverse customer base, we have developed the industry's largest network of collection operations, transfer stations, and recycling and disposal facilities, led by a team of 49,500 employees motivated to go above and beyond. Unmatched in geographical reach and ability, our resources enable us to manage every aspect of our customer's waste streams.

WM At-a-Glance (data represents the most recently published information)

- * 49,500 team members**
- * 255 active solid waste landfills for disposal of residential, commercial, and industrial waste**
- * 5 hazardous waste sites for disposal of materials such as paint, fluorescent bulbs, and used automotive fluids**
- * 507 hauling facilities that serve as local home-bases for our collection drivers and vehicles**
- * 337 transfer stations that allow us to efficiently consolidate and transport the material we collect**
- * 135 recycling processing centers, including 49 single stream recycling facilities that sort and prepare recyclables for end markets**
- * 39 organics processing facilities that transform food and yard debris into nutrient-rich compost**
- * 4 CORE[®] processing facilities that process source-separated organics into a slurry that is delivered to wastewater treatment facilities to increase energy production**

WM takes pride in being Sarasota County's reliable service provider. Our successful partnership spans nearly 30 years. We have built a strong foundation of service for the Sarasota community during that time. As a result, the County knows that you can rely on WM to provide the essential services in this agreement, even during unprecedented times.

WM is committed to providing the County with safe, reliable service each collection day. Our commitment to Sarasota County is unwavering, and we hope to have the chance to continue to serve your residents and businesses for years to come.

Disclosure:

List all private sector clients with who you have an active or pending contract and who have an interest within the areas affected by this scope of services. Also include any properties or interests held by your firm, or officers of your firm within the areas affected by this scope of services.

As the current Sarasota franchise hauler, WM provides collection services for all commercial private sector clients in Sarasota County under our current franchise contract. Sarasota County has an active list of those clients and has provided a list of those clients in this solicitation. Waste Management Inc., Florida owns the property which serves as our operation center for service delivery in Sarasota County. The property is located at 5221 State Rd 77 Venice, FL 34293.

The person named below certifies that the information provided above is true and correct. Proposers who submit falsified data shall be subject to Section 2-213 of the Sarasota County Procurement Code and subject to suspension and debarment pursuant to Chapter 13 of the Sarasota County Procurement Manual.

Business Name:	Waste Management Inc.		
	FL		
Authorized Representative:	Tim Bowers	Title:	Govt. Affairs Mgr.
Solicitation #:	232452VG	Date:	9-22-2023

Meridian Waste

Bid Contact **Mary O'Brien**
mobrien@meridianwaste.com
Ph 904-616-5322

Address **5925 Carnegie Blvd, Suite 370**
Charlotte, NC 28209

Qualifications **2 CFR IMMIGRATION LEGAL NAME LOCAL HIRING NO LOBBY PUBLIC ENTITY**

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch.	Docs
232452VG--01-01	Letter of Interest	Supplier Product Code:	First Offer -	1 / sheet	Y	Y
		Supplier Notes: Letter of Interest - attached.				
232452VG--01-02	Resumes	Supplier Product Code:	First Offer -	1 / lot	Y	Y
		Supplier Notes: Resumes plus experience of Key Employees - attached.				

232452VG--01-03	Financial Capability	Supplier Product Code:	First Offer -	1 / lot	Y	Y
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Supplier Notes: Financial Capacity -
attached.

232452VG--01-04	Experience	Supplier Product Code:	First Offer -	1 / lot	Y	Y
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Supplier Notes:
Experience + Vendor Letters of
Commitment

232452VG--01-05	Service Transition History Form	Supplier Product Code:	First Offer -	1 / sheet	Y	Y
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Supplier Notes: Transition Form

History - attached.

232452VG--01-06	Non Performance History and Litigation	Supplier Product Code:	First Offer - 1 / lot	Y	Y
		Supplier Notes: Non-Performance History - attached.			

232452VG--01-07	Comprehensive List of Government Clients	Supplier Product Code:	First Offer - 1 / lot	Y	Y
		Supplier Notes: Comprehensive List of Government Clients - attached.			

232452VG--01-08	Approach for North Service District	Supplier Product Code:	First Offer - 1 / lot	Y	Y
		Supplier Notes: Approch - North Service District Attached			

232452VG--01-09	Approach for South Service District	Supplier Product Code:	First Offer - 1 / lot	Y	Y
		Supplier Notes: Approach - South Service District - attached			

232452VG--01-10	Fee Schedule	Supplier Product Code:	First Offer - 1 / lot	Y	Y
		Supplier Notes: One County-provided excel (Addendum 1) is being uploaded for BOTH North & South Service Districts.			

Supplier Total	\$0.00
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Meridian Waste

Item: **Letter of Interest**

Attachments

Sarasota RFP - Qualifications3-1 6.5.1 a Letter.pdf



LETTER OF INTEREST



RFP Response

Submitted by:

Meridian Waste Florida, LLC
2078 Lane Avenue North
Jacksonville, FL 32254

Contact:

Mary M. O'Brien, CMO
Meridian Waste Florida, LLC
904-616-5322
MObrien@MeridianWaste.com



**BID #232452VG:
SOLID WASTE, RECYCLABLE MATERIALS & YARD WASTE COLLECTION FRANCHISE**

DUE: Thursday, Nov 2, 2023 at 2:30pm EDT



LETTER OF INTEREST

Brian Usher – Director of Solid Waste
Rebekka Cline – Procurement Manager
Sarasota County
1660 Ringling Blvd., 3rd Floor
Sarasota, FL 34236

Dear Mr. Usher and Ms. Cline:

Meridian Waste Florida, LLC (Meridian Waste) hereby submits this letter of interest and electronically uploaded proposal in response to **Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise**. Please know that Meridian Waste has reviewed the requirements of the ITN, is prepared to enter into good faith negotiations regarding a final contract and will fulfill the obligations of the contract in a safe, compliant and customer-focused manner.

It is Meridian Waste's intent to service one or both service areas as selected by the County upon award and to do so utilizing new, alternative fuel powered vehicles, a Sarasota County-based operating and customer care facility, and local management and operations personnel (many of whom we will invite to transition from the incumbent hauler). Meridian Waste is committed to meeting an October 1, 2024 start date upon an award of the contract prior to the end of 2023. We have demonstrated our Herculean transition and start up capabilities during the COVID pandemic in 2021 with the City of Jacksonville (78,000+ units) with a less than 60 day timeline from contract signing to first day of service. It took out-of-the-box thinking, strong vendor relations, long days and longer nights, and a stellar recruitment effort but we did it and continue to outshine the other private solid waste haulers within the City day after day, month after month as exhibited by the comparison of liquidated damages assessed by the City and the City's award of an additional 80,000+ residential units in a separate contract that started October 1, 2023. Watch the 2021 contract launch video here: <https://www.meridianwaste.com/fl/jacksonville/meridian-waste-jacksonville-hauling/>.

The information contained in this Proposal or any part thereof, including the exhibits, schedules and other documents and instruments delivered or to be delivered to the County, are true, accurate and complete to the Proposer's knowledge. This response is based upon the terms set forth in the ITN, and Meridian Waste has monitored the County's website for subsequent amendments / response to questions.

While Meridian Waste may be a newer name to Sarasota County, our leadership and operational team of waste professionals have been servicing the industry and Florida for decades. We have been a part of large, publicly-traded firms, and we have rolled up our sleeves and started our own firms individually and collectively as the former Advanced Disposal and now again as Meridian Waste. We believe there is a definite need for local governments (including their citizens) and for businesses to have truly viable options for their solid waste needs and that the industry is not well-served by a few giants. Competition breeds higher levels of customer care, drives more efficiencies and allows for comparisons of performance. Meridian Waste — an experienced, well-funded private solid waste company — has transitioned contracts from the two largest solid waste companies in the U.S. and has out-performed the giants time and time again. Quality solid waste collection (residential or commercial) isn't about size — it's about commitment. And Meridian Waste's commitment to ensuring your citizens receive consistent, safe collections at a fair rate is paramount to us.

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



We look forward to your review of Meridian Waste's proposal. We believe that you will find our approach refreshing and that our leadership and management team roster is as strong as any in the industry. In closing, it is Meridian Waste's full intent to win through a demonstration of current and managerial experience and excellent customer service, a portion — if not all — of the County's solid waste franchise(s). And in return, we hope that it is the County's intent to be open to a new franchise partner whose performance will supersede expectations and whose rates are built to reflect all operational costs, including a fair return, but not unreasonably burden the residential or commercial taxpayer.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mary M. O'Brien".

Mary M. O'Brien
Chief Marketing Officer & Secretary

RESPONDING LEGAL ENTITY:

Meridian Waste Florida, LLC
Organized in the State of Florida
EIN: 82-5417486

COMPANY OFFICERS:

Walter "Wally" Hall, Jr., *Chief Executive Officer*
Dave Lavender, *Chief Operating Officer*
Mary M. O'Brien, *Chief Marketing Officer & Secretary*

RFP CONTACTS:

Mary M. O'Brien
Chief Marketing Officer & Secretary
Meridian Waste Florida, LLC
5200 San Jose Blvd #2, Jax., FL 32207
904-616-5322 Mobile
MObrien@MeridianWaste.com

Dave Shepler
Area President
Meridian Waste Florida, LLC
2078 Lane Avenue N., Jax., FL. 32254
904-237-6546 Mobile
DShepler@MeridianWaste.com

HEADQUARTERS (HQ)/PARENT COMPANY:

Meridian Waste Acquisitions, LLC
Organized in the State of Delaware

MAJORITY STOCKHOLDER:

Warren Equity Partners
5555 Gate Parkway, Suite 150
Jacksonville, FL 32256

MINORITY STOCKHOLDER:

Northleaf Capital Partners
Meridian Waste Management

Meridian Waste

Item: **Resumes**

Attachments

Sarasota RFP - Qualifications3-2 6.5.1 b Resumes.pdf



RESUMES OF KEY PERSONNEL



Qualifications Section 6.5.1 b

RFP Response

BID #232452VG:

Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

Resumes of Key Personnel

Respondents must include information that demonstrates relevant qualifications and experience to perform the services specified herein. The submittal must include the years of experience of its key personnel in providing services like those required herein. Key personnel include, at a minimum, the Chief Executive Officer, Chief Operating Officer, Operations Manager, and General Manager, or similarly titled positions if available demonstrating the minimum and preferred qualifications as outlined above. Include resumes of any subcontractors who are considered key personnel. If a specific person has not been identified for a key personnel position, the proposal should indicate the expected qualifications for that position.

Key Personnel – Transition Team & Contract Support

- Walter “Wally” Hall, Jr., *Chief Executive Officer*
- Dave Lavender, *Chief Operating Officer*
- Mary O’Brien, *Chief Marketing Officer*
- Ryan Perry, *Chief Accounting Officer*
- Charlie Gray, *Vice President – Operations*
- Cindy Greenbaum, *Director – Human Resources*
- Zach Messinger, *Director – Risk & Safety*
- Myron Long, *Director – IT*

Key Personnel – Contract Management & Operations

- Dave Shepler, *Area President – Florida*
- Jon Hipp, *General Manager – Florida (Transition Position)*
- Adam Foltz, *Maintenance Manager – Florida*
- Ed Mosley, *Safety Manager – Florida*
- Kyle Aulenbach, *Area Controller – Florida*
- Ricky Williams, *Operations Manager – Florida (Transition Position)*
- *General Manager (Permanent) – To Be Hired Upon Award*
- *Operations Manager (Permanent) – To Be Hired Upon Award*
- *Supervisors – To Be Hired Upon Award*

Subcontractors are not being proposed for the operations of this contract.

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Contracts of Note – Under Previous Employment with Advanced Disposal

The following Meridian Waste corporate and Florida key personnel serviced the following large local government contracts under the banner of Advanced Disposal Services.

City of Jacksonville, FL

Residential Exclusive Franchise Area I (West to Northwest Area)
Garbage 1x week; Recycling 1x week; Yard Waste 1x week; Bulk 1x week

Contact: Chris Pearson [Director of Solid Waste during Service Timeframe (now retired)]; 904-813-0665

Revenue: ~\$8M annually

House Count: 65,000+

<u>Service Timeframe</u>	<u>ADS Position</u>	<u>Meridian Waste Position</u>
5/26/2008 – March 2014 for Wally Hall	COO	CEO
5/26/2008 – April 2016 for Mary O'Brien	CMO	CMO
5/26/2008 – June 2012 for Dave Lavender	Area President – FL	COO
<i>(Transferred to ADS East Regional Vice President through Jan 2017)</i>		
June 2012 – Dec 2020 for Charlie Gray	Area President – South	VP-Ops
November 2012 – April 2014 for Dave Shepler	Region Manager	Area President

Clay County, FL

Residential Exclusive Franchise – County-wide
Garbage 1x week ; Recycling 1x week ; Yard Waste 1x week ; Bulk 1x week

Contact: Alan Altman [Director of Environmental Services during Service Timeframe (now retired)]; 904-838-0345; AAltman68@gmail.com

Revenue: ~\$8M annually

House Count: 60,000+

<u>Service Timeframe</u>	<u>ADS Position</u>	<u>Meridian Waste Position</u>
1/1/2007- March 2014 for Wally Hall	COO	CEO
1/1/2007 - April 2016 for Mary O'Brien	CMO	CMO
1/1/2007 - June 2012 for Dave Lavender	Area President – FL	COO
<i>(Transferred to ADS East Regional Vice President through Jan 2017)</i>		
June 2012 – Dec 2020 for Charlie Gray	Area President – South	VP-Ops
November 2012 – April 2014 for Dave Shepler	Region Manager	Area President

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

**St. Johns County, FL**

Residential Exclusive Franchise – Southern portion of County
Garbage 1x week ; Recycling 1x week; Yard Waste 1x week; Bulk 1x week

Contact: Neal Shinkre (Director – Public Works during Service Timeframe – Now in Utilities @ SJC); 904-669-7494; NShinkre@sjcfl.us

Revenue: ~\$4.2M annually

House Count: 40,000+

<u>Service Timeframe</u>	<u>ADS Position</u>	<u>Meridian Waste Position</u>
8/1/2003- March 2014 for Wally Hall	COO	CEO
8/1/2003 - April 2016 for Mary O'Brien	CMO	CMO
10/2004 - June 2012 for Dave Lavender	Area President – FL	COO
<i>(Transferred to ADS East Regional Vice President through Jan 2017)</i>		
June 2012 – Dec 2020 for Charlie Gray	Area President – South	VP-Ops
November 2012 – April 2014 for Dave Shepler	Region Manager	Area President

Orange County, FL Zones I & III

Residential Exclusive Franchise
Garbage 1x week; Recycling 1x week; Yard Waste 1x week

Contact: Debra Fields [Program Coordinator – Solid Waste Division during Service Timeframe (now retired)]

Revenue: ~\$102M

House Count: 82,000

<u>Service Timeframe</u>	<u>ADS Position</u>	<u>Meridian Waste Position</u>
1/1/2009- March 2014 for Wally Hall	COO	CEO
1/1/2009 - April 2016 for Mary O'Brien		CMO CMO
1/1/2009 - June 2012 for Dave Lavender	Area President – FL	COO
<i>(Transferred to ADS East Regional Vice President through Jan 2017)</i>		
June 2012 – December 2020 for Charlie Gray	Area President – FL	VP-Ops
November 2012 – April 2014 for Dave Shepler	Region Manager	Area President

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

**Lee County, FL**

Residential & Commercial Exclusive Franchise (Area 1, 2 & 4)
Garbage 1x week; Recycling 1x week; Yard Waste 1x week; Bulk 1x week

Contact: Doug Whitehead, Director – Solid Waste**Revenue:** ~\$5M annually**House Count:** 20,000+**Service Timeframe**December 2012 – March 2014 for **Wally Hall**December 2012 - April 2016 for **Mary O'Brien**June 2012 – Dec 2020 for **Charlie Gray**December 2012 – April 2014 for **Dave Shepler****ADS Position**

COO

CMO

Area President – South

Region Manager

Meridian Waste Position

CEO

CMO

VP-Ops

Area President

Palm Beach County, FL

Residential Exclusive Franchise Areas 2 & 5
Garbage 1x week; Recycling 1x week; Yard Waste 1x week; Bulk 1x week

Contact: John Archambo [Director - Customer Info. & Contract Admin. during Service Timeframe (now retired)]; 561-315-2010; JArchambo60@gmail.com**Revenue:** ~\$8M annually**House Count:** 50,000+**Service Timeframe**December 2012 – March 2014 for **Wally Hall**December 2012 - April 2016 for **Mary O'Brien**June 2012 – Dec 2020 for **Charlie Gray**December 2012 – April 2014 for **Dave Shepler****ADS Position**

COO

CMO

Area President – South

Region Manager

Meridian Waste Position

CEO

CMO

VP-Ops

Area President

City of Detroit, MI Zone 1

Residential Exclusive Franchise – Half of City-wide collection
Garbage 1x week; Recycling 1x week; Yard Waste 1x week; Bulk Waste 1x week

Contact: Doug Collins, Superintendent**Revenue:** ~\$72M annually**House Count:** 125,500**Service Timeframe**6/2/2014 - April 2016 for **Mary O'Brien**6/2/2015 – January 2017 for **Dave Lavender****ADS Position**

CMO

East Region VP

Meridian Waste Position

CMO

COO

Key Personnel – Transition Team & Contract Support

5925 Carnegie Blvd. Suite 370, Charlotte, NC 28209



Walter H. Hall

Chief Executive Officer

(904)607-5295 | WHall@MeridianWaste.com

Experience

CEO

April 2018 – Present | Meridian Waste Acquisitions, LLC | Charlotte, NC

- Results-oriented C-Suite leader for the 10th largest traditional solid waste collections and disposal company in the U.S. with annual revenues exceeding \$177M.
- Responsible for the financial and operational performance of a six-state solid waste company with two MSW landfills, four C&D landfills, five transfer stations, two MRF's and thirteen hauling companies to date.
- Proven track record of increasing company revenue and driving organizational growth through both short and long-term strategic initiatives.
- Strong team building across all departmental segments of the business with ~800 employees emphasizing operational excellence, accountability and safety.
- Represents the company in high-level negotiations with key stakeholders including the Board of Directors, investors, government officials, and industry peers.
- Expanded company footprint from two states to six states with twenty-seven acquisitions since 2018.
- Fosters a culture of innovation and entrepreneurship, encouraging team members to take calculated risks and drive continuous improvement initiatives.

COO

February 2016 - April 2018 | Meridian Waste Solutions, Inc. | Atlanta, GA

- Recruited to direct the startup operations and growth of a publicly-traded solid waste hauling company and MSW landfill located in Missouri and scaling it for expansion across the Southeast.
- Directed the development and implementation of systems, processes, and corporate/operational field teams, controlling and closely monitoring costs to scale the company and produce a positive cash flow.
- Lead the sale of the Meridian Waste solid waste assets from the public company to a private equity partner in April 2018 to restructure and recapitalize the company.
- Responsible for all operating aspects of the company including collection, transfer, landfill and recycling services, budgeting, capital expenditures, safety, training, acquisitions and strategic planning.

COO

November 2000 – January 2014 | Advanced Disposal | Ponte Vedra, FL

- One of three founders of Advanced Disposal Services, Inc., making it the fourth largest solid waste company in the U.S. under his leadership.
- Starting with three trucks, grew Advanced Disposal's operations to over \$1.3 Billion in annual revenue, 5300 employees, 91 collection/hauling facilities, 45 MSW and C&D Landfills, 71 Transfer Stations and 21 recycling facilities.
- Responsible for all operating aspects of the company including collection, transfer, landfill and recycling services, capital expenditures, safety, training, acquisitions and strategic planning.

Area President

January 1997 – November 2000 | Republic Services, Inc. | Jacksonville, FL

- Operate a scale system for incoming and outgoing loads.
- Responsible for the solid waste operations in the Southland/Republic Services Area including Northeast Florida and Southeast Georgia.
- Increased profitability and efficiencies throughout the Area by implementing accountability, streamlined reporting, safety measures and staffing realignment and improvements.
- Acquired over five independent companies and transitioned them into Republic operating systems for significant growth and EBITDA improvements.

Area President, Regional Operations Manager, General Manager, Manager Trainee,
Operations Manager, Supervisor

1989 - 1996 | BFI Waste Systems of North America, Inc. | Jacksonville, FL & Atlanta, GA

- Learned the solid waste industry from the ground up by performing all the tasks necessary to understand and successfully manage a garbage company.
- Within his first six years at BFI, he oversaw 400 employees with annual revenue of \$50M.

Assistant Baseball Coach

1988 - 1999 | University of Mississippi | Oxford, MS

Assistant Baseball Coach

1987 - 1998 | University of Alabama | Birmingham, AL

Teacher and Varsity Baseball Coach

1981 - 1987 | Northwest Rankin Attendance Center | Jackson, MS

Education & Certification

Mississippi College | Bachelor of Science, History | Clinton, MS

5925 Carnegie Blvd., Suite 370., Charlotte, NC 28209

Dave Lavender

Chief Operating Officer

(904)838-9529 | DLavender@MeridianWaste.com



Experience

COO

June 2018 – Present | Meridian Waste Acquisitions, LLC | Charlotte, NC

- Leads the operations of a \$177M annual revenue solid waste services company with thirteen hauling companies, two municipal waste landfills, four C&D landfills, five transfer stations, two MRFs across a six-state footprint.
- Responsible for all operating aspects of the company including collection, transfer, landfill and recycling services, budgeting, capital expenditures, safety, sales, training, acquisitions and strategic planning.
- Manages the annual budget process from development through execution.
- Grew revenue by 390% from June 2018 to present.
- Introduced and onboarded significant technology improvements throughout the company including operational software (Soft-Pak and Mobile-Pak), truck maintenance software (Dossier), landfill compliance software in conjunction with engineering firm (ComplyStation) and finance & accounting software (Intacct and Anaplan).

Regional Vice President

July 2012 – January 2017 | Advanced Disposal | Charlotte, NC

- Experienced manager for 27 Hauling Companies, 14 Landfills, 18 Transfer Station and three Recycling Facilities and over 1400 employees.
- States managed MI, IA, KY, PA, TN, SC, NC, NY, NJ, MA, VT, MY and GA with full management overview.
- Region accounted for \$520M in annual Revenues.
- Strengthened EBITDA 9% after merger by improved pricing, operational improvements and G&A efficiencies.
- Complete P&L oversight along with budgeting and forecasting.
- Successfully negotiated City of Detroit privatization for their solid waste in 2014 with revenues of \$78M annually.
- Launched \$35M in Acquisitions and spearheaded all divestitures.
- Directed full implementation of 3 different companies into one accounting and operating system during ADS/Veolia/IWS merger.
- Executed complete East Region start-up in Charlotte, NC. Hired and facilitated all Regional staff to support entire Region.
- Created Safety and Compliance standards that every employee had to be trained in and ensured that they operated within the company guidelines daily.
- Implemented Customer Service Center for the Region to streamline all customer needs.
- Ensured all financial objectives were in place for a successful IPO, Oct 16'

Regional Manager

November 2008 – June 2012 | Advanced Disposal | Jacksonville, FL

- Directed 14 hauling companies, four Landfills, five Transfer Stations and one Recycling Plant with Senior Management oversight.
- Territory included FL, GA, AL, MS and TN.
- Controlled \$122M of annual Revenue.



- Grew revenues over 8% each year by bringing on profitable new business and contract renewals.
- Obtained \$25M in acquisitions.
- Management of multimillion dollar Municipal contracts.
- Implemented Retention Department.

District Manager

October 2004 – October 2008 | Advanced Disposal | Jacksonville, FL

- Responsible for overall Management in the North Florida/South Georgia Marketplace.
- Included three hauling companies and two landfills.
- \$45M in annual revenue.
- Accountable for all budgetary and financial responsibilities.
- Coordinated and managed entire 2005 Super Bowl solid waste program for the City of Jacksonville.

General Manager

January 2004 – October 2004 | Waste Management | North Florida Market

- Lead the Jacksonville residential company of 75 employees with annual revenues of \$7.1M.
- Oversaw Jacksonville commercial company totaling 65 employees with annual revenues of \$24.2M.
- Managed Fernandina Beach district totaling 25 employees with annual revenues of \$1.4M.
- Held all budget and P&L responsibilities.

Owner/Operator

February 2002 – December 2003 | Metro Waste | Atlanta, GA

- Began company from scratch (complete start-up).
- Grew company gross sales at a rate of \$10K per month.
- Increased assets through negotiations with financial institutions and private equity firms.
- Company ran roll off for permanent and temporary customers and brokered Commercial FE work.
- Successfully sold company to Waste Management with over \$3.4M in annual revenue in 22 months.

General Manager

October 1998 – February 2002 | Waste Management | Atlanta, GA

- Direct financial responsibility for \$28M in revenue on an annual basis, and responsible for all sales, operations and accounting functions for District.
- Manage 120 employees daily, including 8 managers, 5 sales reps and 2 controllers.
- First hauling company to reach "GOLD" status for Service Machine standard in the Southeast.
- Overall accountability for fixed assets of \$15M per year.
- Directly involved with all major accounts on pricing/municipal contract negotiations, service and longevity...
- Member of Corporate Safety Team: Implemented template program to over 1200 Districts throughout North America for zero tolerance safety programs.

Operations Manager

May 1993 – October 1998 | Browning-Ferris Industries | Atlanta, GA

- Complete management of 180 employees, 10 supervisors, and all operations on a daily basis with revenues of \$36M annually.

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Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



- Service 15,000+ commercial accounts 135,000+ residential accounts on a weekly basis, including the service of 15 municipal contracts (e.g., City of Atlanta, Marietta, Kennesaw, and Douglasville).
- 1996 Atlanta Olympic Games: Coordinated and implemented the waste hauling of all Olympic venues, Centennial Park, Olympic Village and the Paralympics with revenues exceeding \$2.1M over a 3-week period.

Education & Certification

Georgia Southern University | Bachelor of Business Administration, Marketing | Statesboro, GA

5925 Carnegie Blvd., Suite 370., Charlotte, NC 28209



Mary O'Brien

Chief Marketing Officer

(904) 616-5322 | MObrien@MeridianWaste.com

Experience

Chief Marketing Officer

January 2017 – Present | Meridian Waste | Charlotte, NC

- Oversees the marketing and certain information technology programs and projects of this \$190M annual revenue environmental services company.
- Responsibilities include existing and new market area expansion via municipal contracts and acquisition integration; company communications, website, digital and social media strategies; public relations and government and legislative affairs.
- Additional duties include the conversion to cloud-based technologies company-wide for multiple communication, web, development and information storage systems, upgraded online web and app services as well as implementing and auditing efficiency and automation standards and systems utilizing information technology.

Chief Marketing Officer

January 2017 – March 2018 | Mobile Science Technologies, Inc. | Atlanta, GA

- Specialized in the development and implementation of marketing plans, business development, and revenue growth.
- Duties included financial reporting, strategic planning, marketing execution, IT development oversight and customer sales and retention.

Owner / Chief Executive Officer

June 2016 – Present | Keen LLC | Jacksonville, FL

- Serves as the sole manager of Keen, LLC, a female-owned, small business and investment firm, specializing in the identification, marketing and advocacy of start-up and emerging enterprises and ideas.
- Responsible for all aspects of the firm including executive duties, financials, marketing, operations and strategic direction, and investments.

Chief Marketing Officer

June 2001 – June 2016 | Advanced Disposal | Jacksonville, FL

- Oversaw all marketing efforts of Advanced Disposal Services, Inc. and its subsidiaries with locations across seventeen states plus the Bahamas with annual revenues of \$1.4B.
- Responsibilities included municipal market growth and retention, brand management, advertising and social media strategies, corporate communications, government and legislative affairs, website management, and public relations.
- Duties incorporated implementation and oversight of municipal CRM system, automation of key marketing tasks, new market development and entry strategy, proposal writing, contract negotiations, database management, sales and organizational presentations, team building and industry networking.



Government Affairs Manager

July 2000 – February 2001 | Southland Waste Systems | Ponte Vedra, FL

- Opened new collection, transfer station, and disposal markets in the Southeast and renewed franchise agreements in existing markets.
- Successfully lobbied for state legislation to protect capital investments and business interests in Florida.
- Developed and cultivated relationships with elected officials, municipal staff, powerbrokers, and community activists.

Market Developer

August 1998 – July 2000 | BFI Waste Systems of North America, Inc. | Ponte Vedra, FL

- Responsible for securing and maintaining all municipal contracts in the Northeast Florida/Southeast Georgia region. Managed 11 franchise contracts valued at more than \$15 million. Solicited new business for hauling, recycling, landfill, and transfer station operations. Served as the liaison between the municipalities and BFI operations. Lobbied for local legislation benefiting business operations. Developed and cultivated relationships with elected officials, municipal staff, powerbrokers and community activists. Executed all public relations activities including media events, corporate philanthropy, tours and grassroots efforts.

May 1998 – July 1998 – Direct Sales Executive

- Identified prospects and sold solid waste and recycling services.

June 1997 – May 1998 – Community Affairs Specialist

- Developed initiatives to build and retain profitable business for BFI including marketplace profiles, SWOT analysis, and public opinion polls and surveys.
- Created and implemented a grassroots field campaign that secured \$2 million in revenues.
- Designed and drove efforts to build a company infrastructure of clearly identified, positive community relationships for long term benefits to BFI through partnerships, alliances and coalitions.
- Directed corporate citizenship efforts to ensure the highest/best use of resources.
- Educated more than 1,500 school students regarding the benefits and methods of recycling through tours and presentations.
-

Marketing Manager

November 1995 – June 1997 | Jacksonville Zoological Gardens | Jacksonville, FL

- Created, developed and implemented marketing and promotional efforts to reach revenue, educational, and public relations goals.
- Managed the marketing department resulting in record attendance and revenues for the Zoo.
- Exceeded Zoo revenue goals for marketing and special events in FY 1996 and FY 1997.
- Directed all advertising campaigns including the coordination of activities with television, billboards, radio, print and direct mail vendors.
- Sold corporate and media sponsorship packages.
- Directed all membership sales programs including on-site, direct mail, telemarketing and promotional sales.
- Supervised marketing staff including annual performance evaluations, establishment of task priority, and coordination of projects between marketing staff.
- Prepared marketing staff budgets including divisions of marketing, membership, special events, and public relations.



Marketing Coordinator

October 1994 – August 1995 | World T.E.A.M Sports | Atlanta, GA

- Coordinated sponsor relations and fulfillment including proposals, sponsor promotions, special events, hospitality, merchandising and television advertising.

Foundation Program Assistant

July 1992 – July 1994 | The Wilderness Society | Washington, D.C.

Education & Certifications

James Madison University | Bachelor of Business Administration, Marketing with a Minor in English | Jacksonville, NC

Professional Interests and Community Involvement

St. Johns County Chamber Chairman – Oct 2017 – Present

- Vice Chairman – Oct 2016 – Sept 2017
- Board Member August 2015 – Present

National Solid Waste Management Association

- Board of Governors – Florida 2012 - 2016

Woman of Influence Award Winner

- Jacksonville Business Journal August 2015

Jacksonville Chamber of Commerce

- Trustee 2014- 2016

Charter Revision Commission – City of Jacksonville

- Vice Chairman, 2009 – 2010

Leadership Jacksonville

- Class of 2007

First Coast Manufacturers Association

- Past Board of Directors
- Manufacturer of the Year Award 2002

First Coast Classical Dressage Society

- Past Board Member

North Florida Dressage Association

- Past Board Member & President

5925 Carnegie Blvd., Ste 370, Charlotte, NC 28209



Ryan Perry

Chief Accounting Officer

(704) 293-8436 | RPerry@MeridianWaste.com

Experience

Chief Accounting Officer

June 2019 – Present | Meridian Waste | Charlotte, NC

- Responsible for all accounting and finance of the company including the monthly quarterly and annual reporting packages to internal and external stakeholders
- Company has revenues in excess of \$160M annually, an increase of +15% from the prior year
- Lead consolidation of banking, payroll, and accounting systems to improve the efficiency of the Company
- Responsible for the closing of new debt facility in July 2023, increasing available credit by +30% while driving down interest rates by 200bps
- Monitor Company's debt structure and verify compliance with covenants
- Work with capital markets to optimize acquisition and expansion opportunities
- Led the acquisition and integration of 21 closed acquisitions with a total purchase price of \$151M
- Create policies and procedures for the finance department
- Oversee acquisition accounting
- Create pro forma model to assist in acquisition due diligence and bidding process
- Responsible for 30 accounting and finance professionals across the company

Director of Finance, Decommissioning & Decontamination

2017 – 2019 | Energy Solutions | Charlotte, NC

- Responsible for all budgeting efforts for the D&D business segment - \$120M in annual revenues.
- Led efforts to revamp the D&D budgeting process to ensure a more flexible and detailed process to allow for more detailed review and analysis.
- Responsible for the preparation and review of the monthly financial reporting and analysis efforts for the D&D business segment as provided to D&D and Executive leadership.
- Singular point of contact from the D&D Finance for the successful sale of a minority stake in EnergySolutions that closed in November 2018.
- Responsible for all revenue recognition models and results for D&D projects which ranges from 35 – 50 projects at any given time.
- Led efforts for the annual 10 CFR 50.75 and 10 CFR 50.82 reporting to the NRC as owners of the Nuclear Decommissioning Trust Fund for Zion and La Crosse Boiling Water Reactor.
- Responsible for the quarterly reporting package to be delivered to the owners of the Zion and Lacrosse projects, Exelon Corporation and Dairyland Power Cooperative. I led the subsequent review of the packages with the owners leadership teams. The EPC project values for these projects are \$1.03B and \$83M, respectively.
- Required to maintain monthly project cash flow forecast and for the Zion Nuclear Power Station Project ("Zion project").
- Primary finance contact for all Business Development efforts for the D&D business segment. Support to these efforts included running modeling for the Decommissioning Trust sinking fund and related annual spent nuclear fuel. Projects ranged between total revenues of \$8M to \$1.4B and up to 50 years in length for full site decommissioning and spent fuel disposition to the Department of Energy.
- Responsible for all cash collections and payments for the D&D business segment.

- Main contact for annual audit for all requests.

Project Controller, Senior Manager – Nuclear Integrated Services

2014 - 2017 | Westinghouse | Charlotte, NC

- Project Controller for a \$720M International EPC project, a domestic \$60M EPC project, and the Nuclear Integrated Services business segment (>30 projects).
- Responsible to lead monthly finance and operational Project reviews for all project under my responsibility that are currently in the field with annual revenues forecasted at \$90M.
- Responsible for the budgeting of revenue, costs, cash flow and contributed capital.
- Prepare the monthly cash forecast and provide analysis of any changes from previous forecasts.
- Review all month-end journal entries related to the EPC Projects and Nuclear Integrated Services group.
- Responsible for analysis of monthly/quarterly/annual actual vs forecast vs budget of revenue, cost, and gross profit.
- Responsible for all financial matters related to project estimates and proposals for the Nuclear Integrated Services business segment.
- Lead efforts to reduce Accounts Receivable for all of Nuclear Integrated Services and International EPC projects.
- Responsible for the review of revenue recognition process and to identify and implement any changes to current methodology.
- Responsible for all Legal Entity audits for licensing purposes.
- Selected to participate in the Developing Leadership Program which identified individuals that will lead the Power Group in the future.

2012 – 2017 – Senior Manager - International Accounting

- Provide contract support related to labor costs on international projects bids between \$200M - \$3B.
- Responsible for the Power Group's compliance in filing all International audit, statutory and tax requirements in 12 countries (Asia, Middle East & Latin America).
- Led efforts with external tax representatives to identify approaches to decrease tax liabilities related to our International operations.
- Responsible for the opening and closure of International rep offices to drive down organizational expenses.

2011 – 2012 – Senior Manager - General Ledger

- Led a team of 7 responsible for journal entries, account recons, variance analysis, account research, internal controls, and process documentation.
- Responsible for the timely and accurate filing monthly, quarterly and annual reporting package and other support documentation for the 10-K and 10-Q.
- Responsible for all hedges and derivatives related to International cash flows.
- Lead estimator for segment fringe burden and workers comp rates and provided analysis showing the forecasts, makeup, trend, variance analysis and potential risk factors.
- Responsible for and provide analysis of all project legal expenses for the Power Group and Corporate Executive Committee meetings.
- Led monthly meeting with Divisional Controllers to discussion variance analysis of the balance sheet.
- Developed multiple performance metrics that are used by the Accounting and Finance department to gauge performance against budget and prior periods.

Manager, Product Accounting

2009 – 2001 | Lowe's Companies | Mooresville, NC

- Guided a team of 10 responsible for the administration, tracking, accrual, adjustment and collection of vendor funds related to various vendor funded allowance arrangements that ranged from \$800M-\$925M annually.
- Primary contact for the Merchandising divisions within Home Décor and Outdoor Living when negotiating new vendor contract terms and their effects on profitability and cash flow.
- Led the conversion of guidance for all department Policy & Procedures from US GAAP to the FASB Accounting Standards Codification.
- Led Corporate Initiative for the transformation of all Vendor Funded Goods and Services.
- Teamed with 3rd party recovery auditors in the resolution of claims accuracy and collection.
- Led team improvements for the collection of excess defectives and the decrease in related write-offs.
- Teamed with internal Marketing department to assess to ability to directly offset vendor funded advertising campaigns.
- Selected by Department VP to facilitate Retail Metrics course for internal employees in Merchandising, Product Accounting and related finance departments.
- FAR Rotation Manager for Product Accounting.

Audit Manager

2002 – 2009 | Deloitte & Touche | Charlotte, NC

- Managed and supervised multiple engagements for both public and private companies.
- Industries served included manufacturing, healthcare providers, defense contractors, consumer products, retail, real estate, construction, not-for-profits, professional sports teams, media & entertainment and others.
- Audit and review for public companies served Forms 10-K and 10-Q for compliance with US GAAP and SEC Reporting Standards.
- Responsible for assessing public companies' overall internal control structure under the Sarbanes-Oxley Act of 2002.
- Led the Deloitte team on 10 series of bond issuances and bond refunding for multiple clients that included fixed-rate, variable-rate and auction rate.
- Participated on and created a portion of the successful proposal for Virginia's 2nd largest healthcare provider – Carilion Health.
- Prepared financial statements, annual reports, and management recommendation points for publicly and privately held companies.
- Communicated and interacted effectively with client personnel at all levels, with a primary focus on cultivating relationships with and providing value-added insight to management.
- Direct consultations with firm experts on complex accounting and reporting matters including self-insurance, incomes taxes, goodwill, impairment, employee benefits, guarantor obligations, fair value and financial instruments.
- Researched technical issues, initiate additional consultations for as needed, conclude and thoroughly document audit considerations related to complex accounting and auditing issues.
- Prepared engagement budgets and fee estimates including the management and billing for all clients.
- Supervised, taught and performed detailed review of the audit work performed by multiple seniors and associates to ensure audit quality and efficiency.
- Facilitated local office trainings on technical auditing/accounting issues as well as firm culture.

Education & Certifications

James Madison University | Bachelor of Science – Accounting and Marketing Information Systems | Harrisonburg, VA

Certifications

- Certified Public Accountant in the State of North Carolina - #33903 - Inactive
- Member of the American Institute of Certified Public Accountants - #05123535
- Member of the North Carolina Association of Certified Public Accountants

5925 Carnegie Blvd., Charlotte, NC 28209

Charlie Gray

Vice President - Operations

(770) 634-4911 | CGray@MeridianWaste.com



Experience

Vice President - Operations

January 2023 – Present | Meridian Waste | Charlotte, NC

- Design and implement business strategies, plans and procedures.
- Set comprehensive goals for performance and growth.
- Oversee daily operations of the company and the work of Area Presidents.
- Lead employees to encourage maximum performance and dedication.
- Evaluate performance by analyzing and interpreting data and metrics.
- Write and submit reports to the COO in all matters of importance.
- Participate in expansion activities (investments, acquisitions, corporate alliances etc.)
- Manage relationships with partners/vendors/employees.

Chief Operating Officer

January 2021 – December 2022 | Attaway Hauling, LLC. | Gordon, GA

- Developed growth and profitability strategies.
- Developed “best practices” for all locations.
- Secured out of cycle price increases for underperforming work.
- Assisted in developing Employee Handbook.
- Set up bonus plans for employees.
- Improved on all the Safety Metrics Ground, GA

Region Vice President

2012 – December 2020 | Advanced Disposal Services | Roswell, GA

- Managed Veolia merger in 2012.
- Responsible for Florida, Georgia, Alabama, and the Bahamas – 2,200 employees and \$600 million in revenue.

Area President

2005 - 2012 | Advanced Disposal | Ball Ground, GA

- Responsible for overall operations in Georgia and South Carolina.

Education & Certifications

Nicholls State University | Master of Science in School Administration

University of Arkansas - Monticello | Bachelor of Science in Health and Physical Education

5925 Carnegie Blvd., Ste 370, Charlotte, NC 28209



Cynthia Greenbaum

Director, Human Resources

(770) 691-6370 | CGreenbaum@MeridianWaste.com

Experience

Director of Human Resources

September 2022 – Present | Meridian Waste Acquisitions, LLC | Charlotte, NC

- Develops Corporate HR plans, oversees all HR initiatives. Implementation of new HRIS system that added functionality and additional benefits to each location. Increasing efficiency with time-keeping, payroll processing and record/data retention.
- Development and implementation of comprehensive compensation and benefit plans that are competitive and cost effective.
- Lead and administer all HR functions to include recruitment, onboarding, performance management, leave administration, enforcement of Company policies and practices.
- Ensures compliance with employment laws and regulations in all states – currently 6 states.
- Oversee the efficient and correct weekly payroll processing, employee benefits and 401K for 797 employees.
- Partners with Senior and Executive Leadership Team members to adopt and integrate key HR strategies and initiatives. Consults on diversity, workforce and business issues that have an impact on the organization.
- Drive recruitment efforts that support the long-term talent needs of all sites within the corporation reducing the time to fill by 50%.
- Improves overall employee satisfaction and engagement by identifying and responding to concerns and opportunities for improvement; handles complex employee relations issues, provides consistent and fair communication and interpretation of HR policies and procedures.

Human Resources Manager

December 2020 – September 2022 | PSI Molded Plastics | Myrtle Beach, SC

- Responsible for 3 facilities, all HR functions including Leave administration, Time and attendance, weekly payroll processing, Employee relations, change management and training.
- Administered and managed employee benefit plans: Medical, Dental, Vision, STD, LTD, FSA, COBRA etc. Coordinated with carriers to ensure proper procedures and regulations are followed.
- Manage all worker's compensation injuries and maintain OSHA 300 Log with goals to reduce/eliminate by education.
- Full recruiting activities for hourly and salary positions
- Lead Safety Committees for all facilities
- Monthly Safety Audits/GEMBA walks

Human Resources Manager

January 2019 – December 2020 | Sherwin-Williams Corporation | Rockford, IL

- Directed all HR services, employee relations, employee benefit plans, recruitment and training and development Manage employee's Workers Compensation program, coordinate cases with Corporate W/C and carrier. Coordinating care with MD and supervisor to expedite return to work.
- Monitored EEO and annual AAP programs
- Manage plant salary review program, initiate compensation surveys to local businesses, maintain progression rates and general increases and maintain and update job descriptions when needed
- Utilization of CI tools: HR balanced scorecard, OnBase, ERIS, Six Sigma, Transactional Lean and other metrics to drive HR improvement.

Human Resources Director

September 2016 – October 2018 | Genesis OB/GYN | Tucson, AZ

- Lead all areas of HR – Recruiting, performance management, benefits, talent management, HR compliance and develop policies and procedures.
- Created a consistent culture to drive employee retention and employee engagement.
- Created and implemented Employee engagement survey, compile, communicate results, create action plans, monitor changes.
- Built collaborative partnerships and open communications with all departments and locations.
- Responsible for implementation of new HRIS/Payroll system
- Created Compensation pay grades model and implementation.
- Created all job descriptions for existing and new positions.
- Created new hire onboarding program to ensure engagement and retention.
- Developed HR Metrics to report successes and challenges of HR.

Human Resources Director / Labor Relations

February 2011 – September 2016 | Johnson Controls – Power Solutions | Geneva, IL.

- Partnered with management to identify workforce needs, strategize sourcing
- Attended and recruited at job fairs
- Developed University relationships, intern opportunities
- Managed contract Security services for the facility
- All Weekly and bi-weekly payroll processing
- Recruitment, hire, and onboard all plant positions
- Facilitated learning and development of 300 employees
- Created and managed succession planning, performance management
- Supervised plant safety, health and medical services within this union facility (IUE-CWA)
- Oversee grievance procedure, consult with plant management, assist with any arbitration
- Negotiator in labor negotiations and administer contract provisions
- Counseled plant management on manpower utilization, turnover control, compensation, performance evaluation and other personnel matters
- Supervised the Occupational Health and Safety program – Monthly blood draws and managing lead levels
- Developed and implemented apprenticeship program for technical positions – 2016

Human Resources Director

April 2006 – February 2011 | Veolia Environmental Services | Batavia, IL.

- Provided advice and coaching to all management at all levels of the organization. Resulting in high credibility and customer satisfaction.
- Managed and investigated employee/labor relation issues
- Contract administration for 19 CBA's – multiple unions, multiple states, Grievance process, arbitration
- Trained management on union avoidance processes
- Worked closely to research and develop recruitment processes for all positions. This resulted in new Applicant tracking system.

- Recruited for entire region, drivers, all administrative and operations staff, divisional and regional managers
- Created and rolled out Succession planning process and high potential development programs
- Developed and implemented Leadership training to all management level staff. Worked closely with Director and outside vendors to determine specific modules to purchase and include. Created and trained specific topics, Behavior Based interviewing, Maximizing motivation and progressive discipline.
- Coordinated practices throughout the entire region to gain consistency and legal compliance, provide project management.
- Provided change management and overall organizational development. Created and facilitated Change management training.
- Collaborated with region managers to reduce turnover from 35% (2006) to 16% (2010)

Human Resources Manager

March 2001 – April 2006 | Plexus Corporation | Batavia, IL

- Supervised performance of HR department staff, (4)
- Provided advice and coaching to all employees to resolve workplace related issues
- Recruited all levels of employees for the site – technical, engineering, management, production through college job fairs
- Heavily focused on employee relations and conflict resolution – Employee focus groups, discussions, progressive discipline, internal investigations, writing responses to corporate and any external agencies.
- Union avoidance training – created and presented to the management team
- Developed the compensation structure for the hourly workforce. Creating a more equitable environment producing step plans to encourage knowledge and growth.
- Developed succession planning sessions, performance management, leadership development, and coaching. Developed and oversee all personal improvement plans.
- Diversity initiatives (celebrate diversity, cultural events)

Education & Certifications

Cornell University | Graduate Certificate- Strategic Human Resources | Ithica, NY

Jones International | MBA Conflict Management | Centennial, CO

Columbia University | Bachelor of Science - Human Resources Management | New York, NY

Technical

ADP, Workday, Paychex, SAP, Peoplesoft, Success Factors, Taleo, Kenexa, Paycom, Paycor, IQMS



5925 Carnegie Blvd, Suite 370 Charlotte, NC 28203



Zach Messinger

Director – Risk and Safety

(678) 997-3138 | ZMessinger@MeridianWaste.com

Experience

Director – Risk and Safety

January 2022 – Present | Meridian Waste | Charlotte, NC

- Oversee the company's overall safety program and culture at all Meridian Waste facilities in the 6-state footprint
- Provide direct support and assistance to local management regarding safety initiatives, plans, and goals
- Responsible for conducting quarterly health and safety audits at each site to ensure the company's safety program, policies, and procedures are effectively implemented and compliance with regulatory standards
- Constant review of the company's insurance needs and requirements and the sole relation to all insurance companies
- Monitor the Company's fleet needs regarding licensing and registration as well as DOT and FMCSA guidelines

Corporate Analyst

November 2021 – January 2022 | Meridian Waste | Charlotte, NC

- Provide valuation and insights on potential acquisitions and bid opportunities pursued by Meridian Waste.
- Developed a tier pricing matrix for local management to ensure company driven margins were being met
- Responsible for developing and monitoring the companies fee structures and implementing price increase across all 6 states

Manager Trainee

February 2021 – November 2021 | Meridian Waste | Charlotte, NC

- Traveled across the company's operational sites to gain valuable industry knowledge and experience to further develop into a future manager and leader of the company
- Spent 5 months in Petersburg, VA training directly under the site's operation and safety manager and served as the site's residential manager overseeing 14-16 routes a day, 5 municipal contracts, 2 subscription routes, and over 30,000 customers weekly
- Spent 3 months in Greenville, SC revamping the companies 3 subscription routes, supervised the closure of the City of Simpsonville contract in a professional manner which included the removal of over 8,000 residential containers, and ensured the smooth transition of the City of Greer re-route that affected over 13,000 customers
- The remainder month of time training consisted of 3 weeks at our Jacksonville, FL location in preparation for the smooth start up and take over of a third of the City of Jacksonville residents that consisted over 70,000 customers, as well as a week in St Louis, MO assisting with their residential subscription needs

Accounts Receivable Coordinator



July 2020 – February 2021 | Meridian Waste | Charlotte, NC

- Assisted in the transition of the billing and collection duties from the local level into the corporate level
- Responsible for all billing and collections for the Tennessee and North Carolina locations as the first two states transitioned in house
- Develop baseline policies and procedures for the smooth transition and implementation of the other large locations
- Train and assist the additional members of the AR team to build the foundation of the department that successful transitioned all locations in house and now consists of 8 members and 1 manager

Education & Certifications

Bachelor of Arts, Marketing. Minor, Economics | 2020 | Maryville, TN

Captain, Maryville College Baseball Team, 2016–2020

5925 Carnegie Blvd., Ste 370, Charlotte, NC 28209



Myron Long

Director of Information Technology

(904) 874-1831 | Myron.Long@MeridianWaste.com

Experience

Director of Information Technology

July 2022 - Present | Meridian Waste | Charlotte, NC

- Works with each remote office to determine technology needs for business operations.
- Manage budget for IT department including equipment leases, purchases and licenses.
- Manage IT vendors and projects to resolve existing issues and improve productivity.
- Review vendor performance and value using metrics detailing historical performance.

IT Administrator/Analyst

January 2013 – July 2022 | Advanced Disposal | Jacksonville, Florida

- Provide Level 2/3 support for Infrastructure Operations for 250 sites and 2000+ users.
- Supported applications include Office 365, Active Directory, Windows Server, VMware, SSL Certificates, DNS, Domain registration, eDiscovery using Office 365, and Symantec Enterprise Vault.

IT Administrator/Analyst

April 2003 – December 2012 | Advanced Disposal | Jacksonville, Florida

- I maintained a growing network infrastructure for 50 + sites and 550 + users.
- Applications support including Citrix published desktops and applications, MAS 200, MS Office 2003 and 2007.
- Network Administrator, Citrix Administrator, VMWare Administrator
- I managed IT vendors, consultants, and projects.
- I managed the budgets for the IT department equipment lifecycle, applications, and licenses, equipment leases, and purchases.
- Worked with each remote office to determine needs for business operations including computers, networking, telephony, and connectivity.

Systems Engineer

August 1997 – March 2003 | World One Technologies | Jacksonville, Florida

- Provided customer support for various clients.
- Maintained servers, desktops, laptops, and printers.
- Server experience included Windows Server, Microsoft Exchange, and Novell Network.
- Client support included Windows 95, Windows 98, Windows NT Workstation, and Microsoft Office.

Systems Technician

August 1995 – August 1997 | Inacom Information Systems | Jacksonville, Florida

- Served as on-site support for the CSX corporate contract.

- Install new end-user pc hardware and applications.
- Support end-user applications including MS Windows 95 and Windows NT, MS Office IBM OS/2.

Systems Technician / Service Manager

July 1991 – August 1995 | Inacom Information Systems | Dodge City, Kansas

- Performed PC support and repair.
- Performed network implementation and support for Novell Netware 2.2, 3.11, and 3.12.
- Service Manager for small Inacom Franchise location.

Electronics Technician

1990 - June 1991 | Contel Federal Systems | Springfield, VA

- Performed bench repair for computers and terminals.

Electronics Technician

January 1990 – October 1990 | Wescom Communications | Jacksonville, Florida

- Performed bench repair for hospital communication equipment, and troubleshooting to component level.
- On-site installation and repair.

Sonar Technician E6

November 1983 – November 1989 | US Navy | Mayport Naval Station, Florida

- Maintained and operated Sonar and ASROC Fire Control systems.
- Work Center Supervisor for 1 1/2years including department preventative maintenance schedules and personnel management.
- Honorable Discharge November 1989.

Training & Certifications

- April 2020 VMware vSphere 6.7 Datacenter Operations
- September 2019 Enabling and Managing Office 365
- March 2018 ITIL Foundations training
- 1999 Microsoft MCSE NT4, Exchange Administration
- Exchange 2010
- Citrix Presentation Server 4.0 Administration
- A + Certification, Microsoft Systems Engineer, Microsoft Exchange Administrator, Microsoft Windows Specialist, ITIL Foundations
- Compaq ASE

Key Personnel – Contract Management & Operations

2078 Lane Ave N, Jacksonville, FL 32254



Dave Shepler

Area President - Florida

(904) 237-6546 | DShepler@MeridianWaste.com

Experience

Area President - Florida

May 2021 – Present | Meridian Waste | Jacksonville, FL

Responsible for all operations in Florida & southern Georgia area. Operations include 3 hauling companies with \$56 million annual revenue, 315 employees and 115 route trucks for residential, commercial, roll off and recycle collections. Launched two successful municipal contract start-ups for City of Jacksonville with combined 160,000 residential customers. Responsibilities include P&L, Safety, Customer Service, and overall performance of the Florida area.

District Manager – Florida

October 2018 – May 2021 | Meridian Waste | Yulee, FL

- Responsible for P&L, safety and operations of two hauling companies located in Jacksonville and Yulee, Florida
- Services include commercial, residential, roll-off and recycling.
- Manage growth in market area.
- Ensure high quality of customer service.
- Build long-term relationships within the community.

Owner / Operator

April 2014 – September 2018 | Partner Disposal | Yulee, FL

- Partner Disposal is a residential, commercial, construction/demolition and recycle services collection and disposal company providing services in north Florida and southern Georgia. *Acquired by Meridian Waste in 2018*

Region Manager - Florida

November 2012 – April 2014 | Advanced Disposal | Callahan, FL

- Responsible for P&L, safety, growth, municipal contracts and leadership of all operations in Florida, South Georgia and Gulf Coast area of Mississippi/Alabama.
- Region included 34 operating locations: 18 hauling companies, 12 landfills and 4 transfer stations with annual revenues in excess of \$211 million.
- Successfully integrated acquired Veolia operations into ADS standards, retained existing municipal contracts, started up new municipal contracts including Palm Beach County, City of Valdosta and City of Jacksonville.

November 2008 – October 2012 – District Manager

- Responsible for managing 4 divisions with \$40 million in annual revenues. Implemented automated recycle collection in City of Fernandina, obtained 10-year municipal contract in Brantley County, 5-year contract for City of St. Marys, 5 year contract City of Macclenny and renewed City of Fernandina Beach and Camden County.



Implemented new safety culture to significantly reduce accidents/injuries, negotiated rate review and obtained a 3-year extension with City of Jacksonville, acquired CWD hauling company, achieved +10% EBITDA margin improvements at Old Kings Road Landfill and successfully started up new yard debris processing operation for City of Jacksonville. Consistently achieved budgeted EBITDA objectives annually.

January 2006 – October 2008 – General Manager

- Managed day-to-day operations pertaining to the commercial fleet (Responsible for P&L and operations of Stateline hauling company and Nassau C&D Landfill. Increased revenues and obtained over 12% EBITDA margin growth. Implemented successful start of Fernandina Beach contract.

District Sales Manager

October 2003 – July 2005 | Waste Management | Jacksonville, FL

- Responsible for commercial and industrial revenue growth of Jacksonville and Fernandina Beach market area.
- Managed an aggressive sales team of eight professional representatives and managed major accounts.
- Resolved customer service issues.
- Consistently exceeded revenue goals and obtained continuous improvement in quality of revenue for price per unit.
- Implemented “Quick Hit” revenues and led market area in obtaining these fees.

District Manager

May 2002 – July 2003 | Waste Connections | Vancouver, WA

- Managed 4 divisions with \$40M+ annual revenues including two hauling companies and two landfills.
- Responsible for P&L, contract negotiations, building municipal relationships and resolving customer service issues.
- Converted City of Vancouver to automated residential collection, implemented new yard debris service, obtained 5-year renewal for City of Chehalis and assisted negotiations for new 3-year union contract.

Major Accounts Manager

January 2001 – May 2002 | JEA | Jacksonville, FL

- Responsible for managing electric and water service to major commercial and industrial customers including the City of Jacksonville owned properties, Mayport Naval Base and Naval Air Station-JAX.
- Managed all aspects of customer service relationship, contract negotiations, consultative sales, marketing, problem solving and new business development.

Area Manager

May 1997 – July 2000 | Superior Services Inc. | Vancouver, WA

- Responsible for managing electric and water service to major commercial clients.
- Responsible for managing seven divisions in Florida and southern Georgia with \$30M+ annual revenue.
- Duties included P&L, personnel and new business development.
- Actively involved with divisional reviews, acquisitions, municipal contracts and resolving problems.
- Implemented strategies to achieve revenue and profit growth objectives, integrated seven acquisitions and negotiated/started new municipal contracts with revenue of \$10M+.
- Company was acquired by Onyx Waste.

Regional Medical Waste Manager

October 1995 – March 1997 | Browning-Ferris Industries

- Responsible for Northern Region Medical Waste operations with \$70M in revenues. Directed regional transportation, managed personnel, regulatory compliance and sales.
- Operations served a 12-state region with 600+ employees. Implemented strategies for revenue growth, cost reductions and productivity improvements, negotiated major contracts, facilitated regional training.

January 1992 – October 1995 – District Manager

- Responsible for P&L and growth of district with revenue of \$18M.
- Operations in Cincinnati and Dayton included residential, commercial, roll off and a Recyclery with 80+ trucks.
- Reduced operating expenses, improved productivity and increased market share.

July 1991 – December 1991 – Operations Manager

- Responsible for operations of a recycling collection and processing facility.
- Improved quality of recycle product, increased revenues and improved efficiency of commercial collection services.

April 1990 – June 1991 – District Sales Manager

- Managed a sales team responsible for commercial, industrial and medical sales for a district with \$24M in revenue. Implemented a vigorous account retention and new business development program.

Education & Certifications

University of South Florida | Bachelor of Science, Business Administration | Tampa, FL



2074 Lane Ave., Jacksonville, FL 32554

Jon Hipp

General Manager

(404) 557-6896 | JHipp@MeridianWaste.com



Experience

General Manager

2023 – Present | Meridian Waste | Jacksonville, FL

- Responsible for leading the company's Duval County, FL operations which includes full profit loss responsibility for all facets of the operation.
- Manages the execution of the local market strategy complementing the overall strategic operating and marketing plans to meet and exceed budget goals.
- Responsible for commercial and residential solid waste and recycling operations throughout Duval County including the City of Jacksonville residential zones I and II representing 160,000+ units receiving 560,000 collections weekly.
- Represents the company to customers, vendors, municipal customers, and other community stakeholders.
- Leads effective safety and accident prevention programs to create a safe and compliant workplace both on company property and in the communities serviced by the company.
- Oversees the recruitment, safety, training, and compliance of 230 employees in all operational positions as well as fleet management, sales, accounting, safety, and compliance.
- Primary leader in the unprecedented 60-day startup of the City of Jacksonville's 80,000+ unit residential franchise in which 150 team members were hired and 50+ trucks were deployed for garbage, recycling, yard waste and bulk collections.
- Maintained the lowest fines for all the current city haulers for the past 2 years.
- Responsible for P & L for \$16 million in annual revenue.

Owner / Operator

2018 – 2021 | ASP Swimming Pool Company | Duval County, FL

- Increased monthly revenue from \$23k to \$137k per month since purchase of company 2016.
- Awarded biggest franchise turn around in 2018.
- Responsible for all aspects of billing, maintenance, customer service and repairs for 425 residential and commercial customers.
- Coordinated and developed all the training, safety, and HR responsibilities for 13 employees.
- Obtained FL Commercial Pool Contractors license within one year.
- Increased productivity by 60% per service tech by routing and training.

General Manager

2005 - 2018 | Advanced Disposal | Duval County, FL

- Directly managed 1 hauling company with 45 employees and indirectly managed 3 Hauling companies with 3 Site Managers and 120+ employees.
- Responsible for P&L reviews and weekly projections for the 4 companies.
- Worked closely with County and City officials concerning 5 municipal contracts.
- Successfully negotiated Contract pricing adding \$75k in annual revenue.
- Coordinated and directed hurricane and disaster clean-up efforts.
- Exceeded budget goals for all 3 years.



General Manager

2010 – 2012 | Advanced Disposal | Milledgeville, GA

- Managed the daily operations for a \$1.6 million a month in revenue hauling company and 5 transfer stations.
- Achieved positive relationships with key personnel involved with 14 County and City Contracts.
- Assisted in the bidding and renewal processes of all municipal contracts with a 100% success rate.

General Manager

2004 – 2014 | Advanced Disposal | Ball Ground, GA

- Directed the day-to-day operations of 16 roll off, 18 front-end, 42 residential routes and 6 sales representatives.
- Managed 1 Site Manager and 4 supervisors overseeing 115 personnel operating a 97-truck fleet.
- Led a team of 25 staff members for the startup of 5 new municipal contracts totaling 75,000 residential and commercial customers.
- Conducted weekly projections and P&L reviews for hauling company with \$2.6 million in monthly revenues.

Site Manager

2003 – 2004 | Waste Management | Fernandina Beach, FL

- Planned and implemented the startup of a \$1 million plus a year government contract.
- Directed the restructuring of routes providing services to over 8,000 customers.
- Responsible for managing 17 employees, daily operations, safety, training, hiring, environmental compliance, and all aspects of customer service issues.
- Instrumental in the planning and coordinating operations for special events for the City of Fernandina.

Safety Manager

1998 – 2003 | Waste Management | Jacksonville, FL

- Developed and implemented all safety programs for 6 hauling districts and 5 landfills totaling 600 employees.
- Responsible for all DOT, workers compensations, accident record keeping.
- Implemented and conducted training courses for all drivers and managers.
- Successfully passed FDEP, OSHA, DOT, and corporate internal audits.
- Decreased workers compensation and accidents by 36% for each site.
- Analyzed data and conducted root cause investigations.

Health and Safety Supervisor

1998 – 2003 | Waste Management | Jacksonville, FL

- Assisted in managing multi-million-dollar GAEPD projects.
- Identified/corrected operational problems to increase work efficiency and safety.
- Trained and instructed employees on policies and job site hazards.

Education & Certifications

Bachelor of Sciences in Environmental Health | University of Georgia | Athens, GA

2078 Lane Avenue N, Jacksonville, FL 32254

Adam Foltz

Area Maintenance Manager

(419) 731-1688 | AFoltz@MeridianWaste.com



Experience

Area Maintenance Manager

September 2021 - Present | Meridian Waste | Jacksonville, FL

- Oversee the preventative and major repair maintenance of the Florida locations.
- Collaborate with all Meridian Waste shops on training programs and to create a more efficient project management process.
- Assist with specifications for all new municipal contracts - most recently the 2021 and the 2023 City of Jacksonville residential contracts securing, outfitting and maintaining 116 REL, ASL and auxiliary trucks.
- Maintain proper fleet, building and grounds maintenance.
- Organize, prioritize, and manage facility maintenance projects to ensure safety, efficiency, and cleanliness of operations.
- Manage fleet maintenance logistics, ensuring minimized costs and maximized profits.

Regional Fleet Manager

January 2021 – September 2021 | GFL Environmental | Montgomery, AL

- Managed 9 locations across the state of Alabama and supervised 28 technicians statewide.
- Involved in finding and purchasing premium quality parts at the best rate for the fleet.
- Assisted in providing specifications for all fleet trucks at the body manufacturing facilities.

Maintenance Manager

February 2018 – January 2021 | Advanced Disposal Services | N Florida, FL

- Managed 2 locations and supervised 24 technicians.
- Managed over 100 truck routes.
- Cleaned up the old fleet which resulted in better overall safety and efficiency.

Maintenance Manager

February 2006 – July 2017 | Republic Services | Lima, OH

- Managed 26 technicians.
- Achieved a 4.7-star rating on the fleet tracking system. This system tracked down-time, front line readiness, road calls, door traffic and preventive maintenance compliance.

Areas of Expertise

- Strong knowledge of ASL Robotics.
- Strong knowledge of OSHA and ODOT policies and procedures



2074 Lane Ave., Jacksonville, FL 32554



Ed Mosley

Safety Manager

(904) 370-0343 | EMosley@MeridianWaste.com

Experience

Safety Manager

September 2022 – Present | Meridian Waste | Jacksonville, FL

- Oversee the company's overall safety program and culture at all Florida locations.
- Provide direct support and assistance to management regarding safety initiatives, plans, and goals.
- Monitor the Company's fleet needs regarding licensing and registration as well as DOT and FMCSA guidelines.
- Onboards and trains new team members following the company's most current policies and initiatives.
- Audits facilities to detect safety hazards and implement corrective actions to ensure a safe and healthy work environment.

Sales Representative

June 2016 – September 2022 | Meridian Waste | Jacksonville, FL

- Increased sales by offering advice on purchases and promoting additional products.
- Achieved monthly sales goals by promoting product benefits and enrolling new clients.
- Retained excellent client satisfaction ratings through outstanding service delivery. Trained and mentored new sales representatives.
- Reached out to customers after completed sales to evaluate satisfaction and determine immediate service requirements.
- Met with existing customers and prospects to discuss business needs and recommend optimal solutions.
- Organized sales paperwork, presented proposals and finalized contracts.
- Cold-called leads and closed large number of new sales over several months.
- Tailored sales approaches and techniques to specific client needs to increase marketing effectiveness.
- Evaluated inventory and delivery needs and optimized strategies to meet customer demands.

Operations Manager

November 2011 – July 2015 | Advanced Disposal | Jacksonville, FL

- Established positive and effective communication among unit staff and organization leadership, reducing miscommunications and missed deadlines. Identified and resolved unauthorized, unsafe or ineffective practices.
- Set, enforced and optimized internal policies to maintain responsiveness to demands.
- Devised processes to boost long-term business success and increase profit levels. Planned and resourced personnel and logistics for operations component exercises resulting in highly trained personnel ready to act quickly in critical roles.

Safety Manager

January 1999 – January 2006 | Republic Services | Jacksonville, FL

- Trained employees in most current regulations and practices in effort to prevent mishaps and promote overall safety.
- Reduced injuries among personnel with development and implementation of robust safety programs and policies.
- Developed and implemented safety programs.
- Inspected job sites and facilities to detect potential health hazards and put corrective measures immediately into effect.
- Facilitated occupational safety meetings and handled inquiries, questions and concerns in terms of training.
- Facilitated meetings with upper management and executives to discuss ways that safety could be improved.
- Facilitated training for 63 employees.
- Promoted worksite safety by implementing enhanced lockout and tagout maintenance processes.
- Developed and implemented company procedures that effectively reduced job site.

Education & Certifications

Diploma | Samuel W. Wolfson High School | Jacksonville, FL



2078 Lane Ave N. Jacksonville, FL 32254

Kyle Aulenbach

Area Controller

(904) 422-1726 | KAulenbach@MeridianWaste.com



Experience

Area Controller

June 2023 - Present | Meridian Waste | Jacksonville, FL

- Manage accounting personnel and provide direction to the different accounting functional areas to include invoice processing, billing, cash receipts, work order processing, credit analysis, receivable collections, month-end close, journal entries, statistical data, and payroll.
- Oversee and manage financial internal control processes across all business unit functional areas to include sales, customer service, operations, HR, and payroll, to ensure compliance with company policies and procedures, including Sarbanes Oxley and all other statutory requirements.
- Manage reconciliation of all balance sheet accounts and review financial statements and supporting documentation to ensure compliance with Generally Accepted Accounting Principles (GAAP) and company policies and procedures.
- Interview, hire, train and develop accounting staff.
- Provide analytical support to sales and marketing for customer pricing and profitability analysis, commercial and municipal bids, and any market development projects.
- Update and maintain division pricing model per company policy.
- Manage the accounting aspects of capital expenditures, transfers, and retirements. Review and approve all related asset management sub-ledger transactions.

Chief Financial Officer

March 2021 – June 2023 | Greenway Environmental Services, LLC. | Baton Rouge, LA

- Responsible for all accounting functions and financial reporting for the waste assets owned by Bernhard Capital Partners. Bernhard Capital purchased all the assets of Riverbend Environmental, which included a landfill and two transfer stations.

District Controller

July 2017 – March 2021 | Advanced Disposal Services, Inc. | Jacksonville, FL

- Supervised three Business Unit controllers and all accounting functions and financial reporting for the hauling companies, transfer stations and landfills owned and operated by Advanced Disposal Services in the state of Florida.
- Major responsibilities included review of monthly financial statements for each operating district, monthly and quarterly variance analysis to both forecast and budget, preparation and presentation of municipal bids, and completion of the annual budget and supporting budget schedules.

District Controller

July 2014 – July 2017 | Waste Connections, Inc. | Clearwater, FL

- Focused on all accounting functions and financial reporting for several hauling companies, transfer stations and landfills located on the West Coast of Florida.



- Prepared monthly financial statements for each operating district, monthly and quarterly variance analysis to both forecast and budget, completion of general ledger close and all sub-processes, and completion of the annual budget and supporting budget schedules.

Assistant Corporate Controller

2008 – June 2014 | The Energy Authority, Inc. | Jacksonville, FL

Senior Accountant

2006 – 2008 | The Energy Authority, Inc. | Jacksonville, FL

- Managed all corporate accounting functions related to financial reporting for an energy marketing company with revenues of more than \$1B.
- Daily functions included the preparation and review of monthly financial statements.
- Responsible for the preparation and presentation of the yearly budget to the Finance and Audit Committee and Board of Directors.
- Analyzed cash reserve and transferred excess cash to interest bearing accounts timelier to maximize interest.
- Supervised four accounting staff.
- Introduced service line reporting in the chart of accounts to better analyze cost of service.

Division Controller – Southland Waste Systems

2003 - 2006 | Republic Services, Inc. | Jacksonville, FL

Division Controller – Seaboard Waste Systems Waste Systems

2001 - 2003 | Republic Services | Jacksonville, FL

- Achieved “Exceeds” ranking following audit of local divisions.
- Responsible for all accounting functions and financial reporting for several operating divisions.
- Major responsibilities included preparation of monthly financial statements for each operating division, monthly and quarterly variance analysis to both forecast and budget.
- Completed general ledger close and all sub-processes including fixed assets and accounts payable, and completion of the budget including all supporting budget schedules, roll-forwards, and annualizations.
- Turnover of office staff was minimal in time of supervision.
- Promoted to larger divisions after two years.

District Controller

July 1998 - May 2001 | IESI Corporation, Inc. | Chambersburg, PA

- Responsible for accounting functions and financial reporting for two hauling divisions and two landfills with combined annual revenues of approximately \$20M following sale of division to IESI. Monthly closing of ledgers, preparation of financial statements and annual budgets.
- Administered corporate policies and supervised four divisional employees.
- Key employee responsible for growth and management after divestiture and DOJ order. Successfully started both roll-off business and residential business from scratch.

Education

Drexel University | Bachelor of Science in Business Administration, Accounting Concentration



2078 Lane Ave., Jacksonville, FL 32254

Ricky Williams

Senior Operations Manager

(904) 575-1827 | RWilliams@MeridianWaste.com



Experience

Senior Operations Manager

2021 – Present | Meridian Waste | Jacksonville, FL

- Instrumental in the routing 44 garbage routes, 14 recycling routes, and 28-yard waste routes of 2 zones in Duval County totaling 150,000 residents.
- Primary leader for the training of 9 supervisors and 24 lead drivers for startups.
- Conduct daily briefings with operations team.
- Coordinate employee training for both safety and daily job responsibilities for 200 employees.
- Lowest fines for all the current haulers for the last 2 years.

Site Manager

2011 - 2018 | Advanced Disposal | Columbia County, FL

- Responsible for the day-to-day operations of 1 roll off, 2 front-end, and 6 residential routes.
- Direct reports are 1 supervisor and 25 personnel operating an 18-truck fleet.
- Implemented tracking systems and procedures to monitor customer service and driver productivity.
- Responsible for weekly projections and P&L reviews.

Operations Manager

2008 – 2011 | Waste Pro | Jacksonville, FL

- Planned and implemented the start-up of a \$1 million plus a year government contract.
- Directed the restructuring of routes providing services to over 8,000 customers.
- Responsible for managing 17 employees, daily operations, safety, training, hiring, environmental compliance, and all aspects of customer service issues.
- Instrumental in the planning and coordinating operations for special events for the City of Jacksonville.

Site Manager

1996 – 2008 | Republic Services | Jacksonville, FL

- Developed and implemented safety and operation procedures and processes for the Commercial and Residential
- Implemented and conducted training courses for all drivers.
- Successfully passed FDEP, OSHA, DOT, and corporate internal audits
- Decreased workers compensation and accidents by 36% for each site.
- Analyzed data and conducted root cause investigations.

Safety Manager

1985 – 1996 | Aramark Services | Jacksonville, FL

- Managed Routes in Jacksonville, Gainesville, and Tallahassee responsible for growth and retention for over 700 customers.
- Identified and corrected operational problems to increase work efficiency and safety.
- Trained and instructed employees on policies and job site hazards.

Meridian Waste

Item: **Financial Capability**

Attachments

Sarasota RFP - Qualifications3-3 6.5.1 c Financial Capabilities.pdf



FINANCIAL CAPABILITIES



Qualifications Section 6.5.1 c

RFP Response

BID #232452VG:

Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Financial Capabilities

Respondent must document the financial capability to provide the equipment and resources needed to satisfactorily conduct the services requested in this ITN by demonstrating the available cash or uncommitted line/letter of financial capability.

Experience Securing Finance

- Meridian Waste ("the Company") is a portfolio Company managed by Warren Equity Partners (WEP). WEP is a private equity firm that invests in middle market companies within North America with concentration in industrial and business service sectors. Since WEP's initial investment in the Company in April 2018, the Company has been able to expand its business operations by closing on twenty-eight (28) acquisitions with a cumulative purchase price of over \$100 Million. The Company has the ability to finance its growth through relationships with WEP and the equity markets as well as its relationship with Comerica in the credit markets. Effective July 31, 2023, the Company has its current facility of \$243.5M consisting of a revolver, term-loan, and multi-draw term loan. The Company currently has approximately \$97.0M credit available for future acquisition or for capital projects such as new municipal contracts. The Company also has the ability to upsize the credit facility for accretive opportunities. In addition, the company has approximately \$40M in available cash on its balance sheet to fund operations, acquisitions, capital needs, etc.
- The Company approaches each waste management project individually and structures each of these purchases using equity funds or a debt/equity combination based on the size of the project and current marketplace. The Company has the capacity and flexibility to secure multiple funding arrangements as we have demonstrated in successfully closing twenty-eight (28) acquisitions since April 2018.

Financial Position

- The Company's calculated Net Worth is \$56.9M for the year ended 2022. The calculation of net worth considers total assets minus total liabilities. The Company has Revenue, net of intercompany eliminations, of \$141.5M and \$109.4M for the years ended December 31, 2022 and 2021, respectively. Audited financial statement are available upon request.

BANK REFERENCES:

Corey Thai, *Relationship Manager*
Comerica Bank
411 West Lafayette Blvd.
Detroit, MI. 48226
313.222.6136 Office
CThai@Comeric.com

William Landreth, *Market President*
Truist – Corporate Banking
200 West Forsyth St., Suite 200
Jacksonville, FL. 32202
904.361.5281 Office
Will.Landreth@Truist.com

BONDING/SURETY REFERENCE:

Michael Dix, *Partner*
Smith Manus
2307 River Rd., Suite 2000
Louisville, KY. 40206
MDix@SmithManus.com
(502) 238-1222 office

FINANCIAL AUDIT REFERENCE:

Caleb Vuljanic, *Managing Partner*
Forvis (formerly DHG)
1410 Spring Hill Rd., Suite 500
Tysons, VA 22102
Caleb.Vuljanic@Forvis.com

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Comerica Bank
411 W. Lafayette
Detroit, MI 48226
(313) 222-6136

Corey Thai
Assistant Vice President

October 18, 2023

Ryan Perry
CAO
Meridian Waste
5925 Carnegie Blvd., Suite 370
Charlotte, NC 28209

Dear Ryan,

It has come to my attention that as part of the municipal contract bidding process you have requested a letter describing the terms of the financial relationship between Meridian Waste and Comerica Bank. This letter serves to document that relationship. Please use this letter in your approval process. However, as customary in letters such as this, no other parties can rely on this letter.

It should be known that Meridian Waste has been a client of Comerica Bank since July of 2023. We currently have a \$243.5 million senior bank credit facility with \$97 million in availability.

Comerica has no obligation to update this letter if there are any to changes to information provided herein. Comerica is pleased to be a partner with Meridian Waste who is a leader in their industry with a great reputation in the communities they serve.

Sincerely,

A handwritten signature in blue ink, appearing to be "Corey Thai".

Corey Thai



October 17, 2023

To Whom It May Concern:

Atlantic Specialty Insurance Company is pleased to support our valued client known as Meridian Waste Florida, LLC. Atlantic Specialty Insurance Company is rated A+ Superior with a financial strength of XV by A.M. Best Company. Atlantic Specialty Insurance Company may be found on the U.S. Department of Treasury's List of Certified Sureties (Department Circular 570) with a Treasury Listing of \$80,858,000.00.

We consider our client to be a very strong entity with aggregate surety capacity of \$150,000,000. We believe that this is sufficient for our client to enter into a contract with you and we are prepared to support our client as expressed herein.

Our support is contingent upon the underwriting of our client at the time that bonds are requested, including our favorable review of the contract documents, the acceptance of the form of the bonds requested, and the adequacy of the financing for the project. Atlantic Specialty Insurance Company reserves the absolute right to approve or decline the bonds without incurring any liability to you or any third party in the event that surety credit is not extended.

Sincerely,

Atlantic Specialty Insurance Company

By: 
Brook T. Smith, Attorney-in-Fact



October 18, 2023

Alliant Insurance Services, Inc.
4530 Walney Road, Suite 200
Chantilly, VA 20151

Sarasota County

P (757)297-5899
CA License No. 0C36861
alliant.com

RE: Meridian Waste Florida, LLC
Sarasota County Residential & Commercial RFP, ITN#: 232452VG

To Whom It May Concern:

On behalf of Meridian Waste Florida, LLC, Alliant Insurance Services has reviewed the insurance requirements in detail. Meridian Waste Florida, LLC can comply with the insurance requirements. Their insurance program is authorized in the State of Florida and each of the lines of coverage outlined on the RFP can be met.

Regards,

Paula Blakeman

Paula Blakeman
Senior Vice President/Account Executive Lead
Paula.blakeman@alliant.com

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/18/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Alliant Insurance Services, Inc. 701 B St 6th Fl San Diego CA 92101		CONTACT NAME: Sean Samuels PHONE (A/C, No, Ext): 757-297-5405 FAX (A/C, No): E-MAIL ADDRESS: sean.samuels@alliant.com	
License#: 0C36861 MERWAS-01		INSURER(S) AFFORDING COVERAGE INSURER A: Nautilus Insurance Company 17370 INSURER B: Great Divide Insurance Company 25224 INSURER C: Argonaut-Midwest Insurance Com 19828 INSURER D: PinnaclePoint Insurance Compan 15137 INSURER E: INSURER F:	
INSURED Meridian Waste Acquisitions, LLC SEE ATTACHED FOR COMPLETE NAMED INSURED 5925 Carnegie Blvd, Suite 370 Charlotte NC 28209			

COVERAGES CERTIFICATE NUMBER: 1507984619 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	Y		GSP202884314	4/15/2023	4/15/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			BAP202884414	4/15/2023	4/15/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ n	Y		FFX202884615	4/15/2023	4/15/2024	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WC929028761294 WCP7005957	9/1/2023 9/1/2023	9/1/2024 9/1/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Contractors/Site Pollution			GSP202884314	4/15/2023	4/15/2024	Limit \$1,000,000
B	Hired Auto Physical Damage			BAP202884414	4/15/2023	4/15/2024	Limit \$325,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) SEE ATTACHED NAMED INSURED SCHEDULE FOR COMPLETE LIST OF NAMED INSURED

Umbrella/Excess Liability follows form over the General Liability, Automobile Liability and Employers Liability coverages.
Sarasota County Government is included as Additional Insured with respect to the General Liability and Umbrella/Excess Liability policies, where required by written contract.

CERTIFICATE HOLDER Sarasota County 1660 Ringling Blvd. Sarasota FL 34236	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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Meridian Waste

Item: **Experience**

Attachments

Sarasota RFP - Experienced3 6.5.2 a Company Experience FINAL.pdf



COMPANY EXPERIENCE



Experience Section 6.5.2 a

RFP Response

BID #232452VG:

Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



EXPERIENCE

Provide a history of the firm, including number of years in business, pertinent capabilities and evidence of experience and resources necessary to successfully provide the services requested.

Company Overview

Our Philosophy

Meridian Waste is a company defined by our commitment to servicing our customers, caring for and engaging our employees and generating financial value for our shareholders while delivering a clean and healthy community.

- We cannot operate successfully without equal focus on each segment of our business.
- We are proud to be called garbage men and women with our core waste business centered on residential, commercial and industrial non-hazardous waste collection and disposal.

Customers

More than **303,831** residential, commercial, industrial, and governmental customers

37 city and county municipal contracts

Locations

Multi-state footprint, **13** hauling companies, **5** transfer stations, **2** recycling facilities/MRFs, **2** municipal solid waste landfills and **4** C&D landfills

Fleet

492 commercial, residential, and roll-off trucks

Disposal Volumes

Collects **823,599** tons of waste annually

Safely disposes of **914,639** tons of waste in company-owned landfills

Florida Stats

181,742 Residential Customers
1,918 Commercial & Industrial Customers
312 Employees

Employees

794 team members

Recycling Volumes

Collects & delivers **23,201** tons of recyclables annually to state-permitted MRFs

Current Annual Revenue

\$177M



Company History

Meridian Waste Florida, LLC is a wholly-owned subsidiary of Meridian Waste Acquisitions, LLC, previously known as the solid waste operations of Meridian Waste Solutions, Inc. The original Meridian Waste incorporated in 1993 and acquired the stock of Christian Disposal in December 2015. Christian Disposal has been collecting solid waste since 1978. Other acquisitions include The CFS Group in Petersburg, Virginia in February 2017, Wilson Waste in Truesdale, MO in March 2018, ETC in St. Louis marketplace in April 2018 and Blue Ridge Disposal in Christiansburg, VA in May 2018, Partner Disposal (now operating as Meridian Waste Florida, LLC) in the Jacksonville, FL marketplace in September 2018, Knoxville Landfills in Knoxville, TN in November 2018, WCA Hauling assets in Knoxville, TN in March 2019, Waste Management hauling assets and transfer Stations in St. Louis, MO in August 2019, the Shotwell Companies in Raleigh, NC in January 2020, three Greenville, SC hauling operations in February and May 2021, a third Virginia hauling operation in April 2021, three separate hauling and portable restroom companies in Raleigh, NC in 2022, Coble Sandrock C&D Landfill in Liberty, NC in Sept. 2023 and Patterson-TN Waste Hauling in Knoxville, TN in October 2023.

	<u>As a Contractor</u>	<u>As a Sub-Contractor</u>
Solid Waste Collection Operation	30+ Years; Since 1978	N/A
Recyclable Materials Collection Operation	20+ Years; Since the late 1990s	N/A
Yard Trim Collection Operation	20+ Years; Since the late 1990s	N/A
Other Transfer/Transport Operation	5+ Years	N/A
Solid Waste (non-transfer/transport) – Landfill	5+ Years; Since Dec. 2015	N/A

While Meridian Waste started as many solid waste companies do with smaller independent companies operating in rather defined geographic areas like St. Louis, MO and Petersburg, VA, Meridian Waste underwent a transformational change in regard to leadership and experienced management along with a significant capital infusion with greater financial stability in 2018. On Monday, April 23, 2018, Warren Equity Partners (headquartered in Duval County FL) purchased the waste operations from the publicly-traded company Meridian Waste Solutions, Inc. and took the company private while restructuring the waste operation's debt, access to capital and leadership.

Walter "Wally" Hall, Jr. was named CEO and his team of experienced executive waste professionals have an impressive track record with regional private and public companies such as Southland Waste Systems, BFI Waste Systems, Republic Services and Advanced Disposal. The enclosed resumes in Section 6.5.1 will share greater insight into the wealth of experience and success this management team has achieved over their 100+ years of combined service in the environmental services industry. We all understand the commitment it takes to build a motivated workforce committed to clean communities as we have serviced over 800+ individual cities and counties (while at the leadership helm of Advanced Disposal Services) ranging from residential collections services to industrial solid waste operations on a 24/7 schedule. We know that garbage is a local issue and that the best operations are those in which your organization hardly realize we are even there doing a vitally important job – keeping your County clean and healthy at a fair and honest rate.

State of Florida Department of State

I certify from the records of this office that MERIDIAN WASTE FLORIDA, LLC is a limited liability company organized under the laws of the State of Florida, filed on May 2, 2018.

The document number of this limited liability company is L18000107054.

I further certify that said limited liability company has paid all fees due this office through December 31, 2023, that its most recent annual report was filed on January 10, 2023, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Tenth day of January, 2023*



Secretary of State

Tracking Number: 8861445886CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



Sustainability Statement

Meridian Waste is in the business of a clean environment. The results of how we service our customers and the condition of how we leave the communities we service is our testament to sustainability. Sustainability focuses on meeting the needs of the present without compromising the ability of future generations to meet their needs. The concept of sustainability is composed of three pillars: economic, environmental and social — also known informally as profits, planet and people.

Economic

Meridian Waste has a fiduciary responsibility to manage the investments of our shareholders, the revenues from our customers and the expenses we incur from service delivery in a responsible and profitable manner that benefits the long-term viability of the company, the efforts to grow and expand our financial goals and geographic footprint and to offer fair and competitive benefits and opportunities to all our team members.

Environmental

Meridian Waste's overarching deliverable every day is a clean and safe environment. We are stewards of the communities and natural environment in which we operate to ensure that solid waste is collected, transported, processed and disposed of in a manner that meets or exceeds federal, state and local regulations and allows for a quality of life we all strive to enjoy now and well into the future.

Social

Individuals, as investors, customers and/or employees, are the underlying engines that support Meridian Waste and will shape its success in the years to come. Ensuring a safe operating environment within our facilities, trucks and landfills is of vital importance and pointed focus. However, Meridian Waste does not operate exclusive of the world around us, and we have a commitment to help ensure the physical and environmental safety of others to the best of our ability. Whether it is defensive driving on the streets we navigate, community involvement and education to help future leaders and generations understand the need for operationally and economically effective solid waste collection and disposal solutions, improved water and air protection innovations and/or an investment of people or finances to tackle an immediate need or community emergency, Meridian Waste is a community steward taking care of the needs of a clean and healthy world wherever we operate.



ACQUISITIONS

★ Contracts, Trucks, & Containers
➤ Hauling Company
⬢ Transfer Station

▲ Landfill
♻️ MRF

COMPANY TIMELINE

2014	2015	2017	2018	2019	2020	2021	2022	2023
DECEMBER ★➤ Meridian Waste Services St. Louis, MO	DEC 29 ★➤➤ Christmas Disposal St. Louis, MO DEC 29 ★➤➤ Eagle Ridge Landfill Bowling Green, MO	FEB 15 ★➤➤➤ Dumpster First Services Petersburg, VA Entry into the Virginia market Contract begins in St. Louis County, MO Listed on NASDAQ (MWRB) \$12.6M capital raise	Warren Equity Partners purchases Meridian Waste for - \$90M Wally Hall assumes position of CEO Entry into Georgia, Florida & Tennessee markets JAN 10 ★➤ Waste Waste Systems Ruston, MO APR 9 ★ Environmental Trash Company St. Louis, MO MAY 1 ★➤ Blue Ridge Disposal & Recycling Christiansburg, VA AUG 2 ★➤ New River Container, Resource Management Group and Sol's Relief Christiansburg/Christiansburg, VA SEP 28 ★➤ Parker Disposal Nassau County, FL NOV 21 ★➤➤ Poplar Grove & Riverside C&S Landfills Knoxville, TN	First municipal contract in Georgia begins Marietta, GA - Jan 1, 2019 APR 1 ★ Waste Corporation of Tennessee acquires assets Knoxville, TN AUG 9 ★ A&I Waste Removal, Inc. Ripon, GA AUG 23 ★ Waste Solutions Augusta, GA AUG 30 ★➤ Waste Management of Missouri, Inc. St. Louis, MO First municipal contract in Florida begins Calahan, FL - Oct 1, 2019 NOV 1 ★ Designated Disposal, LLC Knoxville, TN	JAN 10 ★➤➤➤ Shorrock Creosotes Raleigh, NC FEB 10 ★ Economy Sanitation Augusta, GA SEP 1 ★ Rapid Response, Inc. Forest Hill, MD	FEB 1 ★ Source Sanitation, LLC Greer, SC FEB 5 ★➤ Ace Environmental of South Carolina, Inc. Aiken, SC APR 1 ★➤ Trash of Transair, LLC Hillsborough, VA APR 1 ★ McConard Waste Systems, Inc. Raleigh, NC MAY 2 ★➤ Eco Waste Services, Inc. Greenville, SC City of Jacksonville, FL - Area B Municipal Contract Start (78,000 residential units) Jacksonville, FL - Oct 1, 2021 DECEMBER ★➤ Dumpster, LLC Raleigh, NC DECEMBER ★➤ Sixmont Dumpsters, LLC Raleigh, NC Divestiture of Augusta, GA Hauling Operations	MAR 7 ★➤➤➤ Peninsula Waste, LLC Goldsboro, NC MAR 7 ★➤➤➤ Droid Waste, LLC Garland, NC JUN 1 ★➤➤➤ Capital Dumpster Service, LLC Goldsboro, NC SEP 6 ★➤➤➤ NC Dumpster, LLC Ripon, NC	SEP 1 ★➤➤➤ Colin's Container Service Liberty, NC OCT 1 ★➤➤➤ Peterson-TW Waste Hauling Knoxville, TN City of Jacksonville, FL - Area A Residential Contract Start (78,000 units) Jacksonville, FL - Oct 1, 2023

LOCATIONS & FACILITIES

6 State Footprint. **31** Active Operating Locations.

15 Hauling Locations. **6** Landfills. **2** MRFs. **5** Transfer Stations.

492 Commercial, Residential, and Roll-Off Trucks.

794 Team Members.

- ★ Corporate Headquarters
Charlotte, North Carolina
- Hauling/Collection
Florida: Jacksonville, Yulee
Missouri: Bowling Green, Foristell
North Carolina: Goldsboro, Raleigh
South Carolina: Greenville, Greer
Tennessee: Knoxville
Virginia: Christiansburg, Lunenburg, Petersburg, Staunton
- ▲ Landfill
Missouri: Bowling Green
North Carolina: Raleigh, Liberty
Tennessee: Knoxville
Virginia: Lunenburg, Petersburg
- ♻️ Recycling
Missouri: Winfield*
North Carolina: Raleigh
South Carolina: Greenville (concrete RCY)
Virginia: Christiansburg, Petersburg
- T Transfer Station
Missouri: Foristell, Winfield*
North Carolina: Goldsboro, Morrisville, Raleigh

* One building permitted as both a recycling and transfer facility

MeridianWaste.com

Contract Adherence

As proof of Meridian Waste's ability to service its largest municipal contracts (Jacksonville has two separate residential collections contracts awarded to Meridian Waste: Area I = 78,000+ units and Area II = 80,000+ units) and abide by the terms and conditions of the Service Agreement, below is a chart of assessed liquidated damages as allowed by contract incurred by the three private residential contract haulers. Meridian Waste has significantly fewer liquidated damages that the other two private haulers contracted with the City. Additionally, the City of Jacksonville just awarded Meridian Waste a second 80,000+ unit residential contract area that began service on October 1, 2023. This is the first time in the City's history that it has considered and allowed the award of two separate franchise areas to one single hauler – Meridian Waste.

Per the City's report of liquidated damages for the contract years starting 4/1/2022 - Present, Meridian Waste (Area 2) far exceeds delivery of on-time collections and services compared to the two other private haulers (Area 1 = Waste Management, Area 3 = Waste Pro). This chart is only for the residential service contract for Area II which started October 1, 2021 (during the COVID pandemic). Liquidated damages were not assessed against Meridian Waste for the first 6 months of the transition due to expedited start and contract terms, and thus the chart starts with April 1, 2022. October 2023 is the first month of service for Meridian Waste's Area I and a full month's comparison is not yet available.

Assessed Liquidated Damages Incurred as Allowed by Contract with City of Jacksonville

(Area 1 = Waste Management, Area 2 = Meridian Waste, Area 3 = Waste Pro)

FY 22			
DATE OF REPORT	AREA 1	AREA 2	AREA 3
22-Mar	\$144,950.00	\$1,500.00	\$7,275.00
22-Apr	\$42,900.00	\$2,000.00	\$8,725.00
22-May	\$ 8,700.00	\$2,000.00	\$2,625.00
22-Jun	\$10,925.00	\$100.00	\$0.00
22-Jul	\$13,525.00	\$200.00	\$0.00
22-Aug	\$10,000.00	\$200.00	\$0.00
22-Sep	\$11,650.00	\$300.00	\$1,850.00
TOTAL	\$242,650.00	\$6,300.00	\$20,475.00

FY 23			
DATE OF REPORT	AREA 1	AREA 2	AREA 3
22-Oct	\$3,250.00	\$1,000.00	\$1,100.00
22-Nov	\$1,225.00	\$200.00	\$2,000.00
22-Dec	\$5,150.00	\$1,600.00	\$4,000.00
23-Jan	\$4,425.00	\$200.00	\$14,500.00
23-Feb	\$12,925.00	\$0.00	\$34,000.00
23-Mar	\$9,350.00	\$0.00	\$69,800.00
23-Apr	\$12,275.00	\$200.00	\$18,600.00
23-May	\$14,950.00	\$1,200.00	\$16,200.00
23-Jun	\$19,000.00	\$100.00	\$30,000.00
23-Jul	\$36,900.00	\$3,500.00	\$36,800.00
23-Aug	\$71,475.00	\$0.00	\$42,500.00
23-Sep	\$44,150.00	\$100.00	\$11,325.00
TOTAL	\$235,075.00	\$8,100.00	\$280,825.00

Letters of Reference



ONE CITY. ONE JACKSONVILLE

City of Jacksonville, Florida

Donna Deegan, Mayor

Department of Public Works
Ed Ball Building
214 N. Hogan St., 10th floor
Jacksonville, FL 32202
www.coj.net

Jacksonville, FL Reference Letter Draft 1

October 25, 2023

To Whom It May Concern:

I am sharing this letter of reference for Meridian Waste to indicate the City of Jacksonville's satisfaction with the performance of the two separate residential collection contracts awarded to Meridian Waste. The first 80,000+ unit contract was awarded in the height of the COVID pandemic in October 2021. The second 78,000+ unit residential contract just started on October 1, 2023. Both operational transitions were professional, smooth and deemed a success by the City of Jacksonville. The award of a second residential service area to a single hauler was unprecedented.

My position is responsible for overseeing the contractual obligations associated with the services provided by Meridian Waste and the other contracted waste haulers servicing the City. It also involves issues and complaints, as well as the oversight of commercial collections associated with the company's non-exclusive commercial franchise with the City. I am very familiar with the operations of Meridian Waste and the company's performance associated with the residential contract as well as non-exclusive commercial franchise. They deliver quality performance daily and correct any issues and complaints in an accurate and timely manner.

As you consider your award of your environmental services, I am confident that if awarded to Meridian Waste, your citizens will notice a positive difference in regard to their MWS, recycling, yard waste and bulk collections and that your commercial customers will experience similar quality collections for their dumpster and roll off needs.

Please feel free to reach out to me for more specific examples of Meridian Waste's service level and excellent customer care.

Sincerely,



Tom Hudson
Compliance Manager
Solid Waste Division
904-255-7501 (office)
THudson@COJ.net

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Charlton County, Georgia

Jesse Crews, Chairman
 Alpha Benefield, Vice Chairman
 James E. Everett, Commissioner
 Drew Jones, Commissioner
 Luke Gowen, Commissioner

Board of Commissioners
 68 Kingsland Drive, Suite B
 Folkston, GA 31537-2872
 (912) 496-2549 (office)
 (912) 496-1156 (fax)

Hampton Raulerson, Administrator
 Jenifer Nobles, County Clerk
 John B. Adams, County Attorney

November 1, 2023

To Whom It May Concern:

I am writing this reference letter on behalf of Meridian Waste to share my full endorsement of the company and of its management team. Charlton County transitioned from the largest solid waste hauling company in the U.S. in November 2020 to Meridian Waste, a smaller company in terms of overall revenue but certainly not in its ability to perform. Meridian Waste has proven that the size of a company does not matter but instead it is the company's commitment to service that sets Meridian Waste above the competition.

The transition to Meridian Waste including a MSW cart deployment program was exceptionally helpful to Charlton County's residents and staff. During this transition, Meridian assisted us in removing the previous haulers cans as that hauler decided to abandon them after the first day into the transition. During that time, Meridian was in close contact with staff to ensure every home was serviced. The level of communication was exactly what was needed between County staff, the company, and the residents.

As we are entering our third year with the company, Charlton County is still pleased to have contracted Meridian Waste for our residential services. While solid waste collection and disposal is a vital service administered by the County, I am fortunate to have such a strong and willing partner with Meridian Waste resulting in few, if any, worries, calls or concerns regarding solid waste collections here in Charlton County. Meridian always acts quickly to assist in any request we may have for them.

If given the opportunity to contract with Meridian Waste, I encourage you to do so. You will be pleased with the services they provide.

Sincerely,

A handwritten signature in blue ink, appearing to read "Hampton Raulerson".

Hampton Raulerson
 County Administrator
 912-496-2549
HRaulerson@CharltonCountyGA.gov

WTCOWS&S www.wtcow.com

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

**Board of County Commissioners**

P.O. Box 99 • Woodbine, Georgia 31569 • Phone: (912) 510-6881 • Fax: (912) 576-4296
 Website: www.camdencountyga.gov • Email: curbside@co.camden.ga.us

Office of Curbside Collections

October 25, 2023

To Whom It May Concern:

I am writing on behalf of Camden County, GA to share my recommendation of the utilization of Meridian Waste as your solid waste and recycling provider. Meridian Waste began servicing our County residents on July 1, 2022 after the County issued a competitive RFP and extensive evaluation process. The transition, including MSW cart roll-out, to Meridian Waste from a very large publicly traded company was very smooth on behalf of the company. They never missed a beat.

The County was familiar with the management of Meridian Waste as many of the same management and staff previously serviced the County under the banner of a different company which had since been acquired. The County greatly respects the efficient operations of the Meridian Waste team and appreciates the open, honest communication between the company and the County.

In particular, I would like to highlight the customer care efforts of the Meridian Waste team. When a customer or County staff member is in need of a resolution or just a question, the office staff and field supervisors are polite, informative and quick to respond. They have extreme local knowledge of our County, the geographic and customer nuances and are amenable to adjusting service delivery to meet the needs of the County.

I highly recommend Meridian Waste for your local government residential and /or commercial needs and know that you will be in good hands under Meridian Waste operations.

Sincerely,

Renee Crews
 Curbside Collections Supervisor
MRCCrews@CamdenCountyGA.gov

"Award-Winning Government"

LANNIE E. BRANT Commissioner, District 1	MARTIN A. TURNER Commissioner, District 2	TREVOR READDICK Commissioner, District 3	JIM GOODMAN Commissioner, District 4	BEN L. CASEY Commissioner, District 5
SHAWN M. BOATRIGHT County Administrator		JOHN S. MYERS County Attorney		

Customer Shout Outs

SHOUT OUTS

Customers are constantly sending in Shout Outs praising our teams for the work they do, sharing some amazing stories. Our teams get noticed for all the RIGHT reasons. And we have pages and pages of them (these are JUST snippets!).

Doing the Job Right

"Have set out yard waste before and never encountered workers like them. Very satisfied and happy with the job they did."

"Meridian Waste deserves a lot of credit for taking over from a questionable company and doing an exemplary job."

"We had a busy night and overslept for the trash Jay ran up taking all of our trash to the road so we wouldn't miss pick up!"

"Very professional and courteous. We gave them a challenge and they conquered it."

Above & Beyond

"Meridian's employees WANT to go over and beyond and this comes from a company who must value their employees and show it."

"The two young men collecting her garbage were amazing. Working hard but took the time to acknowledge my 3 year old grandson that loves the garbage truck."

Watching Out on the Route

"I am 83 years old and there are times I forget to have my container at the curb, but they always check on me and if need be roll it out for me."

Great Attitudes

"Both the recycle pick up driver and the yard waste/garbage drivers were so professional, friendly, and went above and beyond to provide extra help!"

"Kindness, patience and fun are tough to find in people and she had it in abundance."

Memorable Service

"Her efforts are the kind many customer service reps should strive to emulate."

"Susan is the epitome of a FANTASTIC client advocate."



Available Resources

Meridian Waste has the available resources to enter into a contract and resulting operations to service the residents and commercial customers of Sarasota County.

Managerial Experience

From our CEO, Wally Hall, to our Operations Manager, Ricky Williams, Meridian Waste has the transition miles from our seven Florida contract transitions representing over 165,000 residential customers as well as the years of service operating under the banner of Advanced Disposal where we managed over 800 municipal contracts and implemented transitions as large as the City of Detroit (Zone 1 = 125,5000 units) and many, many Florida contracts including Jacksonville and Clay, Lee, St. Johns, Orange, and Palm Beach Counties. Leadership even worked with Sarasota County upon the company's acquisition of Veolia in 2012.

Financial Resources

The Company has the ability to finance its growth through relationships with WEP and the equity markets as well as its relationship with Comerica in the credit markets. Effective July 31, 2023, the Company has its current facility of \$243.5M consisting of a revolver, term-loan, and multi-draw term loan. The Company currently has approximately \$97.0M credit available for future acquisition or for capital projects such as new municipal contracts. The Company also has the ability to upsize the credit facility for accretive opportunities. In addition, the company has approximately \$40M in available cash on its balance sheet to fund operations, acquisitions, capital needs, etc.

The Company approaches each waste management project individually and structures each of these purchases using equity funds or a debt/equity combination based on the size of the project and current marketplace. The Company has the capacity and flexibility to secure multiple funding arrangements as we have demonstrated in successfully closing twenty-eight (28) acquisitions since April 2018.

Vendor Resources

Meridian Waste leadership has a combined 100+ years' operating within the solid waste industry and has purchased thousands of collections vehicles, tens of thousands of dumpsters and roll-offs, millions of carts, an arsenal of parts inventory and partnered with local market realtors to find appropriate and compliant facilities from which to operate. Meridian Waste has included letters of commitment from our truck, dumpster and cart vendors to exhibit our ability to ensure that Sarasota has clean and neat streets – both residential and commercial – come October 1, 2024.

McNeilus

MCNEILUS TRUCK AND MANUFACTURING CO.

148 Mirror Lake Blvd.
Post Office Box 367
Villa Rica, GA 30180
770-459-5151

November 1, 2023

Mary O'Brien
Meridian Waste - Jacksonville FL
2078 Lane Ave N
Jacksonville, FL 32254

Dear Adam,

Thank you for the opportunity to work with you on the Sarasota County, FL contract. McNeilus Truck and Manufacturing has the production capabilities to build 80 rear end loaders, 10 front end loaders, and 34 automated side loaders for the contract, with a signed order by 12/15/23.

OEM Chassis arrivals to McNeilus considered for this order must be at McNeilus Companies in MN by 5/1/24. Any change to the listed dates may result in a change to the McNeilus build plan. CNG components and chassis lead times play a considerable role with this type of build plan.

Sincerely,



Barry Duffey
Director of Sales

Visit us at our website: www.mcneiluscompanies.com

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Lewis Steel Works Inc.
613 S. Main St.
P.O. Box 338
Wrens GA 30833

To Whom it May Concern,

Lewis steels works will have no issue delivering all the necessary steel waste containers requested by Meridian Waste for the Sarasota County contract with a 30 day notice.

Thanks

A handwritten signature in black ink, appearing to read "Ben Lewis". The signature is fluid and cursive.

Ben Lewis

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Hi Bobby,

Iron Container, LLC is 100% committed to the preferred supplier relationship with Meridian Waste. We have a history of supplying high volume orders to the Florida market and welcome any opportunity to continue to do business with them. We are happy to provide Meridian Waste with any and all commercial steel containers, as required, for the Sarasota County - October 24, 2023 bid.

If you require anything further, please do not hesitate to call or write.

Please provide contact to be referenced. If anything like deadline or quantities are needed, please provide as well.

Regards,

Krista Agamie
Regional Sales Executive, Central/Nth FL
Iron Container LLC

c/o
Jessica Cruces (Jess C)
Sales and Marketing Coordinator
Iron Container, LLC

Headquarters:

Iron Container, LLC
8505 NW 74th St,
Miami, FL 33166

305-530-8759 Direct Line

754-283-1288 Mobile

www.ironcontainer.com



RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



10-20-2023

Meridian Waste
Bobby Williams
Business Development
5925 Carnegie Blvd, Suite 370
Charlotte, North Carolina, 28209

Sarasota County Contract 232452VG : Solid Waste, Recyclable Materials, and Yard Trash Collection Services

Bobby,

We appreciate your partnership. In preparation for Sarasota County, Rehrig Pacific has reserved time in our Orlando, FL manufacturing facility. The two replenishment loads for the County, one garbage and one recycle, will be delivered prior to 9/1/2024. (Contract starts 10/1/24). These carts will include the compatible RFID tags for the Vision system.

Pending the contract award, we will work with Meridian Waste to establish guidelines on delivery if the start of the contract start date is pushed back or needs to be adjusted to a different date.

Please feel free to reach out to me if you have any questions.

Respectfully submitted,

Rodrigo Bernal

Territory Sales Manager
Email: rbernal@rehrig.com
Phone: 386-265-8078

4010 East 26th Street · Los Angeles, CA 90058 · 323.262.5145 · 800.421.6244 · FAX 323.269.8506

Meridian Waste

Item: **Service Transition History Form**

Attachments

Sarasota RFP - Experienced3-1 6.5.2 b Transition.pdf



**TRANSITION
HISTORY**



Experience
Section 6.5.2 b

RFP Response

BID #232452VG:

Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Service Transition History Forms

Respondent must use the provided Service Transition History form to demonstrate experience successfully transitioning to providing residential and commercial collection services from another provider. It is preferred that references are public sector customers in the State of Florida in jurisdictions of similar size.

Florida Transition History

Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History

Proposer shall complete and submit this form providing a complete listing of all transitions of which the Proposer has been a part, including both entering and existing contractor transitions in the State of Florida for the past two (2) years. If Proposer does not have transition experience in Florida, then a nationwide transition performance history should be submitted.

Proposer is required to provide a self-evaluation of each transition identifying the smoothness of the transition by qualifying the level of service disruption. Since the Franchisee is responsible for providing a smooth transition in service to minimize inconvenience to customers, successful transition experience is important to the County. These forms may be duplicated as needed to ensure a complete history. Any omissions within the service transition history may be cause for disqualification at the County's discretion.

Municipality/County/State: Town of MacClenny Date of Transition: 2/1/2023

Contact Name/Title: Melissa Thompson-Finance Director Entering Contract Exiting Contract

Contact Phone: 904-259-0964 This transition had minimal service disruption:

Contact Email: melissa@cityofmacclenny.com

Contract Included: (check all that apply) Strongly Agree Agree Neutral Disagree Strongly Disagree

Residential No. of units: 2532 Commercial No. of Customers: 138

Carted Garbage (automated) Carted Recycling (automated) Service Verification/Rfid Conducted Cart A&D

Municipality/County/State: Town of Baldwin Date of Transition: 10/1/21

Contact Name/Title: Lula Hill-Town Clerk Entering Contract Exiting Contract

Contact Phone: 904-266-5030 This transition had minimal service disruption:

Contact Email: lhill@baldwinfl.com

Contract Included: (check all that apply) Strongly Agree Agree Neutral Disagree Strongly Disagree

Residential No. of units: 611 Commercial No. of Customers: 40

Carted Garbage (automated) Carted Recycling (automated) Service Verification/Rfid Conducted Cart A&D

Municipality/County/State: Town of Callahan Date of Transition: 10/1/2019

Contact Name/Title: Shawna Gugliuzza-Town Clerk Entering Contract Exiting Contract

Contact Phone: 904-879-3801 This transition had minimal service disruption:

Contact Email: clerk@townofcallahan-fl.gov

Contract Included: (check all that apply) Strongly Agree Agree Neutral Disagree Strongly Disagree

Residential No. of units: 469 Non-Exclusive Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/Rfid Conducted Cart A&D



Part I.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History Continued (Page 1 of 2)

Municipality/County/State: City of Jacksonville, FL Area 2 Date of Transition: 10/1/21
 Contact Name/Title: Will Williams-Solid Waste Director Entering Contract Exiting Contract
 Contact Phone: 904-255-8763 This transition had minimal service disruption:
 Contact Email: willw@coj.net
Strongly Agree Agree Neutral Disagree Strongly Disagree
 Contract Included: (check all that apply)
 Residential No. of units: 80,018 Non-exclusive No. of Customers: 1918
 Commercial
 Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of Jacksonville, FL Area 1 Date of Transition: 10/1/23
 Contact Name/Title: Will Williams-Solid Waste Director Entering Contract Exiting Contract
 Contact Phone: 904-255-8763 This transition had minimal service disruption:
 Contact Email: willw@coj.net
Strongly Agree Agree Neutral Disagree Strongly Disagree
 Contract Included: (check all that apply)
 Residential No. of units: 76,044 Non-Exclusive No. of Customers: 1918
 Commercial
 Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: Camden County, GA Date of Transition: 7/1/22
 Contact Name/Title: Renee Crews-Residential Supervisor Entering Contract Exiting Contract
 Contact Phone: 912-510-6881 This transition had minimal service disruption:
 Contact Email: mrcrews@co.camden.ga.us
Strongly Agree Agree Neutral Disagree Strongly Disagree
 Contract Included: (check all that apply)
 Residential No. of units: 5118 Non-Exclusive No. of Customers: 25
 Commercial
 Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: Charlton County, GS Date of Transition: 11/1/2020
 Contact Name/Title: Hampton Raulerson-County Manager Entering Contract Exiting Contract
 Contact Phone: 912-496-2549 This transition had minimal service disruption:
 Contact Email: hraulerson@charltoncounty.ga.gov
Strongly Agree Agree Neutral Disagree Strongly Disagree
 Contract Included: (check all that apply)
 Residential No. of units: 3950 Non-Exclusive No. of Customers: 26
 Commercial
 Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D



South Carolina Transition History

Part 1.3: SERVICE TRANSITION HISTORY FORMS

Service Transition History

Proposer shall complete and submit this form providing a complete listing of all transitions of which the Proposer has been a part, including both entering and existing contractor transitions in the State of Florida for the past two (2) years. If Proposer does not have transition experience in Florida, then a nationwide transition performance history should be submitted.

Proposer is required to provide a self-evaluation of each transition identifying the smoothness of the transition by qualifying the level of service disruption. Since the Franchisee is responsible for providing a smooth transition in service to minimize inconvenience to customers, successful transition experience is important to the County. These forms may be duplicated as needed to ensure a complete history. Any omissions within the service transition history may be cause for disqualification at the County's discretion.

Municipality/County/State: Town of Pelzer Date of Transition: August 2023

Contact Name/Title: Cheryl Bates, Town Clerk Entering Contract Exiting Contract

Contact Phone: 864-947-6231 This transition had minimal service disruption:

Contact Email: cbates@townofpelzer.us

Contract Included: (check all that apply)

Residential No. of units: 642 Commercial No. of Customers: 4

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of Liberty Date of Transition: September 2022

Contact Name/Title: Michael Calvert, City Administrator Entering Contract Exiting Contract

Contact Phone: 864-843-3177 This transition had minimal service disruption:

Contact Email: MCalvert@libertysc.com

Contract Included: (check all that apply)

Residential No. of units: 1431 Commercial No. of Customers: _____

Carted Garbage (automated) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

Municipality/County/State: City of Greer Date of Transition: February 2020

Name/Title: Travis Durham, Public Services Director Entering Contract Exiting Contract

Contact Phone: 864-848-2184 This transition had minimal service disruption:

Contact Email: Tdurham@cityofgreer.org

Contract Included: (check all that apply)

Residential No. of units: 14,174 Commercial No. of Customers: _____

Carted Garbage (automated-portion) Carted Recycling (automated) Service Verification/RFID Conducted Cart A&D

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Virginia Transition History

Municipality/County/State: <u>Bland County, Virginia</u>	Date of Transition: <u>7/1/2021</u>
Contact Name/Title: <u>Rodney Ratliff, Public Works Director</u>	Entering Contract <input checked="" type="checkbox"/> Exiting Contract <input type="checkbox"/>
Contact Phone: <u>276-688-4622</u>	This transition had minimal service disruption:
Contact Email: <u>rratliff@bland.org</u>	<input checked="" type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/>
Contract Included: <i>(check all that apply)</i>	Strongly Agree Agree Neutral Disagree Strongly Disagree
Residential <input checked="" type="checkbox"/> No. of units: <u>2,500</u>	Commercial <input checked="" type="checkbox"/> No. of Customers: <u>25-Exclusive</u>
Carted Garbage (automated) <input type="checkbox"/> Carted Recycling (automated) <input type="checkbox"/>	Service Verification/RFID <input type="checkbox"/> Conducted Cart A&D <input type="checkbox"/>

Missouri Transition History

Municipality/County/State: <u>Shrewsbury, MO</u>	Date of Transition: <u>September 2023</u>
Contact Name/Title: <u>Specer Owens - City Clerk</u>	Entering Contract <input checked="" type="checkbox"/> Exiting Contract <input type="checkbox"/>
Contact Phone: <u>314-647-5795</u>	This transition had minimal service disruption:
Contact Email: <u>sowens@shrewsburymo.gov</u>	<input checked="" type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/>
Contract Included: <i>(check all that apply)</i>	Strongly Agree Agree Neutral Disagree Strongly Disagree
Residential <input checked="" type="checkbox"/> No. of units: <u>1506</u>	Commercial <input checked="" type="checkbox"/> No. of Customers: <u>3 Non-Exclusive</u>
Carted Garbage (automated) <input checked="" type="checkbox"/> Carted Recycling (automated) <input checked="" type="checkbox"/>	Service Verification/RFID <input type="checkbox"/> Conducted Cart A&D <input type="checkbox"/>

Municipality/County/State: <u>Eureka, MO</u>	Date of Transition: <u>January 2023</u>
Contact Name/Title: <u>Craig Sabo-City Administrator</u>	Entering Contract <input checked="" type="checkbox"/> Exiting Contract <input type="checkbox"/>
Contact Phone: <u>636-938-5233</u>	This transition had minimal service disruption:
Contact Email: <u>cesabo@eureka.mo.us</u>	<input checked="" type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/> ----- <input type="checkbox"/>
Contract Included: <i>(check all that apply)</i>	Strongly Agree Agree Neutral Disagree Strongly Disagree
Residential <input checked="" type="checkbox"/> No. of units: <u>4320</u>	Commercial <input checked="" type="checkbox"/> No. of Customers: <u>9 Non-Exclusive</u>
Carted Garbage (automated) <input checked="" type="checkbox"/> Carted Recycling (automated) <input checked="" type="checkbox"/>	Service Verification/RFID <input type="checkbox"/> Conducted Cart A&D <input type="checkbox"/>

Meridian Waste

Item: **Non Performance History and Litigation**

Attachments

Sarasota RFP - Experienced3-1 6.5.2 c NonPerf.pdf



NON-PERFORMANCE



Experience
Section 6.5.2 c

RFP Response

BID #232452VG:

Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Non-Performance History and Litigation

Respondent must document past performance history by providing a description of all criminal actions against the Respondent during the last five years. Respondent should also list all civil actions, early terminations of service contracts, bid bond claims, performance bond claims or charges of liquidated damages related to solid waste services involving ten thousand dollars (\$10,000) or more per contract per year against the Respondent during the last five years. Additionally, Respondent must provide a summary of any litigation for a claim exceeding \$150,000 that the Respondent has been party to during the past three years which is related to providing the types of services described in Part II. The summary shall state the nature of the litigation, a brief description of the case, the outcome or projected outcome, and the monetary amounts involved. Any omissions within this section may be cause for disqualification.

Meridian Waste Florida, LLC has no criminal actions filed against the company.

Meridian Waste Florida, LLC has no civil actions, early terminations of service contracts, bid bond claims, performance bond claims or charges of \$10,000 or more per year against the company.

Meridian Waste Florida, LLC has no litigation for a claim exceeding \$150,000 for which it has been a party providing the types of service described in Part II.

Meridian Waste

Item: **Comprehensive List of Government Clients**

Attachments

Sarasota RFP - Experienced3-1 6.5.3 Govt Contracts.pdf



GOVERNMENT CONTRACTS



Listing of Government Clients Section 6.5.3

RFP Response

BID #232452VG:

Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

Comprehensive Listing of Government Contracts

Provide a comprehensive list of government clients you have provided similar services to within the past five (5) years. For reference purposes, provide contact information for a minimum of 4 and a maximum of 10 customers, including those clients for when the Respondent provided transitioning services as referenced above. At a minimum, such contact information shall include customer name, a brief description of services provided, contract start and end dates, and the name, email, and telephone number of a contact person who can verify information. When possible, include the dollar value of the contract.

Serviced by Meridian Waste Florida, LLC

Client	Transition Type: Start or Exit	Exiting Incumbent	Services Provided	Contract Start	Contract Term	Contact Info
City of Jacksonville Area I 78,088 units	Contract Start	Waste Management	Garbage 1x week REARLOAD; Recycling 1x week AUTOMATED; Yard Waste 1x week REARLOAD; Bulk 1x week REARLOAD	10/1/2023	6 Years + Renewal options	Tom Hudson, Solid Waste Contract Manager – Public Works; 904-255-7501 office; 904-813-0657 mobile; THudson@coj.net
City of Jacksonville Area II 80,385 units	Contract Start	Republic Services	Garbage 1x week REARLOAD; Recycling 1x week AUTOMATED; Yard Waste 1x week REARLOAD; Bulk 1x week REARLOAD	10/1/2021	6 Years + Renewal options	Tom Hudson, Solid Waste Contract Manager – Public Works; 904-255-7501 office; 904-813-0657 mobile; THudson@coj.net
Camden County, GA 5,118 units	Contract Start	Waste Management	Garbage 1x week AUTOMATED utilizing 95-gallon carts; Recycling 1x week utilizing 18-gallon bins; Bulk 1x week collection REARLOAD	7/1/2022	5 Years + Renewal options	Renee Crews, Residential Collection Sup.; 912-510-6881; MRCrews@co.camden.ga.us
Charlton County, GA 3,950 units	Contract Start	Waste Management	Garbage 1x week AUTOMATED utilizing 95-gallon carts	11/1/2020	5 Years + Renewal options	Hampton Raulerson, County Mgr; (912) 496-2549; hraulerson@charltoncountyga.gov
MacClenny, FL 2,532 units	Contract Start	Waste Management	Garbage 1x week AUTOMATED utilizing 95-gallon carts + Exclusive Commercial FEL	2/1/2023	5 Years + Renewal options	Melissa Thompson, Finance Director; 904-259-0964; Melissa@CityofMacclenny.com
Baldwin, FL 611 units	Contract Start	Waste Management	Garbage 2x week AUTOMATED utilizing 95-gallon carts; Yard Waste 1x week REARLOAD; Bulk collection 1x week REARLOAD; Drop-Off Recycling collected 1x per week	10/1/2021	5 Years + Renewal options	Ms. Lula Hill, Town Clerk; 904-266-5030; LHill@BaldwinFL.com

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Client	Transition Type: Start or Exit	Exiting Incumbent	Services Provided	Contract Start	Contract Term	Contact Info
Callahan, FL 488 units	Contract Start	Waste Management	Garbage 1x week AUTOMATED utilizing 95-gallon cart; Yard Waste 1x week REARLOAD; Recycling EOW week AUTOMATED utilizing 95-gallon carts; Bulk 1x week REARLOAD	10/1/2019	5 Years + Renewal options	Shawna Gugliuzza, Town Clerk; 904-879-3801; Clerk@TownofCallahan-FL.gov

Meridian Waste is aware that other competitors currently have multiple larger accounts than currently services by Meridian Waste. These are accounts that the company's leadership once served under the banner of Advanced Disposal including Sarasota, Lee, Orange, Palm Beach, Clay, St. Johns and Duval Counties. However, as a younger company, Meridian Waste offers benefits equally or more attractive than just a listing of large contracts (and potentially hiding those the competition may not want you to know about). We encourage you to talk to all our current customers.

- Meridian Waste has the focus and energy to ensure a smooth and successful transition. The company is hot off the implementation of 78,000+ homes in Duval County while continuing stellar residential collections in the company's existing Area II (80,000+ units) and operating its commercial franchise.
- The company is not weighed down by bureaucracy — the decisions that are important to the County can be made immediately and implemented quickly.
- Management thinks outside the box to find solutions and enact change to benefit our customers, our employees and our shareholders. Meridian Waste will start the awarded contract on October 1, 2024 and will utilize whatever it takes in terms of vendor relations, supplemental rental trucks (if required) and old-fashioned nose-to-the-grindstone work ethic to continue the strong and stellar transition reputation the company has built here in Florida.

Meridian Waste still has something to prove — and, thus, we try harder! Our leadership team built Advanced Disposal into the fourth largest solid waste company in the U.S. Meridian Waste is already ranked at #10 of traditional solid waste services companies in the U.S. according to the 2023 Waste360 Top 50 in Waste & Recycling Report.

2023 Waste360 Top 50 in Waste & Recycling

Company	2022 Revenue
WM	\$ 19,698,000,000
CSX Transportation	\$ 14,900,000,000
Republic Services	\$ 13,511,000,000
Waste Connections	\$ 7,212,000,000
GFL Environmental	\$ 5,201,000,000
Clean Harbors	\$ 5,167,000,000
Tetra Tech	\$ 3,504,000,000
Stericycle	\$ 2,700,000,000

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Company	2022 Revenue
Covanta Energy	\$ 2,200,000,000
Casella Waste Systems	\$ 1,085,000,000
Waste Pro USA	\$ 990,517,460
US Ecology (acquired by Republic Services)	\$ 990,000,000
Heritage-Crystal Clean	\$ 709,300,000
Miami-Dade County Department of Solid Waste Management	\$ 689,000,000
Rubicon Technologies	\$ 675,400,000
LRS	\$ 543,650,000
Clean Earth	\$ 519,700,000
SCS Engineers	\$ 369,000,000
FCC Environmental Services	\$ 272,000,000
Kimble Company	\$ 182,850,000
ACTenviro	\$ 170,000,000
Anaergia	\$ 162,900,000
Meridian Waste Acquisitions	\$ 141,500,000

Meridian Waste has no other large municipal contracts starting on or around October 1, 2024 unlike those to be awarded St. Johns County and Clay County, FL contracts. We have just finished a successful 78,000+ unit start up in Jacksonville and upon award can focus our transition team's attention on Sarasota.

Meridian Waste

Item: **Approach for North Service District**

Attachments

Sarasota RFP - Approachd9 North District.pdf

Sarasota RFP - Supplemental Informationd5 Combined.pdf



NORTH SERVICE DISTRICT



Approach Section 6.5.4 a, b, c, d, e, f & g

RFP Response

BID #232452VG:

Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

APPROACH

Describe your approach to providing the scope of services required. Approach should clearly and succinctly describe how Respondent will perform the services requested in Part II Scope of Services. The County seeks proposals that aspire to maintain a high level of customer service while maximizing recycling, efficiency, and cost-effectiveness.

Collection Services

Respondent should explain how it plans to provide Collections Services as requested in Part II Scope of Services. At a minimum, descriptions must include the primary methods by which Residential Solid Waste, Recyclables, Yard Trash and Bulk Trash will be collected, a list of the types (year, make and model) and number of vehicles that will be used to provide collection services, number of drivers, workers, and customer service staff, as well as how materials will be handled following collection. Methods for each service option should be clearly identified.

The below is a listing of services to be provided by Meridian Waste to the **Class I**, **Class II** and **Commercial** customers in Sarasota County effective October 1, 2024.

- **Residential MSW Garbage – Class I Customer** – 1x week; County provided carts
- **Residential MSW Garbage – Class II Customer** – 1x week; Hauler provided carts
- **Residential RCY – Class I Customer** – 1x week; Single Stream; County current carts - Hauler to provide replacement carts going forward
- **Residential RCY – Class II Customer** – 1x week; Single Stream; Hauler provided carts or customer provided containers
- **Residential YW – Class I Customer** – 1x week; Unlimited collection
- **Residential YW – Class II Customer** – 1x week; May implement collection limits for Hauler or customer provided containers for Site Services
- **Residential Bulk/White Goods/Special Waste (including e-waste, used oil & filters, tires) – Class I & Class II Curbside Customer** – 10 cubic yds four times per year (40 cubic yards) annually
- **Residential Bulk / White Goods/Special Waste (including e-waste, used oil & filters, tires) – Class II Site Services Customer** – 20 cubic yards up to four times per year (80 cubic yds) annually
- **Residential Supplemental Collections**
 - 2nd day collection of MSW
 - Rear door collection for NON-Handicapped residents
 - In-ground container service
 - Collection of improperly prepared MSW or YW
 - Collection of additional carts beyond the included number of carts as described herein
 - Additional unscheduled collection of MSW, YW and RCY to **Class II Residential** Customers
- **Commercial Small Cart Small MSW** – Min. 1x week in hauler or customer provided container
- **Commercial Small Cart RCY Collection** – As requested by **Commercial** customer
- **Commercial FEL – MSW** – Min. 1x week; Hauler provided dumpster
- **Commercial FEL – RCY** – As requested by **Commercial** customer

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



- **Commercial RO – MSW** – Min. 1x week for putrescible waste and min. 1x every 14-days for non-putrescible waste
- **Commercial RO – RCY**
- **Commercial YW Collections for Small Cart, FEL or RO Customers** – As requested by **Commercial** customer
- **Commercial Supplemental Collections:**
 - Roll out and return of cart(s)
 - Opening & closing of doors/gates
 - Locks for containers
 - Unlocking / locking of containers
 - Moving customer-owned container upon customer request
 - Change out of collection container if more than 2x per year

VEHICLE TYPE	IN SERVICE	SPARE	TOTAL
ASL (Refuse)	21	2	23
Rear Load Packers (Yard Waste)	14	2	16
ASL (Recycling)	14	2	16
Rear Load Packers (Bulk)	4	1	5
Frontload	5	1	6
Roll Off	1	0	1
Claw / Knuckleboom Truck	2	0	2
Flat Bed Appliance / White Goods	1	0	1
FEL Container Delivery Truck	1	0	1
Supervisor(s) / Ops / Maintenance Manager Pickups	5	0	5

All chassis will be Mack, Freightliner or Peterbuilt depending upon availability upon award except for the ASL trucks which will utilize Battle Motor chassis.

TYPE OF VEHICLE (ASL, REL, ETC.)	BODY MAKE, YR. & MODEL	BODY MAX. CAPACITY	ENGINE MAKE, YR. & MODEL	TYPE OF FUEL	QUANTITY TO BE PURCHASED	DESCRIBE NORMAL USE (REFUSE, RECYCLE, SPARE, ETC.)
Residential Garbage ASL	2024 McNeilus Zero Radius ASL	32 CU YD	2024 Battle Motor	CNG	23	Refuse Collection
Residential Yard Waste REL	2024 McNeilus XC	28 CU YD	2024 Freightliner m2 or 114SD	CNG	16	Yard Waste Collection
Residential Recycle ASL	2024 McNeilus Zero Radius ASL	28 CU YD	2024 Battle Motor	CNG	16	Recycling Collection
Residential Yard Waste Claw Truck	2024 Petersen	28 CU YD	2024 Mack Engine	Clean Diesel	2	Yard Waste Collection

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



TYPE OF VEHICLE (ASL, REL, ETC.)	BODY MAKE, YR. & MODEL	BODY MAX. CAPACITY	ENGINE MAKE, YR. & MODEL	TYPE OF FUEL	QUANTITY TO BE PURCHASED	DESCRIBE NORMAL USE (REFUSE, RECYCLE, SPARE, ETC.)
Residential Bulk	2024 McNeilus XC	32 CU YD	2024 Freightliner m2 or 114SD	CNG	5	Bulk Collection
Residential Bulk/ Appliances/ Electronics/Tires	2024 CM Flatbed truck	24' Truck Bed	2024 Ford F-350 or 450	Diesel	1	Bulk / Appliance / Electronics / Tire Collection
Commercial FEL	2024 McNeilus Atlantic Series	32 CU YD	2024 Mack or Peterbuilt	CNG	6	Refuse Collection Recycling Collection
Commercial Roll Off	2024 Galbreath Hoist	20-40 YD	2024 Mack Granite	CNG or Diesel	1	Refuse Collection Recycling Collection
95-Gallon & 65-Gallon Garbage/ Recycling Carts	Rehrig Pacific – VisionA Software compatible	95 & 65 Gallons			5000	Garbage Collection Recycling Collection
FEL Containers	Lewis Steel or Iron Container	2-8 CU YD			1560	Garbage Collection
Roll Off/ Compactor Containers	Lewis Steel, Iron Container, Marathon	10-40 YD			Various	Garbage Collection

Cart Distribution & Maintenance Plan

A County-wide A&D program is not contemplated within this proposal submission due to the County contracting separately for this service. It is expected that all new MSW Rehrig Pacific carts will be in place at residential units prior to 10/1/2024 as will the existing recycling carts that were deployed a few years ago County-wide. Meridian Waste will be responsible for the replacement of cart as damaged by the contractor as well as the placement of carts (both MWS and RCY) for new units established within the County.

Deployment

The process to deploy replacement carts throughout the County will utilize a standardized approach which utilizes a program management process which prioritizes the safety of both residents and our deployment team above all else. Deployment will be based upon a work order received from the County for Recycling cart replacement.

Door-to-Door Delivery

Meridian Waste and its team will deploy needed number of carts that need replacement on a weekly basis.

- Crews will be deployed during the same hours that haulers are permitted to conduct operations in the community.
- Crews will head out to the first route planned for the day.
- The carts are pulled from the truck and wheels are assembled unless the carts come nested with wheels on.
- Carts are delivered to each residential home at end of driveway.
- The work order will be finalized with notification back to the County.

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

**Routing**

VEHICLE	# ROUTES M-F	PER ROUTE	AVG PER ROUTE	# OF SPARES
RESIDENTIAL GARBAGE – ASL	21	1 Driver	776 Units	2
RESIDENTIAL RECYCLING – ASL	14	1 Driver	1164 Units	2
RESIDENTIAL YARD WASTE – REL	14	1 Driver + 1 Helper	1164 Units	2
RESIDENTIAL BULK – REL	4	1 Driver + 1 Helper	1018 Units	1
RESIDENTIAL CLAW / KNUCKLE BOOM TRUCK	2	1 Driver	N/A	0
RESIDENTIAL BULK / APPLIANCE / ELECTRONICS / TIRES	1	1 Driver	N/A	0
COMMERCIAL FRONTLOAD	5	1 Driver	112 Lifts	1
COMMERCIAL ROLL OFF	1	1 Driver	6 Pulls	0

Community Service (FREE)

- Meridian Waste will conduct up to 15 community clean-ups per year. For each community clean-up, Franchisee shall provide and service a minimum of two roll-off containers each at up to four sites, and up to three additional roll-off containers per event for such items as Yard Trash, White Goods, and Tires. Meridian Waste will pull and empty each roll-off container up to three times per event. Franchisee shall deliver collected materials to the Designated Site(s). The County will be responsible for Drop-Off Charges associated with these services.
- Meridian Waste will provide Curbside Collection for up to 3,000 32-gallon bags of Solid Waste and up to 300 32-gallon bags of Program Recyclables collected annually during “Keep Sarasota County Beautiful” events or adoption clean-ups. Meridian Waste will deliver Solid Waste to the Designated Disposal Site and Program Recyclables to the Designated RMPF. The County will be responsible for Drop-Off Charges associated with this service.
- Meridian Waste will provide Collection for up to 24 events per year of illegal dumping in roads or rights-of-way upon request by the Administrative Agent. An event may be the Collection of debris along an entire street and/or may require the use of a claw truck. Franchisee shall deliver this material to the Designated Disposal Site. The County will be responsible for Drop-Off Charges associated with this service.

Pilot Programs

- Meridian Waste agrees to assist in implementing any pilot program to evaluate strategies that increase waste reduction/recycling, improve Collection efficiency, and/or reduce solid waste management costs, Meridian Waste shall cooperate with the County in conducting such pilot studies and shall enter good faith negotiations with the County, if deemed necessary, for additional services provided by Meridian Waste to carry out such pilot programs. This shall include any policy changes related to a contaminated cart removal program.

Hours

- Franchisee shall not conduct Residential Collection Service or Commercial Collection Service prior to 6:00 a.m. or after 8:00 p.m. unless otherwise authorized by the Administrative Agent.

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

**Holidays**

- Meridian Waste will not be required to provide Collection Services on Holidays.
- For the remainder of the week following all Holidays, Meridian Waste provide Collection Service to each Residential Customer on the day following its normally scheduled day, including Saturday.
- If Meridian Waste does not provide Commercial Collection Service on Holidays, Meridian Waste shall provide Commercial Collection Services normally scheduled for that Holiday during the next business day following such Holiday.
- Meridian Waste will notify all Customers whose Collection day has been changed due to a Holiday at least three business days and not more than ten business days prior to the Holiday. Said notice, approved by the Administrative Agent, shall be made through email, social media, advertisement in a newspaper of general circulation published within the County (size of ad to be approved), and other outlets as agreed upon between Meridian Waste and Administrative Agent, at Meridian Waste's expense.

Collection Procedures - General

- Meridian Waste will thoroughly empty Collection Containers and return them with lids closed in an upright position to their original location, unless conditions warrant otherwise, as approved by the Administrative Agent.
- Meridian Waste will handle Collection Containers in a manner to prevent damage. Meridian Waste's employees shall not trespass on private property, even to access an adjacent property, unless the resident or owner of said property has given permission in writing to Meridian Waste and the County prior to accessing the property.
- Meridian Waste's employees will take care to prevent damage to public and private property and roadways, including flowers, shrubs, and other plantings.
- Meridian Waste will immediately pick up any spillage occurring from Curbside Containers when caused by Meridian Waste. Overloaded Class II Containers (Site Service) and Commercial Containers shall not be considered spillage by Meridian Waste.
- Meridian Waste will pick up, haul and transport Solid Waste, Recyclable Materials, and Yard Trash in a manner that prevents materials from falling from, blowing off, or in any way escaping from the vehicle or device. Meridian Waste will immediately stop the vehicle and retrieve any material that was released or fell from the vehicle for any reason.
- Meridian Waste will not combine loads of Residential Waste, Yard Trash, or Program Recyclables or Commercial Waste collected within the Service District with loads of Solid Waste, Yard Trash, or Recyclable Materials collected outside of the Service District without prior written approval of the Administrative Agent.
- Meridian Waste will not combine Solid Waste, Yard Trash, Program Recyclables, Bulk Waste, White Goods, E-Waste, used oil, oil filters, or Tires, or other materials agreed by Meridian Waste to be collected separately.
- Meridian Waste will not combine Solid Waste, Yard Trash, or Program Recyclables generated by Residential Customers with Solid Waste, Yard Trash, or Program Recyclables generated by Commercial Customers without prior approval of the Administrative Agent.

Non-Collection Procedures

- Meridian Waste will develop a durable tag or sticker to be placed on any container or waste that has not been set out for Collection in accordance with the provisions of the Agreement or County Code which shall be known as a "Non-Collection Notice." The design and content of the Non-Collection Notice(s) used by Meridian Waste is subject to approval by the Administrative Agent. At a minimum, the Non-Collection Notice(s) shall provide the following information regarding the non-collection event: date, reason for non-collection, information that will allow the Customer to correct the problem for future collections, and Franchisee's telephone number for any further questions.
- Meridian Waste will record all non-collection events in a Non-Collection Notice Log and submit this log daily to the Administrative Agent in accordance with Section 17.2 unless otherwise specified herein.

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Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



- In the event Class II Containers (Site Service), Commercial Container, Class II Recycling Container (Site Service), or Commercial Recycling Container is overfilled and cannot be safely dumped, Meridian Waste will place a Non-Collection Notice on the container, notify the Customer of the first offense, and reschedule service. Such rescheduling shall be considered a Supplemental Collection Service, which can be arranged between Franchisee and the Customer for an additional charge. In the event there is a second offense Meridian Waste will place a Non-Collection Notice on the container, notify Customer of the second offense and potential fines that may be levied, and report to County. Third and subsequent offenses shall be reported to the County for referral to Code Enforcement.
- Meridian Waste will refuse to collect Solid Waste from any Customer if Meridian Waste believes that such Solid Waste contains Hazardous, Radiological, or Biomedical Waste. If Meridian Waste believes a Customer is depositing such waste for Collection, Franchisee shall place a Non-Collection Notice on the container and immediately notify the Solid Waste Management Department. If the generator of such waste is unknown, Meridian Waste will work with the Solid Waste Management Department to identify the generator of such waste.
- If Class II Containers (Site Service), Commercial Container, Class II Recycling Container (Site Service), or Commercial Recycling Container is inaccessible or blocked, Meridian Waste will affix a Non-Collection Notice to the container and provide service on the Customer's next regular Collection day unless a special Collection is arranged.

Employee Conduct/Identification

- All Meridian Waste personnel will always maintain a courteous and respectful attitude toward the public. Meridian Waste will direct its employees to always avoid loud and/or profane language or gestures during the performance of duties.
- Meridian Waste will furnish each Collection employee with a uniform that identifies the employee and Meridian Waste and complies with Meridian Waste's Safety Program.

A copy of the Company's Employee Manual is included in the supplemental information section of the ITN.

Disposal

- Meridian Waste will deliver Solid Waste, Yard Trash, Bulk Waste, White Goods, E-Waste, used oil, oil filters, and Tires to the Central County Solid Waste Disposal Complex (CCSWDC) located at 4000 Knights Trail Road, Nokomis, FL 34275 (Designated Disposal Site) during normal operating hours. CCSWDC normal operating hours are 8:00 a.m. to 5:00 p.m., Monday through Friday and 8:00 a.m. to 2:00 p.m. on Saturday. If Collection Services occur on a Saturday due to a Holiday schedule, the hours of the Designated Facility will be extended from 8:00 a.m. to 5:00 p.m. on that Saturday. Designated Disposal Site hours of operation are subject to change.
- At the time of delivery, Meridian Waste will provide the operator of the Designated Site with a copy of the daily route sheet for that day upon request of said operator or the Administrative Agent.
- Meridian Waste will deliver all Program Recyclables generated by Residential Customers to the following Designated RMPFs during normal operating hours, which are 8:00 a.m. to 5:00 p.m. Monday through Friday and 8:00 a.m. to 12:00 noon Saturday. If Collection Services occur on a Saturday due to a Holiday schedule, the hours of the Designated RMPF will be extended from 8:00 a.m. to 5:00 p.m. on that Saturday. Designated RMPF hours of operation are subject to change.

Routes & Schedules

Collection Plan shall include the following:

- A. Schedule of routes by service type.
- B. Map for each route showing the day of the week, route boundaries, and the starting point(s) and ending point(s) for Collection Services. Collection routes shall be provided in Geographic Information System (GIS) format that is acceptable to the County's GIS Department.

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



- C.** Vehicle/equipment list including the make, type, year, license number, and ID number for each vehicle. (ID & License - TBD upon Award/Order/Receipt of trucks)
- D.** Cart & Container equipment list including the make, type, size, year, and ID/RFID number for each cart/container (ID/RFID - TBD upon Award/Order/Receipt of carts/containers).
 - o Residential carts will be labeled: Sarasota County Solid Waste Services.
 - o Meridian Waste will maintain all Collection Containers that are not Customer-owned in good working order throughout the entire term of the Agreement.
 - o Meridian Waste, at its own expense, will repair or replace damaged, destroyed, or stolen Collection Containers that are not Customer-owned within three business days of notification by the County or Customer.

New Customers

- Meridian Waste will provide Collection Services to new Customers within seven calendar days of receiving notification from Customer or the Administrative Agent. The Solid Waste Management Department shall maintain a list of newly issued Certificates of Occupancy and shall notify Meridian Waste of the location of new units receiving a Certificate of Occupancy.
- New Customer shall receive collection guidelines and a service day schedule upon delivery of carts.

Maintenance Program**Transportation Fleet – All New Trucks**

Meridian Waste will be securing all new 2024/2025 collection and supervisory fleet vehicles to service the County. This equates to the newest, youngest fleet age possible for the County along with the added benefits of the most up-to-date safety mechanisms, 2024/2025 engine emissions standards and minimized fleet maintenance down time due to new equipment. Collection vehicles will be CNG fueled.

Fleet and Maintenance Summary

With the successful growth experienced by Meridian Waste over the past few years, it is vital that the Company's fleet be maintained in accordance with all State, Federal and DOT regulations as well as cosmetically suitable to the communities we serve. Meridian Waste maintenance programs include, but are not limited to:

PREVENTATIVE MAINTENANCE

Each vehicle is inspected on a preset hourly schedule to include visual inspection, lube and grease as required by manufacturer standards and replacement of wear items as needed. In addition, each vehicle is given a DOT required yearly inspection which is kept with the vehicle at all times.

DIAGNOSTICS

Each maintenance facility is equipped with the latest diagnostic testing computers available in the industry. Each technician has access to both in-house and factory personal to assist in keeping our fleet in top running condition.

SAFETY

Meridian Waste maintains the necessary safety tooling to allow our technicians to perform their work in a manner to reduce exposure to accidents and injury. Each technician receives monthly training and has access to the required Personal Protective Equipment (PPE).

TECHNOLOGY

Meridian Waste is currently implementing the Dossier Maintenance software system to better track fleet cost and technician productivity. The software will be used to identify possible equipment failures so repairs can be completed before major downtime affects higher repair cost and the availability of the unit to be on route.

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DRIVER INSPECTIONS

Each driver is required to complete both a Pre-Trip and Post-Trip inspection on their route vehicle daily. All necessary repairs are addressed daily with any safety related repairs given priority attention.

FACILITIES

Meridian Waste continues to invest in its maintenance facilities to provide our technicians a clean, safe, and optimal working environment. Each operating location is encouraged to make constant improvement while maintaining Meridian Waste standards of quality and safety.

A copy of the Company's Maintenance Manual is included in the supplemental information section of the ITN.

Safety Program

In order for Meridian Waste to become a leading provider of environmental services we must ensure that safety is an integral part of all that we do in our daily business operations. Why? Because it protects our most valuable assets:

- Our Employees
- Our Customers
- Our Communities

Our goal is to create and maintain a safety culture within the workplace which will minimize our risks and loss potential. We must operate our business with a proactive stance to minimize losses and accidents. Workplace safety is the foundation of every operation. For Meridian's executive and management team, safety is a core value and a priority at all levels of the organization.

Our workplace is not limited to Meridian locations - it includes our customer locations and areas utilized by the public. Because of our commitment to safety, Meridian integrates off-premises safety into its global program. Supervisors and managers are equipped with the tools and training for observing work practices as well as identifying/correcting unsafe conditions which may exist onsite or at customer locations.

We believe that, in a strong safety culture, employees at all levels must be comfortable with sharing safety concerns and that the concerns will be heard. For our global management team, safety calls are held monthly to discuss changes to policies as well as discuss safety performance company wide. In addition, employees have an open door to communicate with corporate management via a dedicated safety email account.

In addition to written programs and policies, weekly training and safety meetings are held to ensure all topics are covered and to ensure top of mind awareness that safety is critical to the success of the Company and security of the citizens we serve. The company provides mandatory training and safety meeting topics which encompass company safety requirements as well as ensures that we meet regulatory requirements.

A copy of the Company's Safety Manual is included in the supplemental information section of the ITN.

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

**GENERAL:**

- Alcohol and Substance Abuse
- Management Commitment
- Safety Controls
- Safety and Health Training
- Employee Observations
- Reporting Unsafe Conditions or Hazards
- Primary Safety Rules
- Employee Loss Prevention Policy
- Safety Rules Violation Policy
- Injury and Accident Procedures

POST-COLLECTION OPERATIONS:

- Landfill Working Face
- MRF or Transfer Station Tipping Floor
- Traffic Control
- Heavy Equipment
- Powered Industrial Trucks and Equipment

HAULING AND COMMERCIAL DRIVING:

- Unsafe Work/Driving Activities
- Common Causes of Accidents
- Safe Aspects of Driving
- Avoiding the Rear-End Collision
- Backing Policy
- Rollover Prevention
- Securing Roll-Off Containers
- Truck and Equipment Fires
- Spill Response
- Driver's Daily Log and Hours of Service (HOS)
- Drivers Vehicle Inspection Report (DVIR)

MAINTENANCE & SHOP:

- Cranes, Hoists, and Slings
- Welding and Hot Work
- Compressed Gases
- Tire Safety

Office & Facility

- Meridian Waste will maintain a customer service office located within Sarasota County with a local number that is answered by staff located at the customer service office unless otherwise approved by the Administrative Agent. At a minimum, such office shall be open between the hours of 8:00 a.m. and 5:00 p.m. Monday through Saturday for the transaction of business, unless otherwise approved by the Administrative Agent.
- Meridian Waste will have personnel available for the purposes of dispatch, complaint resolution, and other matters between the hours of 6:00 a.m. and 5:00 p.m., Monday through Saturday. The office shall be equipped with a two-way communication system to contact the Collection Supervisors, all Collection vehicles, and Meridian Waste's dispatcher.
- The office shall be equipped with sufficient telephones, and shall have a responsible, experienced person in charge during Collection hours. Meridian Waste will provide an answering machine and taped messages when the office is closed.
- Meridian Waste will provide a process for receiving and handling emergency calls both during and after normal operating hours. Such process shall be subject to the Administrative Agent's approval.
- Meridian Waste will have an operations/vehicle maintenance facility located within Sarasota County unless otherwise approved by the County.
- Meridian Waste will develop a plan in the event that a storm event or emergency situation renders Franchisee's operations yard and/or equipment unusable for a period of time that would interrupt Collection Services (Contingency & Continuity of Operations Plan). The Plan shall outline the process by which Franchisee shall avoid interruption in Collection Services, including extra staffing, equipment, and resources to be utilized, backup generators for fueling and offices and backup procedures and locations should Franchisee's facility or offices be damaged. It will also outline measures to be taken to resume services defined within this Agreement.

Emergency Services

- Meridian Waste will attend emergency management/disaster meetings as requested by the Administrative Agent and shall provide any materials that may be useful to the discussion including, but not limited to, Collection schedules and routes and security codes to private community gates. The County shall notify Meridian Waste of the date, time, and location of the meetings, and any necessary materials to be provided by Meridian Waste.



- In the event the Administrative Agent determines that excessive amounts of debris have accumulated by reason of a hurricane, tropical storm, freeze, natural or manmade, severe disturbance, riot, or other calamity that is not declared an emergency by the Federal government, the State of Florida, or the Board (Non-Declared Event), or is to be collected as ineligible debris during a Declared Event, the County, in its sole discretion, may utilize Meridian Waste to assist with Collection of such debris. This debris does not include Solid Waste or Yard Trash that is properly prepared for normal Collection Services, but rather includes accumulations of debris that require Collection using a claw truck. The Administrative Agent may direct Meridian Waste to perform such work if Collection amounts exceed one hundred and ten percent (110%) of the 6 year trimmed average collected quantities. Charges for such Collection shall occur at the tonnage rate specified in Attachment E. However, nothing herein shall require the County to utilize the services of Meridian Waste, or to prevent the County from contracting with other parties to perform all or a portion of such work. The County reserves the right to utilize County personnel and equipment in the removal of debris of any kind.

A SAMPLE copy of the Company's Jacksonville, Florida Emergency Action Plan is included in the supplemental information section of the ITN.

Transition Plan and Customer Service

Respondent should explain how it would transition into providing requested services, and how it would maintain a high quality of customer service and satisfaction throughout the contract. Respondent should provide a basic transition timeline.

The Sarasota County Residential Solid Waste & Recycling Collections Services Agreement can be broken down into four (4) primary categories for ensuring a smooth transition and contract adherence throughout the term of the contract. This is the company's system-wide approach to all new projects of this magnitude.

Transition

This is best illustrated in the Transition Timeline. A smooth Transition requires detailed planning, open communication, access to capital, strong vendor relations, efficient routing, smart hiring, significant team member training, accurate data entry and a commitment to quality collections.

Accountability

It is imperative that Meridian Waste give our team members the right tools to do their jobs safely and effectively whether the position is a CDL driver, an accounting clerk, dispatcher, customer care representative or manager. Once the tools, the people and the training are in place, it's management's job to ensure that all team members are held accountable for performing their duties on time, safely and in compliance with the requirements of the contract.

Communication

Open and honest communication with the County is necessary to establish and maintain a partnership in creating a clean community for the County and for building trust with staff as well as the citizens we are to service. Reliable, quality collection services are the goal but in the solid waste industry, issue arise often whether its weather related, supply chain shortages, inflation, labor concerns and the like. These issues must be addressed together to find a workable solution.

Respect

Respect for our customers (the County and its citizens), our employees and our shareholders is equally important to the success of an individual contract as well as the company as a whole.

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Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Meridian Waste plans to meet the Transition Timeline utilizing industry contacts and purchasing leverage created through the growth of the company and years of industry networking. The access to capital is available for the procurement of **NEW** equipment and a facility as is the ability to manage the carrying costs of the start-up of the contract prior to initial payment by the County. Meridian Waste was successful in implementing a 78,000+-unit City of Jacksonville residential contract during the COVID pandemic in less than 60 days from award due to a dedicated and knowledgeable transition team – many of which will work the transition in Sarasota County. While many said it could not be done, failure was not an option and Meridian Waste launched its largest franchise in record time with minimal collection issues from the start and remains the lead hauler with significantly lower monthly liquidated damages due to missed collections and contract infringements.

Mitigation

In regard to risk mitigation for the procurement of vehicles, carts and labor, given the County's timeline, the Company does not believe this will be an issue except for the potential procurement of collection vehicles. Meridian Waste has secured letters of commitment for collection vehicles if the County can make an award to Meridian Waste by December 15, 2023. However, to address the County's concerns, Meridian Waste would be prepared to do the following if the award date was later than December 15, 2023:

- Rent collection vehicles to service the residents and/or commercial customers
- Pull human resources from existing location to assist with any labor shortages.

The transition plan is built out is greater detail in the Schedule / Timeline Section 6.5.4 (g) at the end of this portion of the ITN.

Customer Care Plan

Meridian Waste – Safety is a Verb! This is Step 1 in Customer Service.

In order for Meridian Waste to become a leading provider of environmental services, we must ensure that safety is an integral part of all that we do in our daily business operations. Why? Because it protects our most valuable assets:

- Our Employees
- Our Customers
- Our Communities

Our goal is to create and maintain a safety culture within the workplace which will minimize our risks and loss potential. We must operate our business with a proactive stance to minimize losses and accidents. Workplace safety is the foundation of every operation.

Weekly training and safety meetings are held to ensure all topics are covered and to ensure top of mind awareness that safety is critical to the success of the Company and security of the citizens we serve.

Starting at the Top – Customer Service Step 2:

OUR PHILOSOPHY

Meridian Waste is a company defined by our commitment to servicing our customers and employees with unwavering respect, fairness and care.

Our customers demand high quality service, and we deliver clean and clear results for your business, your home and your community.

Our senior leadership team is led by Wally Hall - CEO, who has 40 years of solid waste industry experience and who made the determination that there needed to be a well-financed, experienced but nimble solid waste company that focused equally on the customers, the employees and the shareholders. This three-pronged business approach has proven to be the soundest business model for company growth and success

Balanced Approach – Customer Service Step 3:



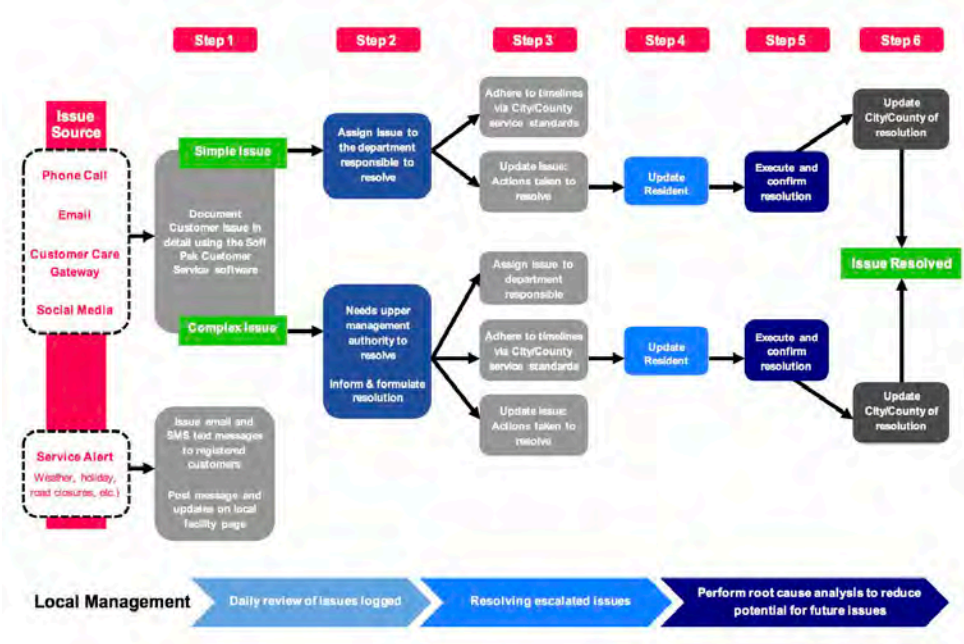
Issue Resolution – Step 4:

Meridian Waste has developed a formal customer resolution process to address issues quickly and efficiently. Please see flow chart below. In addition to our resolution process, our operations team also allocates time and resources to address any urgent and/or critical needs that may arise (back-up vehicles, second shift team availability, mutual-aid arrangements with other Meridian Waste facilities etc.).

Customer Care Software System & Equipment:

Meridian Waste currently utilizes Soft-Pak for all routing, billing and customer care issues and comments. Within this software, we are able to track all actions, requests or issues by customer utilizing their unique customer number. Reports can be pulled for one customer or multiple as requested. This software allows for imports of data utilizing several different formats to easily set up and start small or large projects.

Customer Care Resolution Flow Chart



RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Website Services

Our goal is to make taking out the trash that much easier. The Meridian Waste website does just that!

24/7 Online Service

Our [MeridianWaste.com/MyAccount](https://www.meridianwaste.com/MyAccount) online service portal allow customers to:

- Request an extra pick up
- Find your pickup schedule (residential & commercial customers)
- Schedule an on-call bulk & white goods collection (residential customers)
- Schedule a roll-off pick up & return (commercial customers)
- Change account password
- Report a missed collection service
- Pay Online

Service Alerts

Another feature we provide our customers is [Service Alerts](#). We notify customers via email and SMS text about delays in collection schedule due to holidays, weather events, and road closures. Customers and municipal staff greatly value this service as it cuts down tremendously on call volume and hassle especially during holidays.



Local Facility Page & Find My Schedule

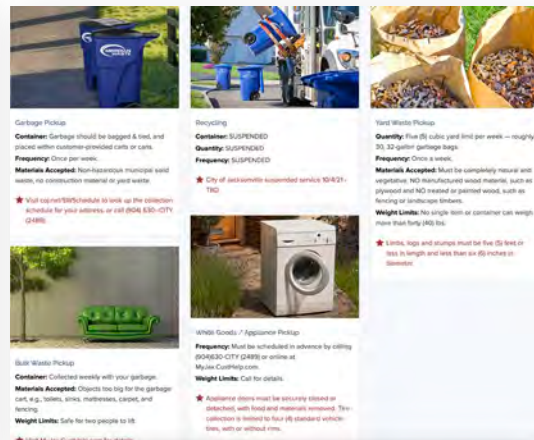
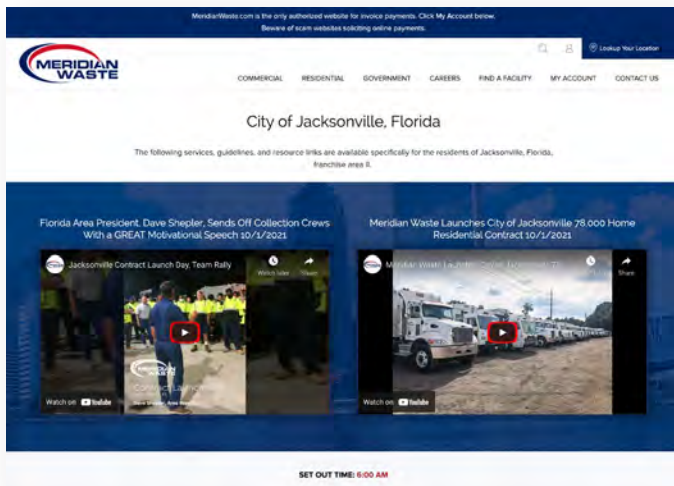
Every location has its own local facility page which contains facility contact information, holiday schedule and links to municipal contracts.

Garbage guidelines for residents include acceptable items, how to dispose of items not accepted at the curb, and cart placement information.

There's also a zip code lookup feature that will remember your local facility every time you visit.

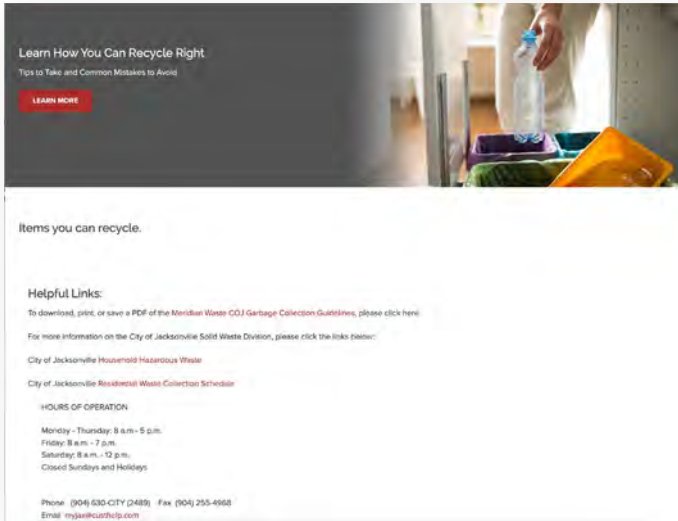
SAMPLE LOCAL FACILITY PAGE:

<https://www.meridianwaste.com/guidelines/meridian-waste-jacksonville-hauling/city-of-jacksonville/>



RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Public Education

Meridian Waste believes that educating the residential customers (in particular) regarding the overall County solid waste collection program is vital. Thus, we would work in coordination with the County to design and deploy marketing collateral that is relevant, available 24/7 and accurate.

- Meridian Waste will participate in the County's solid waste program activities including, but not limited to, public appearances in support of the County's Mandatory Recycling Program; use of the County's recycling theme, colors, and logos on Collection vehicles and Recycling Containers, distribution of promotional literature; participation in special events, special educational presentations, and similar activities. All literature shall include the County Contact Center telephone number in accordance with the County's most current branding standard and shall be approved in advance by the Administrative Agent.
- Meridian Waste will distribute informational, promotional, and educational materials (brochures, newsletters, door hangers, etc.) provided by the County, with each new or replacement Recycling Container delivered to a Customer.
- Meridian Waste will include in notices to all Commercial Customers information regarding the County's Mandatory Recycling Program, waste reduction, conservation programs, and Hazardous Waste Collection programs. These notices shall occur in March and November of each year and Meridian Waste will issue this notice under the direction and to the satisfaction of the Administrative Agent.
- In addition to the above requirements, Meridian Waste support the County's education, promotion, and public awareness program by making a lump sum payment to the County of \$40,000 per year to be used for such purposes.

The following pieces have been designed for other customers and are a sample of the pieces we would develop to promote proper recycling and overall solid waste preparation and to help educate the citizens of their role in creating a clean recycling stream and proper solid waste collection & disposal.

WEBSITE RESOURCES: <https://www.meridianwaste.com/recycleright/>

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



A BRIGHTER, CLEANER JACKSONVILLE STARTS OCT. 1ST!

IMPORTANT CHANGES
Your **NEW** waste collection schedule

EFFECTIVE: October 1, 2023

SET OUT TIME: No later than 6:00 a.m. on collection day and no earlier than 5:00 p.m. the day prior.

DOWNLOAD the APP
City of Jacksonville Waste + Recycling app

- Calendar and reminders for trash and recycling collection
- Tips on what can be recycled

New Collection Days

Meridian Waste is proud to be your new solid waste collection services provider! As we bring you and your neighborhood better service and greater operational efficiencies, your collection days for solid waste items may be changing.

6720 12th Street West
Jacksonville, FL 32254

Your NEW SOLID WASTE COLLECTION DAYS Effective OCTOBER 1, 2023:

GARBAGE/BULK WASTE will be: **DAY**

RECYCLING (collected bi-weekly) will be: **DAY**

YARD WASTE will be: **DAY**

APPLIANCES/TIRES: Must schedule in advance for pick-up. Visit myjax.custhelp.com or call (904) 630-CITY (2489).

2023 HOLIDAY SCHEDULE:

NO COLLECTION on THANKSGIVING: Thursday, November 23, 2023. Make up day will be Saturday, November 25.

NO COLLECTION on CHRISTMAS: Monday, December 25, 2023. Make up day will be Saturday, December 30.

Questions? Call (904) 630-CITY (2489) or visit myjax.custhelp.com.

Recycling Cart Guide
City of Callahan
Effective October 2, 2023

CART PLACEMENT

Cart should be placed curbside on your driveway and MUST be at least 3 ft. away from nearby objects including cars, fences, mailboxes and other carts.

HOLIDAYS (NO COLLECTION)
New Year's Day, Thanksgiving Day, and Christmas Day. All collection services are pushed back one day.

SET OUT TIME: 6:00 a.m.

RECYCLING
Pickup is EVERY OTHER: **Monday**

CART CONTENTS

Accepted Items:
Plastics (labeled 1, 2, 3, 5 and 7)
Food and beverage containers, cleaning solution bottles.
Demolished Cardboard Flattened. Pieces no larger than 2' X 4' X 5'.
Metal: Clean food trays, aluminum cans, aluminum baking pans.
Ceramics: Clean bowls, mugs, and non-enameled metal.
Mixed Paper: Newspapers, magazines, office & school paper, phonebooks and yearbooks, paper bags, flattened boxes.

NON-Accepted Items:
Glass, plastic bags, styrofoam, etc.—see Guidelines for full listing.

Customer Care
CustomerCare@cityofcallahan.com
(904) 849-5122

ALL FIREWORKS & SPARKLERS NEED TO BE SOAKING WET AND STAY WET IN THE TRASH.

How, Used, Misfired or "Duds" — All fireworks are dangerous when dry

More fires are reported on July 4th than any other day of the year. And 40% are started by dry used fireworks. Don't you know fireworks are just as dangerous if it's been a while as if they're new?

How to Make Fireworks Safe for Disposal

STEP 1: Soak in Water
Fill a large bucket of water and soak each firework thoroughly. Soaking them overnight is best.

STEP 2: Seal in Plastic
Once saturated, fireworkers should be placed in a plastic bag (BUT THEY CAN'T OPEN IT). Place in a non-leakable plastic bag or double wrap them in plastic wrap or tape up in two plastic bags.

STEP 3: Place in the Right Container
Fireworks should NOT be bagged and RECYCLED. They should be put in Recycling or Yard Waste.

Service Verification and Asset Management System

As identified in Part II Scope of Services, the County seeks access to a real-time service verification system. Respondent should describe the service verification system proposed, to include Radio Frequency Identification (RFID) based systems, if being utilized. In addition, Respondents should describe all asset management technology to be utilized.

Rehrig Pacific Vision A Software

Meridian Waste is proposing the purchase of replacement carts from Rehrig Pacific to maintain the County's current verification process utilizing RFID chips. This will include the Rehrig Pacific Vision A software license and corresponding chip reading truck equipment.

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View an account quickly on the map from the Account Manager screen to determine latitude and longitude of the account and serial number of containers attached to the account. Leveraging the Service Verification Application will also provide the assets' last tip information and the distance the container moved from the original assigned latitude and longitude location.

Account #1913

4 111111 BY GREENVILLE NC 28047 GREENVILLE
 Lat: 35.223077 Long: 79.791111

Green WASTE (12) 1913 Green Recycling
 Lat: 35.223077 Long: 79.791111
 Last Tip: 10/15/2023 10:00 AM
 Distance: 0.00 Miles

Account Map View

All Work Order and Inventory data reports are available in the Vision platform and can be fully customized to fit the needs of any specific user. As work is completed by your maintenance driver, inventories are adjusted by container size, type, location and status. Work orders are closed in real time for immediate response time to customer concerns. Utilize widgets (pictured below) that can be customized by the user or chosen from a variety of predefined widgets to create a unique user experience and only display the information that is important to each individual user.

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Vision **Rehrig Pacific Company** SINCE 1973

Rehrig Pacific focuses on developing innovative technologies to improve visibility in our customers' collection services operations. Rehrig Pacific's Vision Software Suite is a set of applications all designed to provide actionable business intelligence and improve workflow. The software was designed for scalability and high performance. Since 2006, Rehrig Pacific has implemented technology solutions to hundreds of customers across North and South America. Vision is a web-based software and is customizable based on the customers' needs. Vision has an Application Programming Interface (API) for back office data sharing.

Work Order + Inventory Application: Used for Residential and Commercial Asset (Non-Mobile) Tracking. A vital component to any technology program for tracking assets is creating and maintaining an accurate database. Rehrig's Work Order and Inventory application manages all asset transactions through a mobile application (which can be accessed from any customer provided Apple or Android device - picture below left) and desktop application (also pictured below right). The platform encompasses work order process flows as well as inventory monitoring of all asset types. Also included is a complete Dispatch program which allows for container asset maintenance route creation, optimization of stops, dynamic real time dispatching, and an interactive mapping layer. The maintenance driver experience includes pre-route loading requirements, optimized turn by turn directions, and real-time completion of work orders in the field. The driver and desktop solution combined automates the process for assigning assets to billable accounts, adjusting inventory availability (in yard), assigning LAT/LONG to service locations and closing out work orders in the system. Desktop users have access to all standard reports as well as customizable dashboards/widgets with notification alerts and interactive real time mapping center.

Driver Route Screen **Work Order Dispatch Screen**

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work order +inventory

Work Order + Inventory application's sophisticated account management capabilities enable both real-time confirmation and accurate inventory, eliminating the need for manual reporting.

How it Works

Customer Smartphone (iOS/Android) → Desktop (Inventory Confirmation) → Data Syncs with Real Time → Desktop (Work Order Confirmation) → Data Syncs with Real Time

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During the implementation of your program your customer's asset location and physical address will be set-up in the Vision system creating an accurate database that will be used to drive your program. This information will be kept up to date utilizing the Work Order + Inventory application in Vision which ensures for accurate reporting.

The Account Management function in Vision gives you all the account detail you need to manage your database. Quickly view account information by residential location, work orders, and assets. (Specifically: account numbers, address, route assignments, assets attached to the account, history of work orders performed at the account, add a new work order, view tip history, view account on route, edit account information, deactivate an account, and map assets). Through the Account Management tool in Vision you can manage all aspects of a customer account from one convenient location. With dynamically linked information, one click takes you anywhere and everywhere you need to go to satisfy your customers' needs.

Account Manager Screen

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Service Verification Application - RFID Reader Technology: Rehrig Pacific created a simplistic approach, with minimal human interaction, to successfully track your assets and verify service completion. Our advanced technology, offer a solid platform to build an accurate database and actively maintain it through its robust software. Rehrig's technology offering provides the ability to achieve its goals by implementing a program designed to promote better visibility of container assets and track service verification. Service Verification reporting and Big Data Analytics delivers insights to increase operational efficiency, landfill diversion, and recycling participation.

Since 2006, Rehrig Pacific has been providing sophisticated collection data tracking solutions. Ultra-High Frequency (UHF) RFID hardware and software can be installed on any type of collection truck available, including commercial front and rear load, Currotto cans, semi-automated rear load, semi-automated side load, and/or fully automated collection vehicles. These systems allow the vehicle to read RFID enabled containers during collection and then communicate data in real time to our web-based software for reporting. Optional three button Observation Panels can also provide an easy and simple way for drivers to capture additional vital data while on their route. The panels three buttons can be configured to record data to support your operations, e.g. "container blocked", "container not out", "extra tip", etc. With RFID enabled trucks and containers, it is easy to proactively track lost or stolen containers, determine residential or commercial participation/collection verification and thus efficiently manage routes, collection programs, and targeted education programs.

service verification

Desktop Map View

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service verification

Service Verification empowers your team to understand customers' behaviors, like detailed set-out rates by city, street, or residence. And, support the necessary actions to most effectively promote the community's needs.

How it Works

RFID enabled trucks collect data → Data is transmitted to the cloud → All data is automatically processed → Reports are generated and shared with customers

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RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Rehrig Pacific's RFID Reader

The Rehrig Pacific RFID Reader has simplified the use of RFID technology within the waste and recycling industry. Typical industry challenges such as down equipment/vehicles can cause the loss of valuable data due to the inflexibility of moving RFID systems from one truck to another. However, the Rehrig Pacific RFID Reader provides the flexibility our industry requires by being easily moved from one collection vehicle to another, or quickly installed on a spare vehicle. This flexibility allows our customers to always have an operating RFID system to capture valuable collection and GPS data for their programs when unexpected vehicle maintenance occurs. To date, Rehrig currently has 500+ RFID Readers actively deployed at 50+ customer locations.



The Rehrig Pacific RFID Reader incorporates all operating components such as a Patch Antenna (1 or 2 depending on application), GPS Module, and Cellular Modem all packaged into one easy to install solution.

Installation: Under Rehrig Pacific guidance, customer will provide all labor, tools and equipment required to install the RFID Reader onto their collection vehicles (unless otherwise agreed upon). Rehrig Pacific will provide the necessary mounting brackets and specifications for mounting the readers. Customer will utilize their mechanics to make a 12V power supply available in the area the reader will be mounted, as well as install the mounting brackets, any ancillary items (such as observation buttons, external GPS/GSM Antennas or sensors) and readers to the vehicles. Rehrig Pacific will provide all necessary parts and ancillary items required for this installation.

Performance: The Rehrig Pacific RFID Reader will be configured to read the UHF RFID tags on all containers targeted for data collection. Data collected will include the container ID being collected, the serial number, route, the date and time of the collection event, and the latitude and longitude of the truck at the time the container was collected. Equipment will also include LED lights and an annunciator (horn) that indicate the reader's status for troubleshooting purposes and to indicate when tags are read by the device in order to validate performance.

Data Management: The RFID readers are associated with the truck number in which they are installed. Throughout the collection day, the truck will capture container participation and will transmit collection data information via a cellular modem. Downloads of the RFID tag reads and other pertinent data transferred into the system allow for complete control of Customer's containers and collection operation. This information is transmitted to Rehrig Pacific's Vision System for viewing customizable widgets generating reports and analysis through the secure web-based software.


Side Load Single Installation

Big Data Analytics

Big Data Analytics is a new reporting feature designed to give our customers an interactive view into their collection, work order, and inventory data. Each report has the ability to drill down into specific data sets with just a few clicks to display the information most valuable to your waste and recycling management programs.


Collections Highlights:
The reports in the collections folder aggregates your cart tip information to report on participation, set out rates, and exception observations. These reports are helpful to identify your residents or customers that are involved in recycling, and target ones that need more recycling literature.

Historical Participation Percentage



Inventory Highlights:
Use the reports in the inventory folder to see your float of containers in the field and in inventory, and adjusted inventory based on open work orders. Locate potential lost or stolen assets by adjusting the distance threshold in the 'Assets by Distance Moved' report. For roll-off inventory, manage your last serviced location and container sizes for increased asset utilization.

Inventory Metrics:



Trucks highlights:
Truck Metrics will show you the total tips by truck on a specified date and display the collection time of each truck. Use this report to make decisions on route balance, truck usage, and check in on the health of your RFID readers.

Truck Metrics



Work Order Highlights:
Utilizing Closed and Open Work Order reports, monitor your productivity and plan your upcoming work orders to maintain your service level standards.



AMCS / Dossier Fleet Maintenance

In addition to cart asset management, truck management is of equal or quite honestly even greater important due to the capital investment of each truck and the potential danger associated with the size and weight of the trucks. Ensuring the safe and reliable management of the multi-million dollar investment in trucks for the County is of paramount concern and one in which Meridian Waste partners with AMCS/Dossier Fleet Maintenance to ensure consistent, compliant fleet operations. Dossier empowers the company to manage our equipment, employees, shop and resources in real-time resulting in greater productivity and quantifiable cost savings.

AMCS/Dossier Fleet maintenance is a scalable, cloud-based solution designed to simplify fleet operations. Combining multiple tools for enhanced efficiency, Dossier's integrated solution delivers real-time visibility and control of the company's assets, employees, shop and resources.

Benefits include:

- Reduce downtime and maintenance costs
- Extend life of equipment
- Reduce parts costs and inventory
- Increase productivity
- Reduce fuel and tire costs, and cost per mile
- Increase admin efficiency & regulatory compliance

Standard Features

- Daily Reminder Dashboard
- Predictive Scheduling & Maintenance
- Fuel Usage, Tracking, and Performance Analysis
- Personnel Management (Optional in Essentials)
- Vendor Management (Optional in Essentials)
- DOT and OSHA compliance
- VMRS Coding
- Reports

Optional Features

- Fuel and Meter Import
- Part Bar Coding
- Tire Management
- External Work Management
- Audit Trail (not available in Essentials)
- Customer Management

Information Management and Reporting

Respondent should describe in detail how it plans to record, manage and report information to satisfy all reporting requirements identified in Part II Scope of Services. Respondents are encouraged to submit examples of report formats. Sample formats shall not count toward the submittal page limit but should not exceed four pages total.

Meridian Waste utilizes Soft-Pak and multiple modules of Soft-Pak as described below.

Soft-Pak

Soft-Pak is a complete, business critical, integrated software solution that delivers an operating system using a secure web-based solution. All data access is securely controlled by Meridian Waste, so only company management or authorized administration have access. The cloud solution will prevent data loss, secure corporate information and ensure a redundant operation server.

Soft-Pak allows Meridian Waste to provide more services while managing our business with less worry and more efficiency:

- A comprehensive customer service package
- Online dispatching with route management
- Billing, accounts receivable & collections all integrated
- Productivity and profitability reporting per route
- Scale and landfill ticketing
- Inventory tracking, sales management, and fleet maintenance
- Commodity tracking and hazardous waste handling
- Extensive management reporting on all business segments

Many software packages offer service, billing or routing functions, Soft-Pak brings them all together in an integrated solution. You no longer require multiple databases for hauling and scale activities; Soft-Pak does it all while managing customer service, inventory, receivables and collections. Add value to your system with modules that are extensions of the core application.

Meridian Waste subscribes to many modules offered by Soft-Pak:

- **Sales-Pak Module** – Sales tracking, quotations, and prospect reporting
- **Vehicle Management** – Manage all aspects of your fleet
- **Scale-Pak** – Bringing the power of Soft-Pak our MRF, transfer station or landfill locations
- **Web-Pak** – Provide account information and secure credit card transaction online
- **Paperless E-Mail billing** – Automatically send invoices &/or statements via e-mail
- **Mobile-Pak** – Handheld electronic route sheets for driver efficiencies
- **Map-Pak** – View and optimize routes
- **Customized outsourced billing and mailing of invoices.**

The Soft-Pak system includes hundreds of standard features, the following is an example: secure Credit Card authorization, zip code validation, letter generation, collection module, Microsoft© Excel™, Word™, Google Maps and Outlook integration.

Mobile-Pak

With Mobile-Pak, drivers can easily view and scroll through their route list, update stop activity, and receive dispatched work in real time. Route information is easily entered via a drop-down selection that instantly transmits back to Soft-Pak. Driver activities and their GPS locations are sent to customer service or dispatching and displayed via Google Maps. All information flows back to Soft-Pak in real time with back-office functions like route productivity, work orders, billing, and route follow up completed instantly.

Mobile-Pak can be mounted in the cab for one-touch use or carried by the driver for mobility purposes. Drivers can easily take photos, update notes, and instantly verify additional services with two clicks. Truck locations are displayed via GPS (see Map Pak); thus, providing customer service and dispatching with an easy view of the entire fleet.

Mobile-Pak comes with:

- Real time GPS tracking on Google Maps™
- Scheduled and on call work sent instantly to drivers
- Mapping of local streets and highways
- Picture capabilities for overloaded / blocked containers
- All driver activity is recorded
- Recorded service time for each stop
- Geo code each stop for route management
- Enter scale information from disposal /transfer facility
- Capture signatures for customer verification
- Drivers can easily charge for and verify additional services
- GPS locations available for playback purposes w/ Map-Pak

Easily record an entire day's activity for playback purposes to ensure driver efficiencies. Improve your fleet's performance with the most cost-effective mobile application in the marketplace.

Map-Pak

Map-Pak works on the Google Map™ platform, the most powerful and cost-effective mapping application on the market. Easily view and display all routes and their stops from the Soft-Pak dispatching center. Click on any stop to verify account information and services performed. Select any criteria to view various route types, for example: same day routes, weekly routes, or different route types on different days. Visually identify overlapping stops and make the necessary changes to move stops and improve efficiencies. Take advantage of Google Map™ route optimization to re-sequence stops on a route list within Soft-Pak.

Map-Pak comes with

- Visually display routes in various colors
- Utilize Google Map™ viewing (terrain, traffic, or satellite views)
- Live traffic updates for drivers (via handheld Mobile-Pak)
- No software to load, manage, or update as streets are added
- Geo Code directly from handheld to "pinpoint" a stop for route management
- Easily route new customers by viewing surrounding routes of similar service
- Route optimization and re-sequence via Google Map™
- Display and record all driver activities for playback purposes
- Increased customer service with driver and route verification

Map-Pak works in conjunction with Mobile-Pak, by displaying the location of all active mobile devices on the Google Map™ display. Each driver's GPS location is sent to Soft-Pak in real time, providing instant verification of vehicle location for optimum efficiencies. Provide your clients with better service while reducing drive time and dispatching errors. View traffic in real time to help make judgment calls for on call dispatched work. Save time, save money and manage your

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Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



entire fleet while optimizing scheduled and unscheduled routes. Map-Pak and Google Map™, the smart choice for managing your routes and fleet.

Maptitude

Maptitude is simple mapping software that lets you create maps using your own data. Whether you store your data in Microsoft Excel, Access, and SQL Server, or as CSV, text, dBASE, Oracle, or any ODBC compliant data source, Maptitude can work with your data.

Create-a-Map Wizard™ provides start-to-finish assistance for locating (geocoding), geographically analyzing, and mapping your data. In a few easy steps, you can locate your customers, color code ZIP/Postal Codes with your sales data, build bands around your facilities, and much more.

Identify routes between points and choose whether to minimize distance or time. When a trip involves several stops, Maptitude can even help you decide the best order in which to visit them. The street layer included with Maptitude includes one-way streets and travel times allowing you to create the most accurate routes ever in Maptitude.

SAMPLE Soft-Pak Reports (excluded from page count):

Soft-Pak Route Activity for Dispatch and Manager to View Live

Allows management, dispatch and customer care to run reports for miss work orders, scheduled cart work and extra/bulk pick up work.

OBC Route Activity Current Record Type: Logon

Filters: (Add % for wild card. Ex: %trash% will show all entries with "trash") Click to Clear All Filters --> X

Record Type	Date	Co	Route	Rt Type	Vehicle	Driver	Day	Pics Only	Cust	Name			
Sorted by: Route Date desc													
Date	Day	Co#	Rout	Type	Vehic	Driver	Record Type	Start	Exit	Str	Odon	End Odon	Pic
2/09/17	THU	01	651	RL	1205	460	Logon/off	10:43	15:03				Y
2/09/17	THU	01	652	RL	1203	450	Logon/off	15:05	15:05				
2/08/17	WED	01	651	RL	1205	460	Logon/off	11:00					
2/02/17	THU	01	651	RL	1205	460	Logon/off	8:05					
1/31/17	TUE	01	653	RL	1212	459	Logon/off	11:43					
1/31/17	TUE	01	652	RL	1203	450	Logon/off	11:44					
1/31/17	TUE	01	654	RL	1211	457	Logon/off	11:55					
1/31/17	TUE	01	655	RL	1204	458	Logon/off	11:58					
1/31/17	TUE	01	656	RL	1206	153	Logon/off	12:05					
1/31/17	TUE	01	657	RL	1202	182	Logon/off	12:07					
1/31/17	TUE	01	658	RL	1210	455	Logon/off	12:27					
1/23/17	MON	02	631	RL	1310	DD	Logon/off	8:31	9:25	93806	93806		Y

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Soft Pak Route Activity Report in Excel

COMP DATE	ROUTE DRIVER VEHICLE DAY	START TIME	STOP TIME	START ODOMETER	STOP ODOMETER	TYPE	COMPANY	CUST NUMBER	CUST NAME	ADDRESS	CITY	#LIFTS	W/O	TICKET #	NOTE/COMMENT	DISPOSAL SITE	ACT DESC
02	01/23/17 631 DD	1310	1		93806	93806	ROUTE										
02	01/23/17 631 DD	1310	1	8:35	8:35	STOPS 02	67672		JEREMY OBERHAUS	15868 HWY UU	LOUISIANA						
02	01/23/17 631 DD	1310	1	8:35	8:35	STOPS 02	67672		JEREMY OBERHAUS	15868 HWY UU	LOUISIANA	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:37	8:37	STOPS 02	68243		JAMES KEMRY	12902 PIKE 142	LOUISIANA	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:37	8:37	STOPS 02	74253		TERRY WILSON	16736 PIKE 9226	BOWLING GREEN	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:37	8:37	STOPS 02	64760		NANCY SHOUGH	12775 PIKE 142	LOUISIANA	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:53	8:53	STOPS 02	64293		ALLAN BOLTON	12570 HWY NN	LOUISIANA	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:53	8:53	STOPS 02	69682		GENE SMITH D.O.	14872 HWY NN	LOUISIANA	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:53	8:53	STOPS 02	65351		KENNETH SKIRVIN	15405 HWY NN	BOWLING GREEN	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:59	8:59	STOPS 02	73063		TOM JENSEN	17052 PIKE 9223	BOWLING GREEN	1					COMPLETE
02	01/23/17 631 DD	1310	1	9:09	9:09	STOPS 02	64349		KELLY MILLS	16350 HWY UU	LOUISIANA	1					BLOCKED
01	02/09/17 651 460	1205	4	9:09	9:09	ROUTE											
01	02/09/17 651 460	1205	4	10:49	10:49	STOPS 01	110296		HERTEL KATHY	157 HWY AB	ST. CLAIR	1					
01	02/09/17 651 460	1205	4	10:49	10:49	STOPS 01	110296		HERTEL KATHY	157 HWY AB	ST. CLAIR	1					
01	02/09/17 651 460	1205	4	10:49	10:49	STOPS 01	114684		R & S CUSTOM CA	260 HWY AB	ST. CLAIR	1					COMPLETE
01	02/09/17 651 460	1205	4	10:49	10:49	STOPS 01	111779		ANDERSON, RODGE	295 HWY AB	ST. CLAIR	1					COMPLETE
01	02/09/17 651 460	1205	4	10:49	10:49	STOPS 01	114028		MARTIN, CHRISTI	333 HWY AB	ST. CLAIR	1					COMPLETE
01	02/09/17 651 460	1205	4	13:52	13:52	STOPS 01	111400		DONNA HOWELL	345 ROBIN LN	ST. CLAIR	1					COMPLETE

Map-Pak

Online – Interactive Dispatch of Work Orders

Dispatch, Customer Service, and Management are able to log into a Live – Interactive dispatch board to view work orders and the progress of the work order, from NEW to DISPATCHED to COMPLETED. Drivers are able to complete work orders in real time using GPS enabled tablets and Mobile-Pak.



Route Status Display

The Route Status Display Screen allows users to track information such as 'In Route', 'Broke Down', 'Traffic Delay', etc. as well as what sequence number and/or address the driver has last serviced. The Route Status Display can be updated manually or via OBC interface.

Date	Coll	Route	Type	Truck	Driver	Stop	Status	Seq	Last Serv. Add.	Notes	OBC
7/04/11	01	H01	RES	MEL	BB	55	IN ROUTE	22	14 MARGORAM WAY		
6/22/11	01	BT	REL	ABCD		1	BROKE DOWN	15	5225 W MAIN ST, SAN DIEGO	MECHANIC ON WAY .5 H	
6/22/11	01	B01	REC			1					
6/22/11	01	CH	RES			1					
6/22/11	01	CH2	RES			1					
6/22/11	01	CO1	CD			1					
6/22/11	01	C1	FEL	FLT1	RA	1					
6/22/11	01	C1	FEL	FLT1	RA	1					
6/22/11	01	C101	ROLL			1					
6/22/11	01	F01	FEL	203	DW	1					
6/22/11	01	F02	FEL	202	DW	1					
6/22/11	01	H01	RES	MEL	BB	1					
6/22/11	01	R01	REC	204	RA	1					
6/22/11	01	Y01	REC		LJ	1					

Customer Notes Reporting

Reports any notes added to an account by a user. In addition to showing the customer info and note detail, report will user, time, and date stamp each note.

COMPANY	CUST #	SERV FIRST NAME	SERV LAST NAME	CYCLE	NOTE CODE	NOTE DATE	NOTE TIME	NOTE	USER	CUST STOF
1	27		GERALD'S PHARMACY	CA	A/R91	38937	0.5794213	COLLECTION LETTER COMMERCIAL 91 + AGING	BETHV3	00/00/0000
3	26		FLUFF & FOLD	CA	A/R91	38937	0.5794213	COLLECTION LETTER COMMERCIAL 91 + AGING	BETHV3	00/00/0000
4	96		ABC CONSTRUCTION	JA	A/R91	38937	0.5794213	COLLECTION LETTER COMMERCIAL 91 + AGING	BETHV3	00/00/0000
5	27		GERALD'S PHARMACY	CA	A/R91	38975	0.5847338	COLLECTION LETTER COMMERCIAL 91 + AGING	DAWNV3	00/00/0000

Service Level Reporting

Reports current service levels by customer's address. Option to be produced in detail or condensed. Report used to summarize number of homes with each type of service, trash, recycle, yard waste, etc.

COMPANY	CUST #	SERV FIRST NAME	SERV LAST NAME	CYCLE	ROUTE	DAY	RTE	SEQ	QTY	SIZE	CHG CODE	FREQ	SCHEDULE	BIN #	P/U#	BIN AMTS	OVERRIDE	START
1	CW	2	GALINA	BESPECHNY	R1	H01	THU	0	1		CS		---H---	1	1	15		39759
2	CW	2	GALINA	BESPECHNY	R1	Y01	THU	0	1		YW		---H---	2	1	13	N	39759
3	CW	3	MANNY	BETRO	R1	H01	MON	0	1		CS		M-----	1	1	15		39759
4	CW	3	MANNY	BETRO	R1	Y01	MON	0	1		YW		M-----	2	1	15		39759
5	CW	4		FIREHOUSE GLASS	CA	F01	MON	0	2	4F	TW		M-W-F--	1	3	390		39759
6	CW	4		FIREHOUSE GLASS	CA	F01	WED	0	2	4F	TW		M-W-F--	1	3	390		39759
7	CW	4		FIREHOUSE GLASS	CA	F01	FRI	0	2	4F	TW		M-W-F--	1	3	390		39759
8	CW	6		CONROY'S FLORIST	CA	F02	WED	0	1	2F	TW		--W----	1	1	65		39759
9	CW	7		CONSTRUCTION EQUIPMENT CO	DA	1	WED	12	1	4F	CW		--W----	1	1	40		39759
10	CW	8		LOUIES	R1	H01	MON	0	1	96	GS		M-W----	1	2	7.69		40189
11	CW	8		LOUIES	R1	H01	WED	0	1	96	GS		M-W----	1	2	7.69		40189
12	CW	11	TEST	CREDIT LIMITS	R1	H01	MON	0	1	95			M-----	1	1	16		40275

RFP Response

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Maptitude – Drive Time Territories

Partition streets into zones so that each link is assigned to a feature based on the time or distance to that feature. For example, you can divide the streets in a city/county so that each is assigned to the nearest disposal facility.

- Optimizes your delivery routes to minimize your logistics costs
- Supports dynamic routing
- Provides fleet management tools
- Supports multiple stops
- Is the most affordable route optimization software
- Integrates with dispatch software.



SAMPLE Commercial Invoice (excluded from page count):

Understanding Your Invoice

Commercial

To help you become more familiar with your account, let's look at a few sections and terms we think you'll find helpful in understanding your invoices.

- Your **Account Number**—you'll need this when referring to your account, via the telephone and when setting up online bill pay at MeridianWaste.com/MyAccount.
- This line reflects your **Services** (DESCRIPTION and QTY) and the charge for those services.
- The **Environmental Fee** helps offset costs associated with the regulations, collection and disposal of waste in a safe and environmentally responsible manner.
- The **Fuel Fee** helps offset fluctuations in the cost of fuel.
- The **Administrative Fee** helps offset costs associated with customer billing, collection functions, print mail, lock box services, bank charges, and bad debt.
- Total New Charges** is the amount due for the current billing cycle. It does not include any past balances.
- Please Pay Balance Due** is the amount due for all outstanding balances.
- Check the **Insert** area for important information such as special updates, holiday schedules and promotional news from the Company.
- The **Important Messages** area is for any written information we need to pass along, such as changes of address, billing information or upcoming holiday schedules.
- Save your **Access Code**—you'll need this (as well as your Account Number) to set up online bill payments at MeridianWaste.com/MyAccount.

YOUR OCTOBER 2021 INVOICE

PG BOX 7050205
CHARLOTTE, NC 28276-0205
1 (704) 456-7592 • 1 (704) 456-7593 (FAX)
Questions? Call 1 (704) 456-7590 or
Visit www.MeridianWaste.com

1 Billing Date: 09/15/2021 Location: YOUR BUSINESS
2 Account Number: 01-12345678 123 MAIN ST
3 Due Date: 10/15/2021 BELLEVILLE, MO 63003

CHANGES IN DETAIL: for billing period 10/01/2021 - 10/31/2021

DATE	DESCRIPTION	QTY	AMOUNT
10/01/2021	ONE (1) HOUSEHOLD SERVICE	1.00	\$19.00
10/01/2021	ENVIRONMENTAL FEE		\$2.00
10/01/2021	FUEL FEE		\$2.00
10/01/2021	ADMINISTRATIVE FEE		\$2.00
10/01/2021	LATE FEE		\$2.00
	TOTAL NEW CHARGES		\$27.00

6 **7** **8** **9** **10**

7 **Please Pay Balance Due** **\$27.00**

8 **FIRE DANGER: LITHIUM BATTERIES**
Lithium batteries - do not put in your cell phone, laptop, tablets, and other devices - they are NEVER in your garbage OR recycling containers.

9 **IMPORTANT MESSAGES**
ONLINE BILL PAY IS AVAILABLE 24/7
VISIT WWW.MERIDIANWASTE.COM
YOUR ACCESS CODE IS: 12345678

10 **ONLINE BILL PAY IS AVAILABLE 24/7**
VISIT WWW.MERIDIANWASTE.COM
YOUR ACCESS CODE IS: 12345678

11 **12** **13** **14** **15** **16** **17** **18** **19** **20**

11 Billing Date: 09/15/2021 Due Date: 10/15/2021

12 Account Number: 01-12345678 Billing Period: 10/01/2021 - 10/31/2021

13 **Please Pay: \$27.00**

14 Date Paid Check Number Account Paid

15 **16** **17** **18** **19** **20**

11 **12** **13** **14** **15** **16** **17** **18** **19** **20**

11 **12** **13** **14** **15** **16** **17** **18** **19** **20**

11 **12** **13** **14** **15** **16** **17** **18** **19** **20**

11 **12** **13** **14** **15** **16** **17** **18** **19** **20**

11 **12** **13** **14** **15** **16** **17** **18** **19** **20**

11 **12** **13** **14** **15** **16** **17** **18** **19** **20**

11 **12** **13** **14** **15** **16** **17** **18** **19** **20**

11 **12** **13** **14** **15** **16** **17** **18** **19** **20**

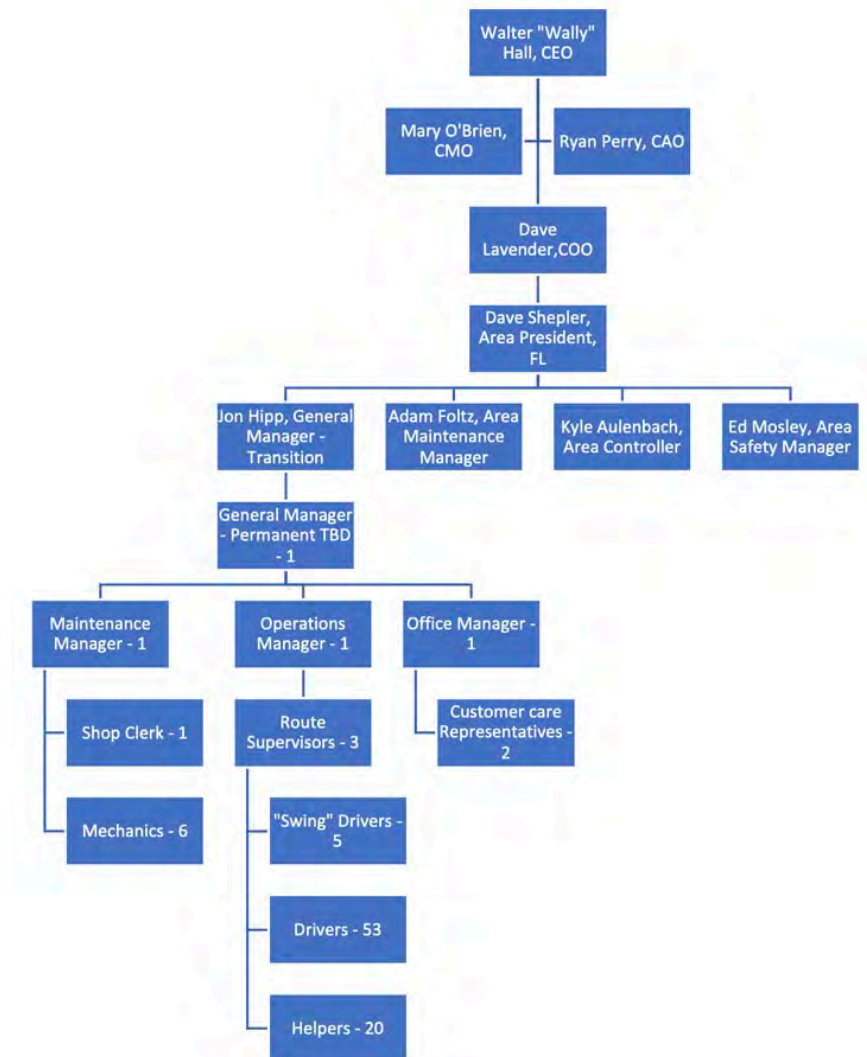
11 **12** **13** **14** **15** **16** **17** **18** **19** **20**



Organization

Respondent should include an organizational chart indicating titles and total number of personnel that would be devoted to work resulting from this ITN. Any subcontractors to be utilized should be clearly identified in the chart with a description of the specific work to be performed. Organization for each service option should be clearly identified. The chart should identify the structure of the company and the County's day-to-day point of contact for the contract.

The Sarasota County residential and commercial services contract would be a contract under the legal entity of Meridian Waste Florida, LLC, a wholly-owned subsidiary of Meridian Waste Acquisitions, LLC. It would be managed under the reporting structure of all hauling locations with the ultimate decision maker of the company's being the CEO who will be involved in the start up and financial oversight of this important contract. However, the managerial hierarchy of the contract will follow the below organizational chart. All team members listed below from the GM level and down will be 100% committed to the County's contract.





Staffing

Provide staffing information, including, but not limited to:

- Identify team members who are not 100% dedicated to this contract. Provide their percentage of dedication and other responsibilities.
- A detailed staffing plan for the operation including the number of employees in each position.
- A description of the process for hiring, selecting, and retaining employees.
- A proposed staffing ratio plan for drivers which identifies any part-time employees. Describe proposed staffing ratio for road supervisors to routes.
- Identify other positions such as safety manager, maintenance manager, road supervisors, dispatchers, schedulers, operators and mechanic.

Contract Commitment – Shared Resources

<p>DAVE SHEPLER Area President – Florida</p>	<p>75% committed to contract from award – first 3 months of service.</p>	<p>Will remain engaged for all contract discussions, pilot projects, storm/emergency events and other projects that are either requested of him by the County or are deemed of significant impact to the success and continued implementation of the contract.</p>
<p>ADAM FOLTZ Area Maintenance Manager – Florida</p>	<p>30% committed to the specification and procurement of collection vehicles until arrival then his commitment will increase to 50% committed to outfit, test and brand vehicles.</p>	<p>Will remain engaged to ensure overall maintenance is conducted per company policy and training for all mechanics takes place as required.</p>
<p>ED MOSLEY Area Safety Manager – Florida</p>	<p>50% committed from contract award – 3 months of service for team recruitment, hiring, training and add'l safety training.</p>	<p>Will remain engaged to ensure overall safety regulations are met in regard to personnel and facility management.</p>
<p>KYLE AULENBACH Area Controller – Florida</p>	<p>20- 25% committed to assist with the upload of customer information within Soft-Pak, establish the monthly, quarterly and annual accounting reporting criteria.</p>	<p>Will remain engaged to ensure proper monthly, quarterly and annual financial reporting.</p>
<p>MYRON LONG Director – IT</p>	<p>10% committed upon award – implement Vision A software, outfit new facility with needed connectivity and IT hardware</p>	<p>Will remain engaged as needed for troubleshooting purposes.</p>
<p>ZACK MESSINGER Director – Safety & Risk</p>	<p>20% committed upon award – assist with bonding, insurance and hiring of staff</p>	<p>Will remain engaged to implement company-wide safety and risk avoidance measures.</p>
<p>CINDY GREENBAUM Director – Human Resources</p>	<p>15% - will assist with employee recruitment, hiring, onboarding & retention.</p>	<p>Will remain engaged to implement company HR policies, programs & training.</p>
<p>CHARLIE GRAY Vice President – Operations</p>	<p>15% committed upon award – special projects</p>	<p>Will only be engaged as needed to address specific needs of the contract.</p>
<p>RYAN PERRY CAO</p>	<p>10% - will assist with finding of capital vehicle/equipment and facility lease/ purchase.</p>	<p>Will remain engaged regarding annual audit report and additional reporting criteria.</p>

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MARY O'BRIEN CMO	10% committed upon award to assist with public education and communication collateral.	Will remain engaged for community service efforts, updating marketing collateral including the website landing page specific to the County, service alerts for holidays and so forth.
DAVE LAVENDER COO	25% committed upon award – contract start to ensure proper capital investment, equipment procurement, safety overview, etc.	Will remain engaged to monitor financial and service performance.
WALLY HALL CEO	5% committed upon award for project financing and company-wide support of transition.	Will remain engaged as needed for capital decisions and over quality of performance.

Staffing Plan

POSITION	# OF PERSONNEL	JOB DESCRIPTION
GENERAL MANAGER	1	Oversee all operations, safety, financial P&L, personnel and service
OPERATIONS MANAGER	1	Manage day to day operations, customer service and drivers/helpers
ROUTE SUPERVISOR	3	Supervise collection routes out in field, manage driver/helper labor
CSR	2	Handle service calls, reception desk, and reporting requirements
OFFICE MANAGER	1	Manage office duties
DRIVERS	53	CDL route truck drivers, collect garbage, yard waste, recycle, bulk. We will use driver/helper trained crew to perform either duty as needed.
SWING DRIVERS	5	CDL drivers trained on all routes to train others and to fill in for regular drivers or helpers as needed
HELPERS	20	Ride on garbage and yard waste routes to dump carts & collect yard waste. Will have multiple driver/helpers trained.
MAINTENANCE MANAGER	1	Oversee entire fleet, truck shop, mechanics, and maintenance of route trucks
MECHANICS	6	Perform all needed and daily required maintenance, preventive maintenance on fleet
SHOP CLERK	1	Assist shop team, order parts, track inventory, complete reporting
TOTALS	94	

Recruiting/Hiring Process

- Location/Dept. determines the open position.
- Hiring Manager creates requisition for job posting to Indeed, Company website and other job boards.
- Hiring Manager to contact and extend opportunity to working with exiting franchisee hauler to offer application/employment opportunities to personnel currently servicing the collection routes.
- Source applicants

RFP Response

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- Screen applicants
- Shortlist applicants
- Interview candidates
- Extending contingent job offer
- Conduct Pre-employment background and drug screens

Hiring/Onboarding Process

- Through the ATS (Paycom), the new employee will complete all new hire documents, read, and acknowledge employee handbook and policies. Complete I-9 form, W-4 federal and state along with many other documents for the employee file.
- Once hired and on site, the employees experience onboarding such as introduction to staff, exposure to the building, where the important rooms are (rest room, lunchroom, Supervisor office, Time clock etc.)
- The hiring supervisor will manage the training portion to allow the new employee to become acclimated to his new role. Assign a trainer, mentor, coach.

Retention Strategies

- Build and design comprehensive benefits that attract and retain employees
- Provide various recognition programs such as:
 - Shout outs – recognition of employees by our customers
 - Incentives – motivates the employees by incentivizing their daily production.
 - Celebration of Service Anniversaries and employee birthdays
- Build trusting relationships between all levels at each site. We encourage transparency and create clear communication pathways, so our employees always learn important information firsthand, building a perspective of being a valued part of the organization. We believe in having an Open Door.
- Taking a total rewards approach to compensation
- Work with communities and higher learning institutions to offer development opportunities for our employees by apprenticeships, scholarships etc.

Staffing Ratio Plan

Swing/Substitute Drivers to Drivers

56 Drivers / 5 Swing/Substitute Drivers = 11.2 Swing/Substitute Drivers per Driver

Supervisors to Routes

53 Routes / 3 Supervisors = 9 Routes per Supervisor

Other Positions

As identified in the above staffing plan and organizational chart, Meridian Waste is proposing for this service district the following full time positions:

- **Maintenance:** Maintenance Manager, Shop Clerk and 6 Mechanics who will work within the shop as well as assist with roadside calls.
- **Office:** Office Manager and 2 Customer Care Representatives

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



As identified in the Shared Resources section above, Meridian Waste is proposing for this service district the following shared resources of full-time staff:

- **Area Staff:** Area President, Area Maintenance Manager, Area Safety Manager, Area Controller
- **Corporate Staff:** CEO, COO, CMO, CAO, Vice President – Operations, Director – HR, Director – Safety & Risk, Director - IT

A copy of the Company's Employee Manual is included in the supplemental information section of the ITN.

Schedule / Timeline

Provide a master timetable that is comprehensive and achievable for the transition of services as described in Part II Section 7.1.3.

Sarasota Transition Plan

Contract Start Date: 10/1/24

Executive Milestones Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
1/1/24	<p>Key Personnel (Transition Team & Contract Management) Responsible for Tasks</p> <p>Dave Lavender, Chief Operating Officer Mary O'Brien, Chief Marketing Officer Cindy Greenbaum, Director – Human Resources Zach Messinger, Director – Risk & Safety Myron Long, Director – IT Dave Shepler, Area President Jon Hipp, District Manager Adam Foltz, Corp Fleet Director Ed Mosely, Safety Manager Kyle Aulenbach, Area Controller Ricky Williams, Sr. Operations Manager General Manager (TBD upon contract award)</p>			
1/1/24	Order Carts and RFID	JON HIPP		
1/1/24	<p>Meet with County with Transition Update</p> <ul style="list-style-type: none"> • Review Initial Routing • Truck Order and Delivery Update • Employee Hiring Update • Draft Citizen & Commercial Customers Announcement Plans 	DAVE SHEPLER & TEAM		

RFP Response

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EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
3/1/24	Meet County with Transition Update <ul style="list-style-type: none"> Truck Update Employee Hiring Update Facility Update and Plan tour - Office & Maintenance Location 	DAVE SHEPLER & TEAM		
4/1/24	Finalize Shop/Truck Yard location <ul style="list-style-type: none"> Obtain Construction Permit Hire Contractor for Remodel 	ADAM FOLTZ		
5/1/24	Move into New Facility <ul style="list-style-type: none"> Internet Service Level 365 Phones 	ADAM FOLTZ		
8/1/24	Meet County with Transition Update <ul style="list-style-type: none"> Tour Facility and Equipment Employee Update Plan Ribbon Cutting event Support Team Arrival Drive Routes for Safety and Service Concerns (Adjust as Needed) 	DAVE SHEPLER & TEAM		
9/1/24	<ul style="list-style-type: none"> Plan and Assign Routes and Responsibilities Brief on Goals of Start Up Review Contract Requirements Review Service Standards 	RICKY WILLIAMS		
	<ul style="list-style-type: none"> Cart A&D/Swaps (See Operational Plan) Utilize RFID Tracking in SoftPak System Review Service Standards 	RICKY WILLIAMS / STAFF		
10/1/24	<ul style="list-style-type: none"> First Day of Collection All Hands on Deck Update County Throughout the Day 	DAVE SHEPLER & TEAM		
10/11/24	Celebrate Successful Start up	DAVE SHEPLER & TEAM		

Equipment Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
12/1/23	Order Trucks from Equipment Vendors Based on Contract Award	ADAM FOLTZ		
1/1/24	Determine MSW & Recycling Cart Inventory and Delivery Needs	JON HIPP		

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
4/1/24	<ul style="list-style-type: none"> Order Safety and Support Equipment for Trucks Uniforms Driver PPE Bags: Gloves, Vests, Hardhats, Safety Glasses, Air Gauge Brooms and Shovels Radios Spill Containment and Cleanup Kits First Aid Kits 	ED MOSELY		
8/1/24	<ul style="list-style-type: none"> Receive Trucks from Manufacturer Register and Tag Trucks Ensure Proper Tablet Mounting Dry Run All Trucks Inspect 	ADAM FOLTZ		
9/1/24	Commercial Dumpsters/Containers <ul style="list-style-type: none"> Receive, Brand and Begin Delivery of Commercial Dumpsters/Containers 	RICKY WILLIAMS / STAFF		

Business Systems and IT Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
4/1/24	Systems Setup <ul style="list-style-type: none"> Training with the County for Vision A Requests and Other Work Order Needs the County Requests Soft-Pak Database & Import of Addresses Intacct Entity Easy Route Import from Soft-Pak 	MYRON LONG		
8/1/24	Routing team to finalize routing plan	RICKY WILLIAMS		

Safety & Risk Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
4/1/24	Start Background Checks on Interviewed and Qualified Candidates <ul style="list-style-type: none"> MVR Drug Test Load into Concorde 	ED MOSELY		
8/1/24	New Route and Shop Employee Training <ul style="list-style-type: none"> OSHA Smith System Defensive Driving System Company/Industry Specific Safety Training Service Standard Training 	ED MOSELY		

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Employee Recruiting and Training Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
1/1/24	Hire/Designate Site Management Team <ul style="list-style-type: none"> • General Manager • Supervisors • Driver Trainer 	DAVE SHEPLER, JON HIPPI, RICKY WILLIAMS		
2/1/24	Advertise Job Openings on Website <ul style="list-style-type: none"> • Create Recruiting and Onboarding Schedule 	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
4/1/24	Driver Interviews Begin	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
4/1/24	Host "Job Fair"	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
5/1/24	Driver Interview Appointments to be Set	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
8/1/24	Job Offering to Qualified Candidates	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
9/1/24	New Hire Paperwork <ul style="list-style-type: none"> • HR Paperwork, Benefits, Emergency Contact, I-9's and W-2's • Obtain Employee Measurements for Uniforms 	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
9/1/24	Driver Route Training Plan and Calendar	ZACH MESSINGER, ED MOSLEY, RICKY WILLIAMS		
9/1/24	Advertise Routes	MARY O'BRIEN		
9/1/24	Driver Route Training <ul style="list-style-type: none"> • Assign Drivers to Training Routes • Routing Maps with Drivers • Supervisor and Management Ride Alongs 	ZACH MESSINGER, ED MOSLEY, RICKY WILLIAMS		
8/1/24	Customer Service Training <ul style="list-style-type: none"> • Service Standard Training • Contract Specific Services 	JON HIPPI 6 OFFICE MANAGER		

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

**Shop & Supplies Subtasks Schedule**

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
4/1/24	Order Shop Supplies and Equipment <ul style="list-style-type: none"> • Spare Part Kits • Tire Inventory • Miscellaneous Shop Tools and Equipment • Fuel and Oil Vendor 	ADAM FOLTZ		

Public Education & Outreach Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
6/1/24	Submit Draft Materials to County for Review <ul style="list-style-type: none"> • Service Day Change Notifications • Collection Guidelines • Website Landing Page - Contract Specific 	MARY O'BRIEN		
7/1/24	Update & Finalize Design of Public Education Materials	MARY O'BRIEN		
9/1/24	Issue Education / Transition Materials to Residential & Commercial Customers <ul style="list-style-type: none"> • Mail Residential Service Day Change Postcards • Mail Commercial Notification of Commercial Container Swap Out Details + Service Day Notification • Go LIVE with Sarasota Website Landing Page: (www.MeridianWaste.com/Sarasota) • Add New Service Zip Codes to Service Zip Code Database for Website Form Submission and SEO 	MARY O'BRIEN		



NORTH SERVICE DISTRICT



Supplemental Information

RFP Response

BID #232452VG:

Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

SUPPLEMENTAL INFORMATION

The following information supports the proposal provided by Meridian Waste Florida, LLC to Sarasota County for its Bid# 232452VG: Solid Waste, Recyclable Materials and Yard Waste Collection Franchise.

Truck Manufacturer Specifications

- **McNeilus® Zero Radius Side Loader with Battle Motors (Crane Carrier) Low Entry Tilt 2 Chassis** — Residential MSW Collection Class I & Class II (Curbside)
- **McNeilus® Extra Compaction Rear Loader with Freightliner® M2 106 or 114SD Chassis** — Residential MSW Collections Class II (Site Services) + Residential Yard Waste Collection + Residential Bulk Waste Collection
- **McNeilus® Atlantic Series Front Loader with Mack® or Peterbuilt® Chassis** — Commercial Frontload Dumpster Collections
- **Mack® Granite Roll Off Truck Chassis with Galbreath® U5-OX-174/194 Cable Hoist** — Commercial Open Top Roll Off Collections + Compactor Collections
- **Petersen® BL-3 Lightning Loader® Knuckle Boom** — Excess Residential Yard Waste Collection + Storm Debris
- **Mack® MD7 Chassis with CM Truck Beds 24' Flatbed** — Appliance/Bulk/Electronic Collections/Tires
- **Ford Chassis Cab F-350 or F-450 with CM Truck Beds 24' Flatbed with Split Railing** — Appliance/Bulk/Electronic Collections/Tires
- Flatbed Container Delivery truck (No spec sheets needed)
- Flatbed Supervisor Truck (No spec sheets needed)

Cart Manufacturer Specifications

- **Rehrig Pacific 95 Gallon EnviroGuard Roll Out Cart** — Residential MSW Collection

Container Manufacturer Specifications

- Iron Container Front Load Dumpsters and Front Load Containers
- Iron Container Roll-Off Dumpsters & Roll-Off Containers
- Lewis Steel Works Roll-Off Containers
- Lewis Steel Works Front Load Containers

Meridian Waste Internal Manuals

- Employee Manual

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



- Safety Manual
- Maintenance Manual
- Emergency Action Plan (SAMPLE)

McNeilus

ZERO RADIUS SIDE LOADER



The ultimate in accessibility. Navigate narrow streets, tight alleyways and low clearance obstacles with ease.

- Maximizes efficiency with the largest hopper available industry-wide and an extremely fast pack cycle, keeping the hopper clear at all times
- Exclusive McNeilus® Excalibre™ packing cylinders feature a hardened tool steel shaver that keeps refuse debris out, drastically reducing hydraulic contamination
- Full-eject body keeps the driver in the cab during load ejection, increasing safety, reducing chassis wear and simplifying operations
- Load-sense hydraulics provide significant cost savings on fuel use, and system provides integrated protection sensors
- Smooth, operate-at-idle arm improves driver comfort and dramatically reduces body sway and noise
- Grabber assembly grasps cans from 30 to 110 gallons easily, and side-of-body arm mounting, rather than over the hopper, reduces stress on the vehicle frame

Model Year Updates

- Guarded Midship Lights

PERFORMANCE SPECIFICATIONS (in seconds)*

WORKING RPM @ IDLE

Arm Out	2-1/2
Arm In	2-1/2
Arm Up	3
Arm Down	3
Grabber Open	1-1/2
Grabber Closed	1-1/2
Pack Cycle	16 (+/- 10%)
Ejector Extend (to end of body)	27
Ejector Retract (to home position)	13
Top Door Up	1-1/2
Top Door Down	1-1/2
Tailgate Open	16
Tailgate Closed	18

*Cycle times may vary slightly

ARM ASSEMBLY

Arm Construction Tube	Grade 500B tube
Arm Style	Zero Radius (ZR)—ideal for demanding commercial routes riddled with tight spaces and tough obstacles

Arm Lifting Capacity = 550 lb

Arm Reach = 6 ft (standard), 12 ft (optional)

HOPPER SPECIFICATIONS

Hopper Capacity (w/top door down)	Largest in the industry at 4.8 useable cubic yards
Hopper Walls	3/16 in. AR400
Hopper Floor	1/4 in. AR400

PACKER/EJECTOR SPECIFICATIONS

Lower Packing Face	1/4 in. AR200
Packing Panel Follower	10-gauge grade 50 high-strength steel
Track and Wear Strips	Chromium carbide X-Wear

BODY SPECIFICATIONS

Body Floor	3/16 in. AR200
Body Walls	AR450 and AR200
Roof	12-gauge GR50

TAILGATE SPECIFICATIONS

Tailgate Rear and Side Walls	1/4 in. AR450
Eight-Point Automatic Locking Tailgate	

OPERATIONS

McNeilus CODE™ simplified CAN-based controls offer the best technology in the business (smart fuse panel, complete diagnostics, vehicle status messages, pre-trip reminders and much more!)

Electronic proportional controls

HYDRAULICS

Pump	Piston type: pressure-flow compensated, PTO-mounted
Control Valves	Proportional electric/hydraulic
Oil Reservoir Capacity	50 gallon
Return Filter	5 micron-in tank
Suction Strainer	100 mesh stainless steel

CYLINDERS

Ejector Cylinder	Multistage
Arm Cylinder	Hydraulic motor driven
Tailgate Cylinder	25 in. x 38 in. stroke

PAINTING

Packer and components steel shot blasted prior to priming with high solids epoxy primer

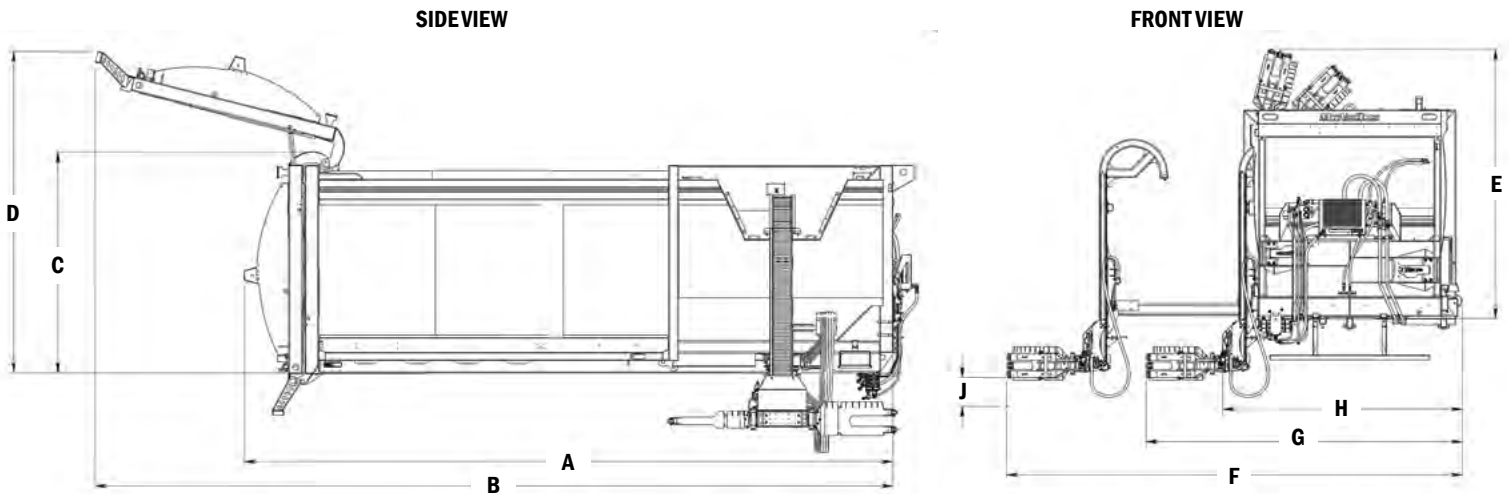
Finish: Sikkens' Autocoat BT LV650 Topcoat, a high-performance, high solids polyurethane

McNEILUS WARRANTIES

Contact your McNeilus representative on warranty details. For more information, go to www.mcneiluscompanies.com

ZERO RADIUS SIDE LOADER

- Industry's best factory-direct service and support network, with mobile service trucks ready to answer your call
- McNeilus CODE™ CAN-based controls are the most advanced, easiest to use in the industry, with operator status display and full diagnostics at your fingertips
- Highest-quality abrasion-resistant steel in all high-wear areas for added strength and durability
- NGEN CNG (Compressed Natural Gas) systems available on a range of chassis choices and engine configurations
- Proudly made in the USA



DIMENSIONS

DESCRIPTION	22 YD ³ (16.8 M ³)		24 YD ³ (18.4 M ³)		26 YD ³ (19.9 M ³)		27 YD ³ (20.6 M ³)		28 YD ³ (21.4 M ³)		31 YD ³ (23.7 M ³)	
(A) Body Length: Tailgate Closed	240 in.	6096 mm	260 in.	6604 mm	280 in.	7112 mm	294 in.	7468 mm	300 in.	7620 mm	314 in.	7976 mm
(B) Body Length: Tailgate Open	307 in.	7798 mm	307 in.	7798 mm	347 in.	8814 mm	361 in.	9169 mm	347 in.	8814 mm	361 in.	9169 mm
(C) Height: Tailgate Closed	101 in.	2553 mm	101 in.	2553 mm	101 in.	2553 mm	101 in.	2553 mm	101 in.	2553 mm	101 in.	2553 mm
(D) Height: Tailgate Open	145 in.	3683 mm	163 in.	4128 mm	145 in.	3683 mm	145 in.	3683 mm	163 in.	4128 mm	163 in.	4128 mm
(E) Max Height When Dumping	122 in.	3099 mm	122 in.	3099 mm	122 in.	3099 mm	122 in.	3099 mm	122 in.	3099 mm	122 in.	3099 mm
(F) Body Width: Arm Out, Grabber Closed 6 ft Reach (12 ft Reach)	206 in. (269 in.)	5232 mm (6833 mm)	206 in. (269 in.)	5232 mm (6833 mm)	206 in. (269 in.)	5232 mm (6833 mm)	206 in. (269 in.)	5232 mm (6833 mm)	206 in. (269 in.)	5232 mm (6833 mm)	206 in. (269 in.)	5232 mm (6833 mm)
(G) Body Width: Arm In, Grabber Closed	143 in.	3620 mm	143 in.	3620 mm	143 in.	3620 mm	143 in.	3620 mm	143 in.	3620 mm	143 in.	3620 mm
(H) Body Width: Arm In, Grbr Open	115 in.	2921 mm	115 in.	2921 mm	115 in.	2921 mm	115 in.	2921 mm	115 in.	2921 mm	115 in.	2921 mm
(J) Grabber Height from Ground**	12 in.	305 mm	12 in.	305 mm	12 in.	305 mm	12 in.	305 mm	12 in.	305 mm	12 in.	305 mm

**Dimension based on 40-inch chassis frame rail height. Actual dimension will vary depending on chassis measurement.



We offer a complete line of parts and services for all makes and models. View and purchase at www.StreetSmartParts.com or call 888.686.7278.



Learn more at www.mcneiluscompanies.com

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SPECIFICATIONS AND PERFORMANCE

Class	GVWR Range	Horsepower	Output Torque
6 - 8	46,000 - 72,000 lbs	300 - 430 hp	860 - 1,650 ft lbs

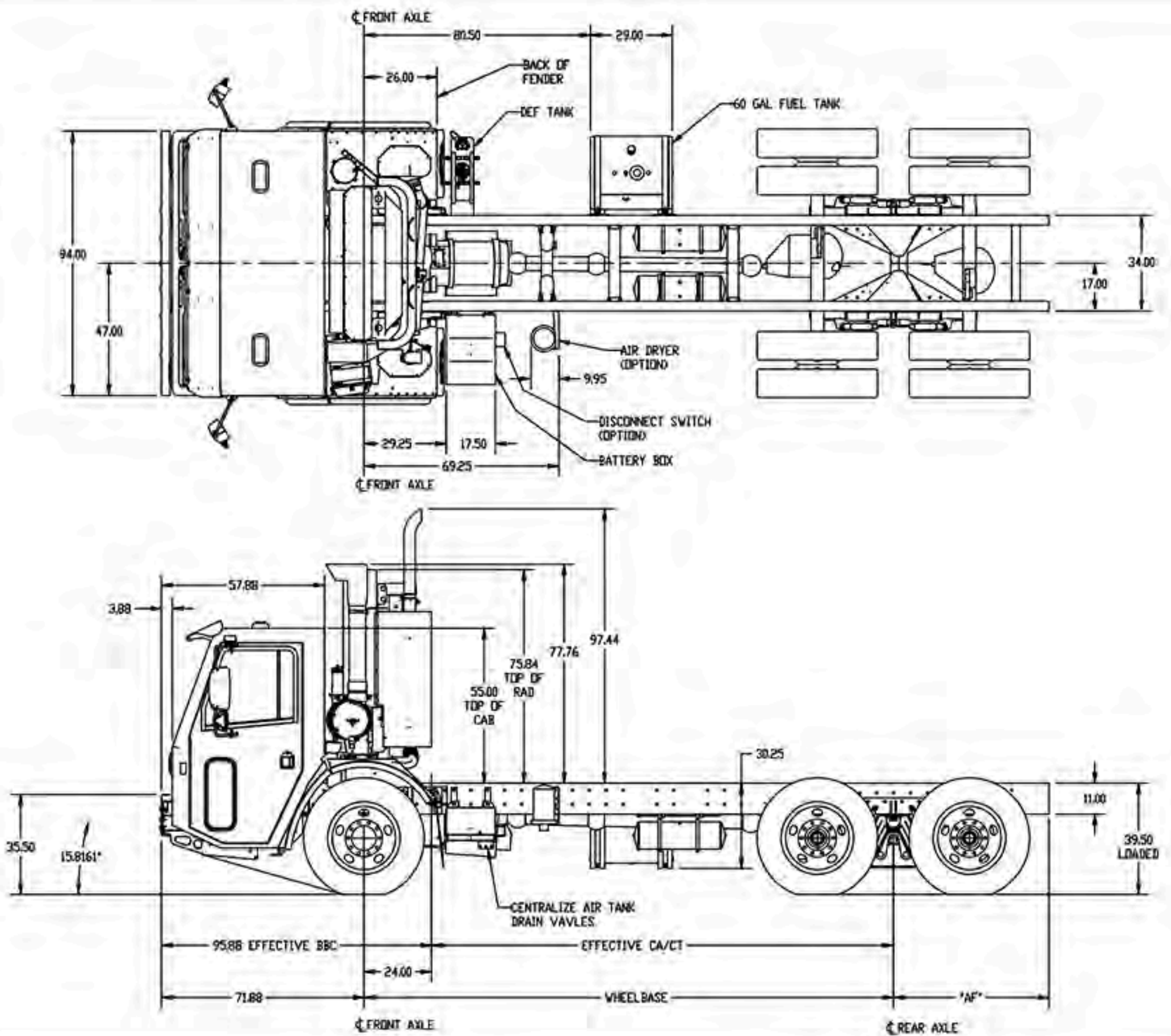
POWERTRAIN

Engine	Transmission	Drive Axle	Front Axle
Cummins L9	5th Generation Allison 450Q RDS	Single Dana S26-190	Tandem Dana D46-170HP Dana D2000F
Front Suspension	Rear Suspension		
CCC 20k Taper Leaf Springs	Single Reyno 102CC	Tandem Hendrickson HMX	

CAB

Width	Seating	Doors	Steering
94 inches	Two seats	Standard	Right Hand Tilt and telescopic steering column
Exterior Features	Interior Features		
All steel severe-service cab shell Large flat glass windshield Remote mounted 1,814 in ² radiator	18" low step-in height on both sides LED lights		Integrated HVAC Power windows 5 electric variable speed fans

TECHNICAL DRAWINGS



OPTIONS*

Engine	Transmission	Drive Axle	Front Suspension
Cummins X12	Allison 3000 RDS Allison 3500 RDS	Single Dana S30-190	CCC 14.6k Taper Leaf Springs CCC 17k Taper Leaf Springs Tandem Dana DSH44P Dana D52-190P
Doors	Steering	Seating	
Standard Bi-fold Flip	Right-hand Left-hand Dual	Two seats (Standard) Four seats (Crew Cab)	

* Additional customizations available upon request.

DOWNLOADS

[LET 2 Diesel Brochure](#)

Download

McNeilus

EXTRA COMPACTION REAR LOADER



Powerful rear loader with more capacity and more compaction to take on the toughest routes.

- Larger tailgate and hopper allow for more volume from residential to heavy commercial routes
- More powerful hydraulic cylinders have the ability to crush refuse at up to 1,200 pounds per yard
- Slide panel tracks of 1/4-inch high-strength steel, combined with quick-change slide shoes, mean higher compaction and low maintenance
- Top-quality, abrasion-resistant steel featured in the hopper—the highest-wear area—increasing durability
- Optional McNeilus® Excalibre™ cylinders feature a hardened tool steel scraper that drastically reduces hydraulic contamination
- XXC package available for even more demanding routes that includes a thicker body floor, reinforced load edge, splash guard and extended tailgate

2015 Model Year Updates

- LED Trap Lights
- LED Hopper Work Light

PERFORMANCE SPECIFICATIONS (in seconds)*

WORKING RPM @ IDLE			
Dump Cycle	25-27		
Sweep Extend	7		
Sweep Retract	4		
Slide Extend	5		
Slide Retract	11		
Tailgate Open	30		
Tailgate Closed	18		
Compaction = 1,200 lb/yd			
Quick Change UHMW Polyethylene Slide Shoes			
	25 YD ³	28 YD ³	32 YD ³
Ejector Extend	20	27	33
Ejector Retract	28	30	40

*Cycle times may vary slightly

STANDARD BODY SPECIFICATIONS

Body Floor	3/16 in. AR200 5/16 in. AR200 (XXC)
Side Walls, Front Section	10-gauge AR200
Side Walls, Rear Section	1/8 in. AR450
Roof	10-gauge AR200

HOPPER SPECIFICATIONS

Hopper Capacity	3.5 cu yd
Hopper Floor	1/4 in. AR200
Hopper Sides	Top: 3/16 in. grade 50 high-strength steel, Bottom: 1/4 in. AR200
Hopper Liner	1/4 in. AR200

PACKER/EJECTOR SPECIFICATIONS

Slide Face Plate	3/16 in. grade 50 high-strength steel
Sweep Face Plate	1/4 in. AR200
Packer Edge Strip	1/4 in. grade 50 high-strength steel

TAILGATE SPECIFICATIONS

Tailgate Walls	3/16 in. AR200
Wear Strips	1/2 in. x 3 in. 1044 steel
Tailgate Seal Height	50 in

OPERATIONS

Mechanical controls with integrated control panel

HYDRAULICS

Pump	Single gear or vane with pack-on-the-go flow control system
Control Valves	Primary; Parker VA35 with Smart-Pak®
Oil Reservoir	20 yd ³ : 40 gallon 25–32 yd ³ : 50 gallon
Filter	Parker 40 CN, 100 mesh suction strainer

CYLINDERS

Ejector Cylinder	25 YD³ : 7-1/2 in. bore x 7 in. rod x 119-1/2 in. stroke (4-stage) 28 YD³ : 7-1/2 in. bore x 7 in. rod x 138 in. stroke (4-stage) 32 YD³ : 8-3/4 in. bore x 8-1/4 in. rod x 163 in. stroke (5-stage)
Slide Cylinder	5-1/2 in. bore x 4-1/2 in. rod x 39 in. stroke
Sweep Cylinders	5 in. bore x 4 in. rod
Tailgate Cylinder	3-1/2 in. bore x 3 in. rod x 42 in. stroke

PAINTING

Packer and components steel shot blasted prior to priming with high solids epoxy primer
Finish: Sikkens' Autocoat BT LV650 Topcoat, a high-performance, high solids polyurethane

POPULAR OPTIONS

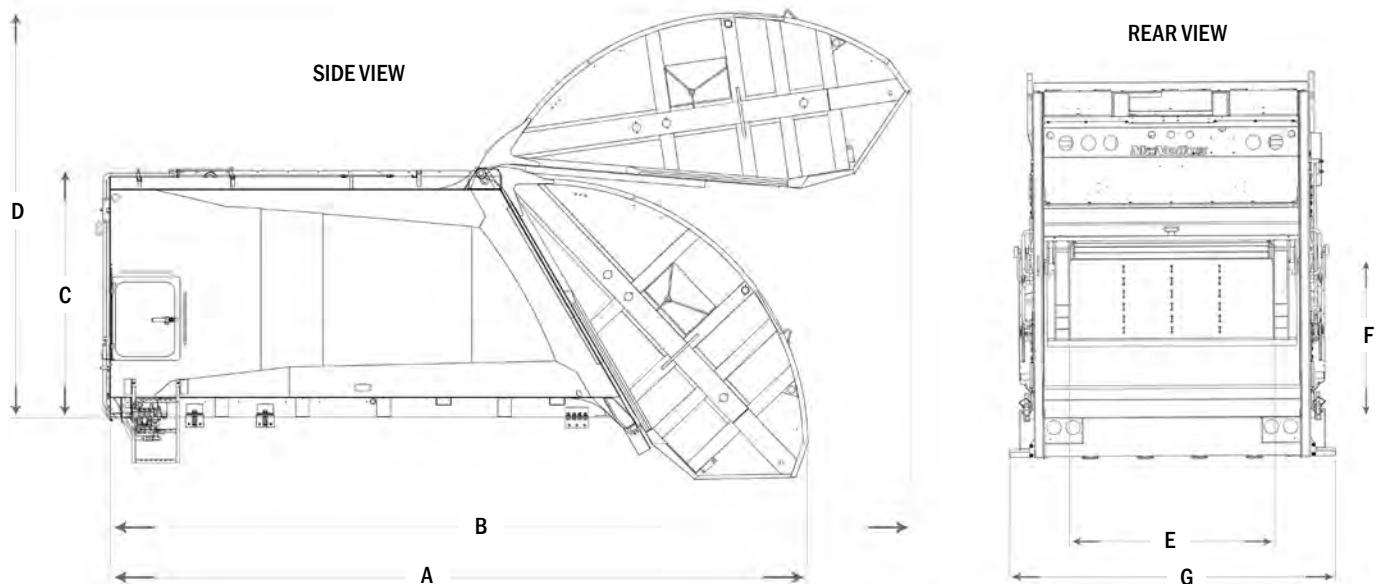
Spool Winch or Reeving Cylinder
Guides and Latches
Container Lift Bar

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EXTRA COMPACTION REAR LOADER

- Industry's best factory-direct service and support network, with mobile service trucks ready to answer your call
- Proudly made in the USA
- NGEN CNG (Compressed Natural Gas) systems available on a range of chassis choices and engine configurations



DESCRIPTION	DIMENSIONS					
	25 YD ³ (19.1 M ³)		28 YD ³ (21.4 M ³)		32 YD ³ (24.5 M ³)	
(A) Overall Length, Tailgate Closed	285 in.	7239 mm	304 in.	7722 mm	329 in.	8357 mm
(B) Overall Length, Tailgate Raised	314 in.	7976 mm	333 in.	8458 mm	358 in.	9093 mm
(C) Overall Height, Tailgate Closed**	99 in.	2515 mm	99 in.	2515 mm	99 in.	2515 mm
(D) Overall Height, Tailgate Raised**	170 in.	4318 mm	170 in.	4318 mm	170 in.	4318 mm
(E) Inside Hopper Width	80 in.	2032 mm	80 in.	2032 mm	80 in.	2032 mm
(F) Hopper Opening Height	58 in.	1473 mm	58 in.	1473 mm	58 in.	1473 mm
(G) Overall Width w/Steps	102 in.	2591 mm	102 in.	2591 mm	102 in.	2591 mm
Overall Width w/o Steps	96 in.	2438 mm	96 in.	2438 mm	96 in.	2438 mm

**Dimension with no winch. Adding a spool winch or reeving cylinder winch will increase height dimension to between 100-108 inches depending on the option chosen.



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Freightliner M2 106 Plus Specs

Specifications

The Freightliner M2 106 Plus is designed to get any job done.

Base Specifications

Class	Horsepower
6-8	200-360 HP
GWPT	Torque
66,000 lbs.	520 to 1150 lb-ft

Cab Configurations

Engines

Axles

Suspensions

Transmissions



Freightliner 114SD Plus Specs

Specifications

The Freightliner Trucks 114SD Plus is built for severe duty; packed with power and ready for work.

Base Specifications

Class	Horsepower
7/8	260-525 HP
GVW	Torque
92,000 lbs. (independent of lift axles)	720 to 1850 lb-ft

Cab/Sleeper Configurations

Engines

Axles

Suspensions

Transmissions

Features



Freightliner 114SD Plus Specs

Specifications

The Freightliner Trucks 114SD Plus is built for severe duty; packed with power and ready for work.

Base Specifications ^

Class	Horsepower
7/8	260-525 HP
GW	Torque
92,000 lbs. (independent of lift axles)	720 to 1850 lb-ft

Cab/Sleeper Configurations v

Engines v

Axles v

Suspensions v

Transmissions v

Features v

McNeilus

ATLANTIC SERIES FRONT LOADER



It's rugged. Heavy duty. And built to take on your toughest commercial routes.

- Maximizes efficiency with a fast pack cycle that keeps the 12-cubic-yard hopper clear at all times, saving time on densely populated routes
- Exclusive McNeilus® Excalibre™ cylinders feature a hardened tool steel scraper that drastically reduces hydraulic contamination
- Compaction force of 118,800 psi crushes almost any type of refuse you can throw at it

- 10,000-lb-rated arm capacity does the heavy lifting for you
- Eight-point locking tailgate ensures it stays shut and eliminates leakage

2015 Model Year Updates

- LED Trap Lights
- LED Hopper Work Light
- LED Camera Assist Lights

PERFORMANCE SPECIFICATIONS (in seconds)*

WORKING RPM	IDLE	1350 RPM
Arm Down	11	6
Arm Up	10	6
Fork Down	4	3
Fork Up	3	3
Packer Extend	N/A	20
Packer Retract	N/A	9
Ejector Extend	28	N/A
Ejector Retract	10	N/A
Top Door Open	8	7
Top Door Closed	7	6
Tailgate Open	28	N/A
Tailgate Closed	31	N/A
Seal Height	50 in	
Compaction Force = 118,800 psi		

*Cycle times may vary slightly

ARM ASSEMBLY

Arm Side Plate	1/4 in. grade 80
Arm Construction	Internal reinforcement

FORKS

Fork Construction	A36, 1.5 in x 60 in
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HOPPER SPECIFICATIONS

Hopper Capacity	12 cu yd
Hopper Floor	1/4 in. AR400
Upper Hopper Sides	3/16 in. AR200
Lower Hopper Sides	3/16 in. AR400
Hopper Width	84 in

PACKER/EJECTOR SPECIFICATIONS

Lower Face Plate	5/16 in. AR200
Upper Face Plate	3/16 in. AR200
Packing Panel Floor Tracks	3/8 in. grade 50 high-strength steel
Top and Side Wear Strips	1/4 in. AR400
Bottom Wear Strips	1/4 in. X-Wear

BODY SPECIFICATIONS

Body Floor	3/16 in. AR200
Body Roof	10-gauge AR200
Body Side Walls	1/8 in. AR450

TAILGATE SPECIFICATIONS

Tailgate Rear and Side Walls	1/8 in. AR450
Eight-Point Automatic Locking Tailgate	

OPERATIONS

Multiplexed and distributed CAN-based controls offering the best technology in the business (sealed keypads, backlit screens, operator status lights and diagnostic display)

Air or Rabbit Ear Joysticks

HYDRAULICS

Pump	Vane or gear with pack-on-the-go flow control system
Control Valves	Parker VA35, MRV setting—2,500 psi
Oil Reservoir Capacity	50 gallon
Return Filter	5 micron
Suction Strainer	100 mesh stainless steel with magnets

CYLINDERS

Ejector Cylinder	(36-40 yd) 6-1/4 in. 3-stage 164 in. (43-45 yd) 6-1/4 in. 3-stage 181 in.
Arm Cylinder	4-1/2 in. bore x 2-1/2 in. rod x 46 in. stroke
Fork Cylinder	3-1/2 in. bore x 2 in. rod x 26 in. stroke
Tailgate Cylinder	3-1/4 in. bore x 2 in. rod x 38 in. stroke

PAINTING

Packer and components steel shot blasted prior to priming with high solids epoxy primer

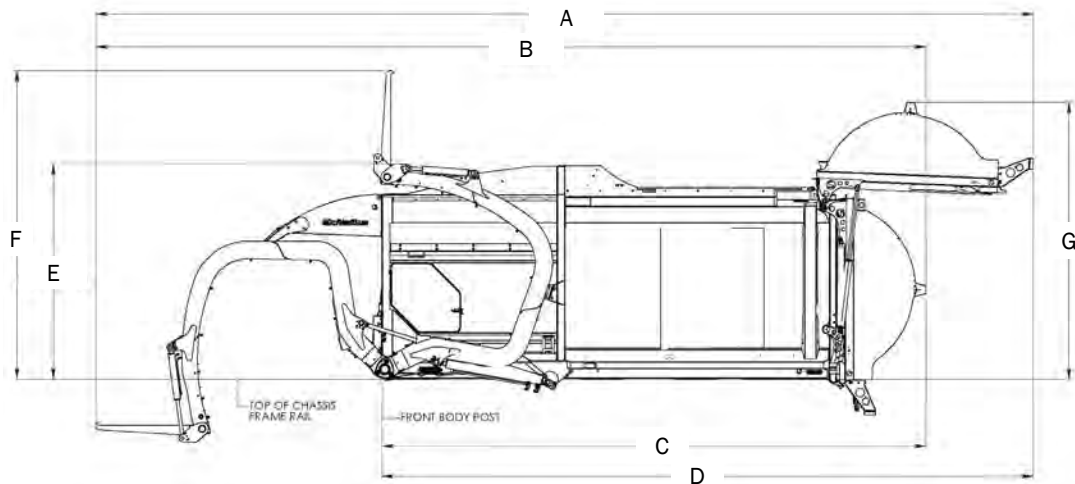
Finish: Sikkens' Autocoat BT LV650 Topcoat, a high-performance, high solids polyurethane

McNEILUS WARRANTIES

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ATLANTIC SERIES FRONT LOADER

- Industry's best factory-direct service and support network, with mobile service trucks ready to answer your call
- NGEN CNG (Compressed Natural Gas) systems available on a range of chassis choices and engine configurations
- Highest-quality abrasion-resistant steel in all high-wear areas for added strength and durability
- Multiplexed and CAN-based controls, offering the best technology in the business (sealed keypads, backlit screens, operator status lights and diagnostics display)
- Proudly made in the USA



DIMENSIONS								
DESCRIPTION	36 YD ³ (27.5 M ³)		40 YD ³ (30.6 M ³)		43 YD ³ (32.9 M ³)		45 YD ³ (34.4 M ³)	
(A) Length: Arms Down, TG Open	487 in.	12,362 mm	487 in.	12,362 mm	521 in.	13,226 mm	521 in.	13,226 mm
(B) Length: Arms Down, TG Closed	437 in.	11,105 mm	454 in.	11,54 mm	471 in.	11,968 mm	488 in.	12,398 mm
(C) Length: Arms Stowed, TG Closed	277 in.	7,043 mm	294 in.	7,473 mm	311 in.	7,907 mm	328 in.	8,336 mm
(D) Length: Arms Stowed, TG Open	327 in.	8,301 mm	327 in.	8,301 mm	361 in.	9,164 mm	361 in.	9,164 mm
(E) Height: Arms/Fork Down	119 in.	3,012 mm	119 in.	3,012 mm	119 in.	3,012 mm	119 in.	3,012 mm
(F) Height: Arms Stowed/Forks Up	171 in.	4,349 mm	171 in.	4,349 mm	171 in.	4,349 mm	171 in.	4,349 mm
(G) Height: Tailgate Raised	182 in.	4,610 mm	182 in.	4,610 mm	182 in.	4,610 mm	182 in.	4,610 mm
Overall Body Width	102 in.	2,591 mm	102 in.	2,591 mm	102 in.	2,591 mm	102 in.	2,591 mm



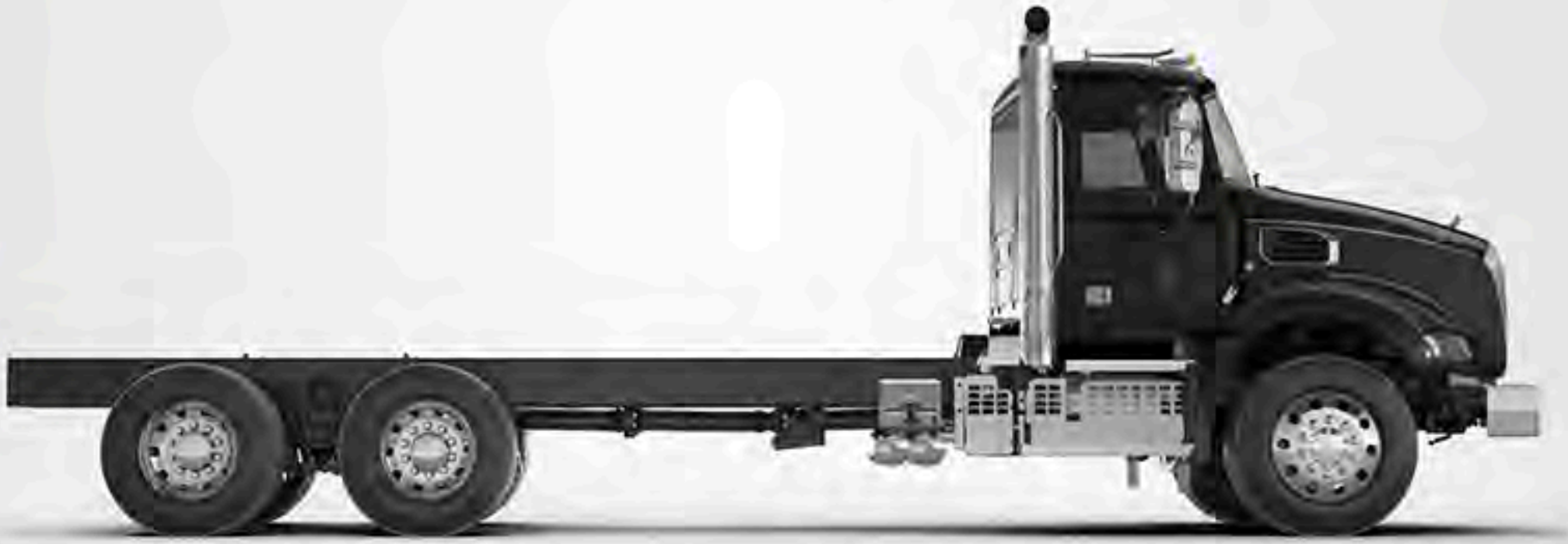
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McNeilus
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Learn more at www.mcneiluscompanies.com

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Granite®



Base Configurations

Class
8

Horsepower
325-505 HP

Torque
1260-1860

GVW
35,000-92,000

GCW
80,000+

Cab Configurations

Day Cab

36-inch Sleeper

Engines

MP7 ▶
- 11 Liter
• 325-405 HP
• 1200-1560lb.ft.

MP8 ▶
- 13 Liter
• 415-505 HP
• 1460-1860lb.ft.

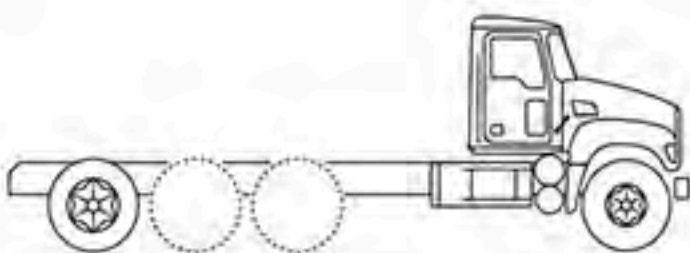
Transmissions

Manual
Eaton-Fuller Manual Transmissions

Automated Manual
mDRIVE

Automatic
Allison RDS Series

Axles



Front Axles
Mack UniMax Axles with Integrated Hub

Drive Axles
Meritor® "S" Cam Q-Plus Brakes

U5-OX-174/194 ROLL-OFF CABLE HOISTS

LEGACY U-SERIES



Tel: 800.285.0666 | sales@wastequip.com
www.galbreathproducts.com



Extra Long Extendable Tail (OX) roll-off cable hoists are the perfect option when low loading angles are needed. The OX hoist model offers the lowest loading angle of any Galbreath product at 23 degrees¹. The OX, offering a standard air assist ICC bumper, combines the standard features of an OR model hoist with the flexibility and versatility of the 48" stinger tail from the EX model.

- » **Tandem axle trucks**
- » **60,000 lb. capacity**

U5-OX-174 shown with Pioneer tarping system. Rear wing skid plates with outboard supported side rollers, fold down over the cylinder & flip up/down recessed in-frame auxillary stops and steel toolbox options

Standard Features

Ease of Operation

- Centered cab mount - Power Tower with standard air controls
- Plug n' Play wiring system
- Pintle-ready rear aprons
- Hydraulic oil tank manual shut off valve
- Low loading angles w/ additional 48" of tail extension

Safety

- Split bumper with LED lighting and back-up alarm
- Heavy duty rear apron assembly
- Fixed rear hold downs
- Heavy duty safety stops
- Air assist fold-up ICC bumper
- Backup & hoist up alarm with signal light in cab
- Minimal truck chassis modification required

Durability

- All pivot joints, roller assemblies & sheave blocks easily accessed for service and grease
- Frames are huck-bolted to chassis (factory mounted units)
- 3 micron hydraulic return oil filtration
- 10 micron breather filter on hydraulic oil tank
- 100 micron mesh screen suction strainer inside tank
- Limited lifetime warranty on frame
- 2 year limited hydraulic system warranty

Quality

- Lean manufacturing processes
- Engineered with solid modeling to ensure maximum product quality
- Stress analysis testing
- Customized engineering layouts ensure the exact fit for each customers' chassis
- Phosphorous wash before the two-part epoxy primer and paint (factory mounted units)

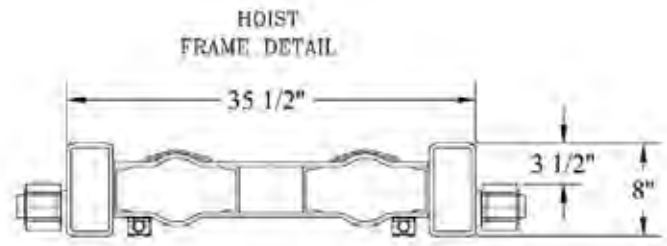
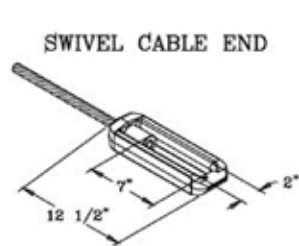
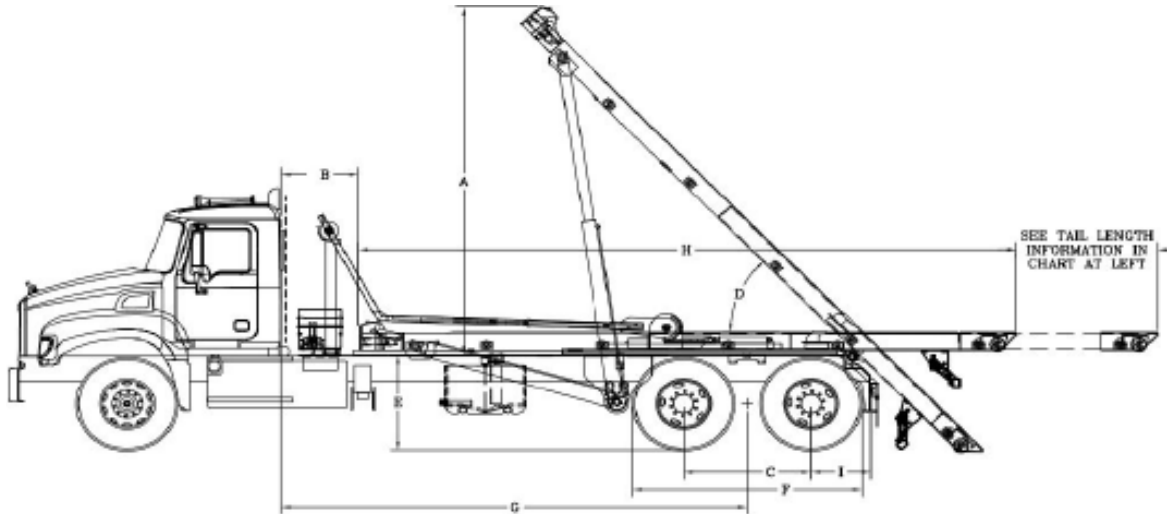
Available Options

- Steel, aluminum or poly fenders
- Pioneer tarping systems
- Reverse mount & telescopic lift cylinders
- Auxiliary stops & hold down systems
- Lift axles
- Pintle hook applications
- Speed-limiting parameters for hoist-up
- Scale systems
- Outside/inside rail (OR, IO models)
- Special model and option configurations available upon customer request
- 75,000 lb. capacity model also available

¹ Depends on chassis setup and configuration, suspension, and frame height.

U5-OX-174/194 ROLL-OFF CABLE HOISTS

Figure 1



FEATURE	TANDEM AXLE
Hoist main frame / sub-frame	MF - 8" x 4" x 1/2" / SF - 3" x 2" x 3/16" A500 Grade-C structural steel tubing
Front stops	1 1/2" steel plate
Front safety lock	Automatic spring loaded (driver's side only, curb side option available)
Hinge shaft	2 1/2" solid steel
Cable anchors	4 cable clamps
Cable / cable end	7/8" XIP steel cable / swivel eye cable end 79,600 lbs. test
Cable sheaves	10" OD (outside diameter) grease grooved with bronze bearings
Working points	Greasable
Outside rollers	4" OD with bronze bearings (5 per side)
Rear hold downs	3/4" steel plate located for standard Wastequip containers
Oil reservoir	50 gallon with 3 micron return filter / 10 micron tank breather filtration / 100 micron mesh screen suction strainer
Hydraulic pump	Gear type 35 gpm @ 1,500 rpm
Hydraulic valve	2 - spool / 45 gpm with safety bypass
System operating pressure	1,850 psi
Lift cylinders	(2) - Dual acting, rod type
Winch cylinders (reeving system)	(2) - Dual acting, rod type

Notes for Figure 1

- 1 When recommending container lengths, weight distribution, fender interference and overhang will all be factors
- 2 Factory tested with recommended container length and water level load
- 3 Frame = top of truck chassis frame
- 4 Use 22.5" tires only; for larger tires, consult representative
- 5 Request additional tail length for spring suspensions higher than 45"

Truck Specifications

Front axle: 18,000 lbs. (minimum) capacity
 Rear axle: 44,000 lbs. (minimum) capacity
 50,000 psi or more chassis frame
 Minimum section modulus = 24 in.³

	U5-OX Model		U75-OX Model	
	174" CA/CT	194" CA/CT	174" CA/CT	194" CA/CT
Recommended container size ¹ (see note above)	18' - 22'	20' - 24'	18' - 22'	20' - 24'
Rated hoist capacity ² (see note above)	60,000 lbs.	60,000 lbs.	75,000 lbs.	75,000 lbs.
Lift cylinders	6" x 4" x 72"	6" x 4" x 72"	7" x 4" x 72"	7" x 4" x 72"
Lift cylinder hinge pin size	2 ½"	2 ½"	2 ½"	2 ½"
Winch cylinders	7" x 4" x 80"	7" x 4" x 90"	7" x 4" x 80"	7" x 4" x 90"
<i>For references below use drawing pictured above (figure 1)</i>				
A - Height above truck frame ³ (see note above)	161 ¾"	180 9/16"	161 ¾"	180 9/16"
B - Back of cab to front of hoist	6"	6"	6"	6"
C - Axle spread	50 - 55"	50 - 55"	50 - 55"	50 - 55"
D - Raised dump angle	47°	48°	47°	48°
Loading angle	23°	24°	23°	24°
E - Top of truck frame to ground ^{3,4} (see notes above)	42"	42"	42"	42"
F - Tire OD to OD	96" Max.	96" Max.	96" Max.	96" Max.
G - Cab to axle (CA), cab to trunnion (CT) (add 12" for tarper and/or hard plumbing)	174"	194"	174"	194"
H - Hoist length ⁵ (see note above)	280"	298 ¾"	280"	298 ¾"
Tail length (fully extended)	Add 48"	Add 48"	Add 48"	Add 48"
I - After frame (add 2" for air ride)	23"	25"	23"	25"
Air activated ICC bumper is standard on OR, IO, OX, XI and SI models)	Std.	Std.	Std.	Std.
Approximate weight with standard features	7,520 lbs.	7,830 lbs.	7,870 lbs.	8,180 lbs.



MACK® MD7

BUILT FOR GROWTH.



MACK MD SERIES

Dependability, durability and steadfast support—everything you've come to expect from Mack is now available in a medium-duty truck: the Mack MD Series. The MD Series is packed from the exterior to the driver environment with features that ensure a smooth, stress-free ride—backed by our unmatched local dealer support when you need it. We've taken care of the details so you can focus on growing your business.

BORN READY.

MACK® MD7

KEY FEATURES

Cab air suspension (standard)

Full-width aluminum grated steps for easy entry and egress, horizontally offset for visibility (standard)

50-gallon fuel tank (standard), 90-gallon (optional)

Frame rails rated at 120,000 psi yield strength (standard)

34-inch assembled frame width (standard)

Rear leaf spring suspension (standard), Mack Maxlite AirRide (optional) on 206-inch wheelbases and longer

Tires 11R22.5 (standard)

Steel powder coated white disc wheels (standard), aluminum wheels (optional)

Passenger door lower peep window (standard)

Flat back-of-cab and clear frame platform for easy body installation (standard)

8 wheelbases to accommodate short to long body lengths of various types

Clear side frame space for customer add-ons



Comfortable Interiors

The Mack MD7 brings heavy-duty levels of driver comfort and functionality to medium-duty trucks, to keep drivers comfortable and safe all day. Tilt/telescoping steering column, air suspension driver seat and all controls within reach keep drivers in control.

All Day Uptime

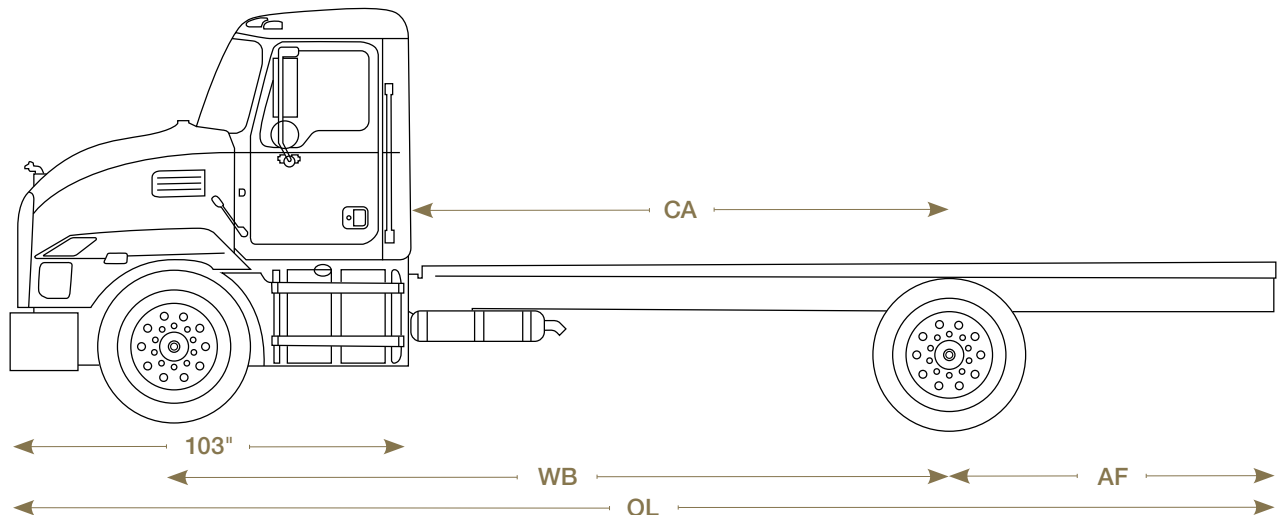
The MD7 is standard with Geotab providing basic telematics and upgradeable for enhanced fleet management. MD Series customers also have access to Mack's industry-leading Uptime Services. Mack's ASIST platform streamlines and shares service communications among the customer, dealer and Mack's 24/7 Uptime Center.

Typical Dry Van Body Length	(ft.)	10	12/14	16	18	20	22	24	26*
Wheelbase*	WB (in.)	150	166	186	206	221	236	251	270
Cab-to-Rear Axle	CA (in.)	87	103	123	143	158	173	188	207
After Frame	AF (in.)	50	55	60	65	70	80	90	100
Chassis Overall Length	OL (in.)	240	261	286	311	341	356	381	410
GVWR**	(lb.)	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Front Axle Capacity (standard)	(lb.)	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Rear Axle Capacity (standard)	(lb.)	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Front Axle Weight**	(lb.)	6,180	6,235	6,275	6,340	6,375	6,400	6,450	6,500
Rear Axle Weight**	(lb.)	3,450	3,465	3,495	3,525	3,575	3,620	3,665	3,715
Total Chassis Weight***	(lb.)	9,630	9,700	9,770	9,865	9,950	10,020	10,115	10,215

*Wheelbase selection should be based on specific weight distribution.

**Base model GVWR, ratings and chassis weights

***Total Chassis Weight is for standard specifications excluding driver and fuel.



MACK® MD7

ENGINE	Cummins B6.7 Inline 6-cylinder, Turbo/Intercooled Diesel
Horsepower/Torque	220 hp/600 lb. ft. EPA (std)/CARB (opt)
	240 hp/560 lb. ft. EPA (std)/CARB (opt)
	250 hp/660 lb. ft. EPA (std)/CARB (opt)
	260 hp/660 lb. ft. EPA (std)/CARB (opt)
	280 hp/660 lb. ft. EPA (std)/CARB (opt)
300 hp/660 lb. ft. EPA (std)/CARB (opt)	
Air Cleaner Type	12 in.
Alternator	Delco 12V, 145 amp
Batteries	Dual 760CCA (1520 total CCA)
Engine Brake	Cummins, with dash switch
Fuel Filter	Filter and Water Separator
	Heated, Fuel and Water Separator
Starter	Melco12V

TRANSMISSION	STANDARD	OPTIONAL
	Allison 2500HS	Allison 2500RDS Allison 3000RDS
6-speed, double OD rated up to 660 lb. ft. torque, w/Fuel Sense and Neutral-at-Stop		

Rear Axle Ratios	4.88*	5.29	5.57	5.83
-------------------------	-------	------	------	------

*4.88 R/A ratio not available with MS-17-13X or 14x rear axle

*4.88 R/A ratio not available with 11R22.5 tires

FRONT AXLE

GAWR	12,000 lbs.
Axle Type	Meritor MFS-12, I-Beam
Suspension	Mack Taper-leaf, 12,000 lbs.
Shock Absorbers	Telescopic type

CHASSIS FRAME

Rail Dimensions	10.24 in. x 2.75 in. x 0.315 in. (260 x 70 x 8 mm)
Yield Strength and RBM	120k psi, 1.547m RBM
Assembled Width	34 in. (864 mm)

REAR AXLE	STANDARD	OPTIONAL
	GAWR (lb.)	21,000
Axle Type—Meritor	MS-21-13x	MS-21-14x*
Suspension—Taper-leaf (lb.)	21,000	
Suspension—Optional (lb.)	Mack Maxlite 210 21,000**	

Shaded areas indicate optional equipment.

*Rear axle option equipped with driver controlled differential lock.

**Rear air suspension available on 206-, 221-, 236-, 251- and 270-inch wheelbases only.

CAB	Steel cab with premium trim level
Air Conditioning	Standard
Audio	AM/FM with Bluetooth
Body Builder Prep	Harness and 12 pin RP140a connectors for body lighting connection
Cab Lighting	Interior courtesy lights (2)
Cab Mirrors	Black finish with lower convex mirror
Cab Suspension	Dual airbag cab suspension
Cruise Control	Standard
Cup Holders	Two large cup holders in console
Passenger Door Window	Lower door peep window with lens
Power Outlets	12 volt and USB
Power Steering	Standard
Power Windows and Locks	Standard
Pro Dash	Premium dash cluster
Seat Driver	High back, air suspension w/vinyl trim
Seat Passenger	High back, fixed base w/vinyl trim
Steering Column	Tilt and telescopic
Steering Wheel	Flat-bottom steering wheel
Sun Visors	Driver and passenger

BRAKE SYSTEM

Front Brakes	Bendix Antilock Braking System "S" Cam Air Brake System
Rear Brakes	Meritor S CAM Q+, 16.5 in. x 5 in.
Parking Brake	Meritor S Cam Q+, 16.5 in. x 7 in.
Air Dryer	Rear axle, spring brake Wabco SS1200HP

FUEL TANK

Round 22 in., driver-side. 50 gallons
Round 22 in., driver-side. 90 gallons

DEF TANK

25 liter, passenger-side

WHEELS

Accuride steel disc, powder coated white wheels 8.25 in. x 22.5 in., offset 6.6 in., 5-hole
Accuride aluminum wheels 8.25 in. x 22.5 in., offset 6.59 in.; 10-hole

TIRES—Front

Bridgestone R268 Ecopia radials, 11R22.5 (G)
Bridgestone R268 Ecopia radials, 11R22.5 (G)
—Rear Bridgestone M760 Ecopia radials, 11R22.5 (G)

MACK® MD7



WARRANTY SUMMARY	MD Series
Typical Vocations	Distribution, Short Haul or P&D
Axle Configuration	4 x 2
Basic Coverage	24 months/unlimited miles*
Batteries	12 months/unlimited miles*
Chassis Towing	90 days or 5,000 miles (8,047 KM), whichever occurs first*
Air Conditioning	24 months/unlimited miles— air conditioning (sealed system only)
Engine/Emissions	Warranty coverage provided by Cummins — both EPA and CARB
Transmission	Warranty coverage provided by Allison
Driveline, Rear Axle, Front Steer Axle	12 months/unlimited miles*
Cab Structure and Internal Cab Corrosion	60 months/unlimited miles*
Frame Rail/ Cross Members	60 months/unlimited miles*
Noise Emission	Life of vehicle*

*See complete warranty certificate for details.

Shaded areas indicate optional equipment.

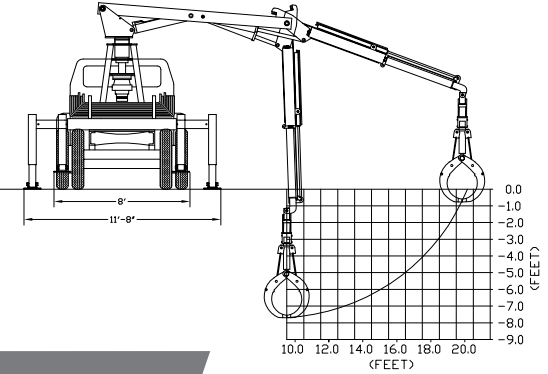
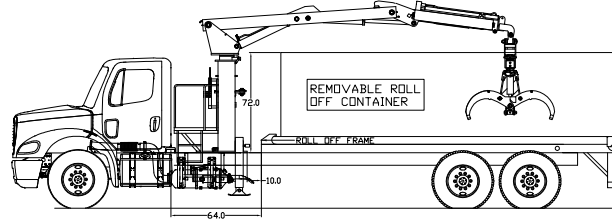
All illustrations, specifications and descriptions in this specification are based on the latest product information available at the time of this publication. The right is reserved to make changes in price, materials, equipment, design, specifications, diagrams and models, and to discontinue models of equipment at any time, without notice and without incurring any obligation whatsoever. For more information on additional options and accessories, contact Mack Trucks, Inc. (www.macktrucks.com).

UPTIME SUMMARY	MD Series Models
Mack OneCall™	12 months
Mack ASIST	12 months
Geotab Basic	12 months
PURCHASE OPTIONS	
Mack OneCall	24–60 months, in 12 month increments
Mack ASIST	24–60 months, in 12 month increments
Geotab Basic	24–60 months, in 12 month increments
Geotab Plus	12–60 months, in 12 month increments
OTHER OPTIONS	
Allison Upgrade	Fuel Sense Premium w/Dynactive and NAS
Battery Shut Off	Under cab, passenger side
Bumper/Grille	Chrome bumper and grille combination
Cab Mirrors	Black finish w/convex mirror, heated and motorized
	Chrome finish w/convex mirror, heated and motorized
Drivers and Passenger	Modura cloth upgrade seat upholstery
Engine Block Heater	120V–750W (0.75KW)
Passenger Seat	Two-person bench seat w/vinyl and under seat storage
PTO Prep	Harness and switch kit
Seat Belts	Orange driver and passenger belts



GENERAL SPECIFICATIONS

Reach	20 ft. 7 in.
Main Boom & Tip Boom	16 ft. 7 in.
Tip Extension	4 ft.
<hr/>	
Outrigger Span	11 ft. 8 in.



SYSTEM DESCRIPTION

- Loader is mounted to a chassis between the cab and the cable roll-off hoist
- Designed to swap containers and prevent loader from going to the landfill

CONTROL OPTIONS

- Dual manual controls for outriggers and loader on both sides of truck
- QUADSTICK® mechanically linked dual joystick controls
- Stationary top-mount control seat

ROLL-OFF HOIST

Please contact Petersen Industries for roll-off recommendations and requirements.

RECOMMENDED CHASSIS (MINIMUM)

Body Style	Conventional Cab
Clear Space: Cab to Roll-off Hoist	64 inches
GVW Rating	54,000 lbs. (tandem)
Frame	1,500,000 RBM

CONTACT PETERSEN INDUSTRIES FOR COMPLETE SPECIFICATIONS.



LIFT CAPACITY

Radius	Load Capacity
10 ft. radius	7,100 lbs.
16 ft. radius	4,400 lbs.
20 ft. radius	3,200 lbs.

HYDRAULIC REQUIREMENTS FOR LOADER

The BL-3 Lightning Loader® requires 18 GPM with a maximum system pressure of 2500 psi. This can be accomplished with an air controlled valve section from the hoist control valves fitted with a flow controller set to 18 GPM. The pump can also be upgraded to a tandem and the second pump section can be sized to flow 18 GPM at a preset engine rpm. Please consult a Petersen representative to determine which method best suits your truck.

SCAN TO LEARN MORE



4000 SR 60 West
Lake Wales, FL 33859
1.800.930.LOAD (5623)



PETERSENIND.COM
Contact Us Today To Learn More



Specifications



Highlights

Fuel Capacity

26.5 gallons (F-350 SRW w/68D Payload Downgrade Pkg.)

40 gallons (F-350 SRW/F-350 DRW/F-450/F-550/F-600; NA with 68D Payload Downgrade Pkg. on F-350 SRW)

66.5 gallons (DRW - dual diesel tanks)

Drive Type

4x2

4x4

Available Engines

6.7L Power Stroke[®] V8 Turbo Diesel (optional on all models)

7.3L PFI V8 (standard on all models)

Horsepower | Torque

330 HP @ 2,200 rpm | 950 TQ @ 1,800 rpm (6.7L Power Stroke[®] Turbo Diesel)

335 HP @ 3,750 rpm | 468 TQ @ 3,750 rpm

Transmission

TorqShift[®] 10-Speed SelectShift[®] Automatic

Wheelbase

Regular Cab: 145.3"/169.3"/193.3"/205.3"

SuperCab: 167.9"/191.9"

Crew Cab: 179.7"/203.7"

Warranty

Bumper to Bumper: 3 years / 36,000 miles

Powertrain: 5 years / 60,000 miles

Commercial Powertrain Warranty: 5 years/100,000 miles. Fleet only for vehicles purchased with a valid Fleet I.D. Number (FIN) Code.

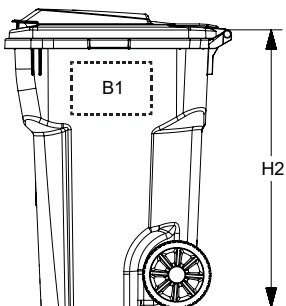
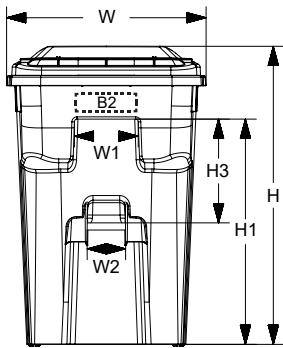
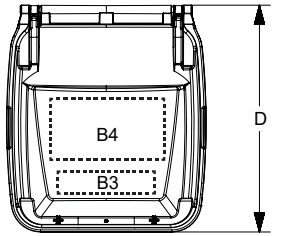
Safety Restraint System: 5 years / 60,000 miles

Corrosion (Perforation only): 5 years / Unlimited miles

Roadside Assistance Program: 5 years / 60,000 miles

95 Gallon EnviroGuard Roll Out Cart Specifications

Meets and/or exceeds all ANSI Standards for Type B & G containers



Specifications	IN/LB	CM/KG
Capacity (Gallons / Liters)	95 Gal	360 L
Overall Depth (D)	33.3	84.5
Overall Width (W)	29.2	74.1
Overall Height With Lid (H)	43.5	110.4
Lift Skirt Height (H1)	33	83.8
Upper Lift Skirt Width (W1)	9.5	24.1
Catch Bar Width (W2)	5.6	14.2
Handle Height (H2)	40.6	103.1
Distance Between Skirt & Catch Bar (H3)	15.2	38.7
Resin Weight	32	14.5
Assembled Weight	35	15.8
Gripping Diameter	28.1	71.4
Nest Increment	5.7	14.4
Carts Per Stack	13	
53' Trailer Quantity	702	

Decoration Areas	WIDTH (IN)	HEIGHT (IN)
Side Brand - Hot Stamp (B1)	11.5	7.5
Barcode & Serial Number (B2)	9.75	1.25
Lid Hot Stamp Brand (B3)	11	2.25
4 color In Mold Label or Hot Stamp (B4)	8	12

Specifications

- Manufacturing Process - Injection Molding
- Material - High-density polyethylene resin (HDPE) Manufacturer: Exxon or Dow Type: HD-6605 Recycled Content of up to 30% PCR Color pigment and ultraviolet inhibitor compounded at 1.5% - 2% by weight
- Wall Thickness - Cart Nominal: 0.165" Cart Critical Wear Points: 0.19" (Drag Rail and Axle Box) Lid Nominal: 0.140"
- Branding - Hot stamp process permanently imprints logos on cart side body and lid. IML capabilities for the lid
- Visible Bar Code/Serial Number when stacked
- Lid Opening - 270 degrees
- Lid Assembly - Carts are shipped with the lids already attached
- Catch Bar - 1" corrosion resistant zinc plated steel allows favorable nesting ratios. Fully enclosed and doesn't penetrate the cart body.
- Axle - High strength, low alloy steel, 3/4" x 22.625", zinc plated or powder coated equivalent for corrosion protection
- Wheels - 10" Wheels, snap-on with 1.4" integrated spacers. Treaded wheel options are available and subject to additional cost and lead time.
- Handle - Handle attachments are integrally molded part of the container body with a gripping area of 16". Clearance between the cart body and the inside edge of the handle has been maximized to provide optimum control of a fully loaded cart
- Lift System Compatibility - American semi-automated bar-locking lifters and fully automated arm lifters.
- ANSI load rating = 332.5 lbs. (3.5 lbs. Per gallon)
- RFID Enabled Option
- 10 Year warranty
- Decoration Areas: Brands are subject to one time set up fees and IML pricing is dependent on size and the number of colors.



Corporate Headquarters:
4010 East 26th St., Los Angeles, CA 90058
(323) 262-5145

Web: www.rehrigpacific.com





Front Load Dumpsters & Front Load Containers

Front Load Dumpsters For Every Application

Iron Container’s Front Dumpsters & Front Load Containers are built to last. We use first grade material and ensure our standard line of containers provides all the options that today’s haulers demand. Features like a full blunderbuss, true bumpers, full length gussets, heavy gauge top rails, and industrial primer in every nook and cranny mean longer trouble free container life. Multiple Front Load Container Options Available!

Containers 4 cubic yards and smaller come in a nest-able design to reduce transportation costs and minimize required storage space. We also offer custom manufacturing to meet your specific requirements.



Iron Container Front Load Dumpster & Frontloader Refuse Container Specifications

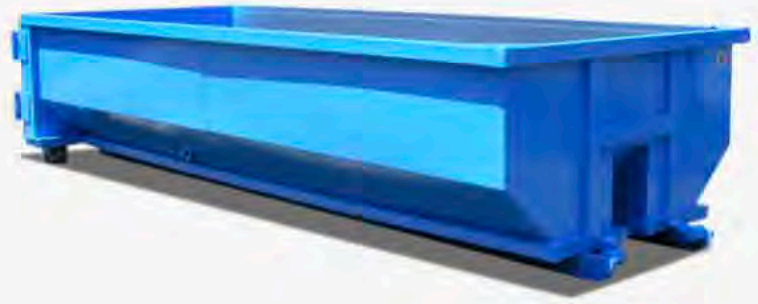
Container	Floors	Walls	Lift Pocket	Nominal Dimensions LxWxH	Side Door	48' Trailer Quantities
2 Cubic Yard Box	10 Gauge	12 Gauge	10 Gauge	72"x 38"x 41"	NA	53
2 Cubic Yard Slant	10 Gauge	12 Gauge	10 Gauge	72"x 35"x 46"	NA	49
3 Cubic Yard Box	10 Gauge	12 Gauge	10 Gauge	72"x 41"x 50"	NA	34
3 Cubic Yard Slant	10 Gauge	12 Gauge	10 Gauge	72"x 41"x 56"	NA	31
4 Cubic Yard Box	10 Gauge	12 Gauge	10 Gauge	72"x 56"x 51"	NA	25
4 Cubic Yard Slant	10 Gauge	12 Gauge	10 Gauge	72"x 47"x 64"	NA	28
6 Cubic Yard Box	10 Gauge	12 Gauge	10 Gauge	72"x 65"x 64"	30"x30" Single Wall	12
6 Cubic Yard Slant	10 Gauge	12 Gauge	10 Gauge	72"x 71"x 68"	NA	12
8 Cubic Yard Box	10 Gauge	12 Gauge	10 Gauge	72"x 75"x 73"	30" x30" Single Wall	7
8 Cubic Yard Slant	10 Gauge	12 Gauge	10 Gauge	72"x 82"x 76"	NA	7



Roll-Off Dumpsters & Rolloff Containers

Iron Container Roll-Off Dumpsters & Rolloff Containers

Iron Container manufactures a wide range of open and closed top roll-off dumpsters & rolloff containers using first grade material and heavy duty parts. Strict quality controls mean our Rolloff containers give you longer trouble free service. Beyond typical standard and heavy duty options, we also manufacture to custom specifications. Looking for something special? We offer specialized Roll-Off Dumpsters & custom designs!



Just a few of our Roll-Off Dumpsters Available:

- Tub Style Roll Off Containers
- Rectangular Style Roll Off Containers
- Cable Hoist Roll Off Containers
- Hook Lift Containers
- Recycling Roll Off Containers
- Concrete Washout Rolloff Containers
- Standard Duty Or Heavy Duty Available
- Custom Configurations On Each Container Type

[View All Waste Containers For Sale](#)

Iron Container Rolloff Dumpster & Container Specifications

	Bathtub Standard	Rectangle Standard
Understructure	3" channel 3.5 # per foot on 18" center	3" channel 3.5 # per foot on 18" center
Cross members Gussets	2 gussets per cross member	2 gussets per cross member
Main Rails/Floor Sills	2" x 6" tubing 3/16" wall with solid bull nose	2" x 6" tubing 3/16" wall with solid bull nose
Pull Hook	2" x 6" tubing 3/16" wall with solid bull nose	2" x 6" tubing 3-16" wall with solid bull nose
Floor	3/16" steel plate	3/16" steel plate
Rear Rollers/Wheels	8" dia. x 6" long with grease fitting	8" dia. x 6" long with grease fitting
Nose / Guide Rollers	4" dia. x 4" long with recessed grease fitting	4" dia. x 4" long with recessed grease fitting
Sides and Front Walls	10 ga	12 ga (Rectangles)
Top Rails	4" x 3" tubing 3/16" wall	4" x 3" tubing 3/16" wall
Side Braces / Wall Post	Optional 10 ga	12 ga side post on 36" centers
Hinges	2 heavy-duty hinges with grease fitting	2 heavy-duty hinges with grease fitting
Door Sheet	10 ga	12 ga (Rectangles)
Rear Door	2-point latch and safety chain	2-point latch and safety chain
Canvas Tie Down	Each side - front and door	Each side - front and door
Paint	Primer inside and outside 2.0 mils	Industrial enamel finish to 2.0

Typical Heavy Duty Upgrade Options - Bathtubs:

Floor -1/4", Sides 3/16", 3rd Hinge on 30/40 YD, Main Rails 6" x 2" x 1/4", Heavy Duty Top Rail

[View Tub Roll-Off Container Brochure](#)

Typical Heavy Duty Upgrade Options - Rectangle:

Floor -3/16", Sides 3/16" steel plate, 3rd Hinge on 30/40 YD, 10 or 7 Gauge Side Post on 24" Centers, Main Rails 6" x 2" x 1/4", Heavy Duty Top Rail

[View Rectangular Roll-Off Container Brochure](#)

PRODUCTS

FRONT-LOADING CONTAINERS

LEWIS STEEL COLOR CHART

REQUEST A QUOTE

Lewis Steel offers front loading containers in 4 sizes (2, 4, 6, and 8 cubic yards) and 4 styles (standard, notchback, slant, and recycle).

STANDARD SPECIFICATIONS:

- Walls - 12 gauge material (with "V" crimps)
- Sleeves - 7 gauge pressed steel with non step cover
- Bumper Plate - 3/8"x4"x18" flat bar
- Bottom - 10 gauge material
- Lids - Polyethylene double wall and ribbed construction
- Side Doors - Sliding style. 14 gauge material
- Drain - 1 1/2" pipe coupling
- Paint - All containers primed and painted (enamel)
- 100% weld inside, skip weld outside
- 14 gauge top side on notchback containers

OPTIONAL FEATURES:

- Heavy Duty Specifications
- OCC Recycle Cardboard Slots
- Metal Lids
- Plastic Side Doors

	Size	Height	Width	Length
Standard	2 yd.	36"	72"	36"
	6 yd.	64"	72"	66"
	8 yd.	81"	72"	66"
Slant	6 yd.	69"	72"	66"
	8 yd.	72"	72"	79"
Notch Back	4 yd.	48"	72"	57"
	6 yd.	64"	72"	66"
	8 yd.	70"	72"	79"

PRODUCTS

ROLL-OFF CONTAINERS

LEWIS STEEL COLOR CHART

REQUEST A QUOTE

Lewis Steel offers roll-off containers in rectangle and tub designs with capacities ranging from 10 to 40 yards. These containers are available in two configurations (Standard and Heavy Duty) and two styles (Rectangle and Tub).

STANDARD SPECIFICATIONS:

- Understructure – 3" channel on 18" centers, with gussets on each cross member
- Main Rail – 2"x6"x 3/16" tubing
- Pull Hook – 1" thick pull plate with 11/2" hook
- Floor – 3/16" steel plate
- Ground Rollers – 8.5/8" x 8" long on the rear with grease fitting
- Sides and Front – 12 gauge (rectangle) 10 gauge (tubs)
- Top Rail – 2" x 4" x 11" gauge tubing
- Side Braces – 4"x6" formed channel on 32" centers
- 2 heavy duty hinges with grease fitting and 3 hinges on 40 yard only
- Tie down road/ladder – .25"x1.5" flat bar located front left

HEAVY DUTY SPECIFICATIONS:

- Floors – 1/2" steel plate
- Sides – 7 gauge steel
- Side Braces – 4"x6" on 24" centers
- Understructure – 12" centers

TUB DESIGN SPECIFICATIONS:

- 10 gauge body and 3/16" floor
- Tapered sides provide clean, easy dumping
- Smooth sides provide nice surface for graphics
- Continuous welds on all inside seams

	Long	Wide	Side Height
10 yd	12'6"	93"	44"
15 yd	12'6"	93"	60"
20 yd	22'6"	91"	54"
30 yd	22'6"	91"	78"
40 yd	22'6"	91"	96"

Update 2023-A

EMPLOYEE HANDBOOK & **CODE OF CONDUCT**



For more information, contact:
HR@MeridianWaste.com

General HR Policies and Guidelines
Employee Benefits & Resources
Commitment to Workplace Safety

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- 1** Welcome
- 3** Acknowledgment of Receipt Form
- 5** Employee Handbook
- 59** Code of Conduct



WE DO GARBAGE.

And we love it.



Human Resources

HR@MeridianWaste.com

HELLO!

Welcome to Meridian Waste!

We are delighted that you have chosen to join our organization and hope you enjoy a long and successful career with us.

As you become familiar with our culture and philosophy, we hope you take advantage of opportunities to enhance your career and further Meridian Waste's goals.

You are joining an organization that has a reputation for outstanding leadership, innovation, and expertise. Our employees use their creativity and talent to invent new solutions, meet new demands, and offer the most effective services and products in the industry.

With your active involvement, creativity, and support, Meridian Waste will continue to achieve its goals. We sincerely hope you take pride in being an important part of Meridian Waste's success.

Please take time to review the policies in this handbook. If you have questions, feel free to ask your supervisor or contact the Human Resources Department.

Great to have you on board!

Walter "Wally" Hall, Jr.

CEO



EMPLOYEE HANDBOOK & CODE OF CONDUCT ACKNOWLEDGMENT OF RECEIPT

I hereby acknowledge receipt of both the Employee Handbook and Code of Conduct of Meridian Waste and all its subsidiaries. I understand and agree that it is my responsibility to read and comply with the policies in the handbook.

I understand that the handbook and all other written and oral materials provided to me are intended for informational purposes only. Neither it, Company practices, nor other communications create an employment contract or term. I understand that the policies and benefits, both in the handbook and those communicated to me in any other fashion, are subject to interpretation, review, and change by management at any time without notice.

I further agree that neither this document nor any other communication shall bind the Company to employ me now or hereafter and that my employment may be terminated by me or the Company without reason at any time. I understand that no representative of the Company has any authority to enter into any agreement for employment for any specified period of time or to assure any other personnel action or to assure any benefits or terms or conditions of employment, or make any agreement contrary to the foregoing.

I also understand and agree that this agreement may not be modified orally and that only the CEO of the Company may make a commitment for employment. I also understand that if such an agreement is made, it must be in writing and signed by the duly-authorized executive of the Company.

Further, I understand that this document will become a part of my personnel file.

Employee's Name in Print

Signature of Employee

Date Signed by Employee

Please sign and date one copy of this notice and return it to Human Resources.
Retain a second copy for your reference.

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SECTION I.

Employee Handbook



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EMPLOYMENT RELATIONSHIP



Employment at Will

Employment at Meridian Waste is on an at-will basis unless otherwise stated in a written individual employment agreement signed by the duly-authorized executive of the Company.

This means that either the employee or the Company may terminate the employment relationship at any time, for any reason, with or without notice.

Nothing in this employee handbook is intended to or creates an employment agreement, express or implied. Nothing contained in this or any other document provided to the employee is intended to be, nor should it be, construed as a contract that employment or any benefit will be continued for any period of time.

Any salary figures provided to an employee in annual or monthly terms are stated for the sake of convenience or to facilitate comparisons, and are not intended and do not create an employment contract for any specific period of time.

Nothing in this statement is intended to interfere with, restrain, or prevent concerted activity as protected by the National Labor Relations Act. Such activity includes employee communications regarding wages, hours, or other terms or conditions of employment. Meridian Waste employees have the right to engage in or refrain from such activities.

Introductory Period

Every role at Meridian Waste is important, so every effort is made to ensure that each job offer is based on wise and informed decision-making. Meridian Waste considers it equally important that each person finds satisfaction in their decision to join the Company. To allow time for both parties to evaluate a new employment situation, the first ninety (90) days of employment with Meridian Waste are considered an introductory period focused on training and evaluation.

During the introductory period, the Company will provide the newly hired employee with the information and assistance necessary for a qualified person to fill the position in a satisfactory manner. The newly hired employee is expected to become proficient in their responsibilities, as well as the philosophy, equipment, routines, policies, and procedures used at Meridian Waste.

Completion of the introductory period is not a guarantee of continued employment, as employment at Meridian Waste is always considered "at will."



Employment Classification

In order to determine eligibility for benefits and overtime status and to ensure compliance with federal and state laws and regulations, Meridian Waste classifies its employees as shown below. Meridian Waste may review or change employee classifications at any time.

Exempt. Exempt employees are paid on a salaried basis and are not eligible to receive overtime pay.

Nonexempt. Nonexempt employees are paid on an hourly basis and are eligible to receive overtime pay for overtime hours worked.

Regular, Full-Time. Employees who are not in a temporary status and work a minimum of 30 hours weekly and maintain continuous employment status. Generally, these employees are eligible for the full-time benefits package and are subject to the terms, conditions, and limitations of each benefits program.

Regular, Part-Time. Employees who are not in a temporary status and who are regularly scheduled to work fewer than 30 hours weekly, but at least 20 hours weekly, and who maintain continuous employment status. Part-time employees are not eligible to participate in the Company's benefits plan. Part-time employees also are not entitled to vacation or paid time off.

Temporary, Full-Time. Employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project and who are temporarily scheduled to work the Company's full-time schedule for a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status.

Temporary, Part-Time. Employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project and who are temporarily scheduled to work fewer than 30 hours weekly for a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status.

Job Postings

Open positions will be posted on the Meridian Waste website (see Careers section) and on Indeed.com.

Employees who are demonstrating satisfactory performance are eligible to respond to a job posting. Employees on a Performance Improvement Plan (PIP) are NOT eligible to request consideration for another position through the job posting system.

Employee Referral

Meridian Waste is always looking for great people—and you can help. Research has shown (and our own experience supports) that hires who come into our organization through employee referrals are excellent contributors, stay with us longer, and are more cost-effective to recruit. If you know someone you think would be a great addition to our organization (and they meet the qualifications for the position), you may be eligible for a \$250 (less taxes) bonus if you refer them for employment and they are hired.

Referral Bonus Program Requirements

- The hiring of a referred employee must occur within six (6) months of the initial referral date.
- Management, HR, and Supervisors are excluded from receiving referral bonuses.
- The referral must represent the candidate's first contact with our organization. Temporary contract and former employees are not eligible candidates for referral.
- To be eligible for an award, the referrals must first be submitted to Human Resources and must include a Candidate Referral Form AND a resume or employment application.
- Once a referral is hired and completes six (6) months of service, the employee responsible for the referral will receive the referral bonus. Referral must be in good standing with the Company and not on any type of performance improvement plan.
- The first employee to refer a candidate will be the only referring employee eligible for payment.
- All candidates will be evaluated for employment consistent with our organization's policies and procedures and all information regarding the hiring decision will remain strictly confidential.

Open Door Policy

Effective communication with all employees has been an important objective and a factor contributing to our success. Employees have always been encouraged to discuss questions, problems, ideas, or employment-related issues with their supervisor.

Most problems can and should be solved in discussion with your immediate supervisor; this is encouraged as your first effort to solve a problem. But an open-door policy means that you may also discuss your issues and concerns with the next level of management up through the chain of command at your location.

Please advise the appropriate manager at your location if you feel that your questions, problems, or concerns have not been responsibly considered/and or resolved to your satisfaction. After working through these steps, you are encouraged to speak with the Director of HR, who will provide support for employee issues and concerns.



COMMITMENT TO DIVERSITY



Meridian Waste is Committed to

Creating and Maintaining a Workplace
in which **all employees:**

Are valued for their skills, experience, and unique perspectives.

Have opportunities to participate and contribute to the success
of the business.



Our commitment to diversity is embodied in the way we do business and in our company policies. We consider it one of the most important principles of sound business management.

Equal Employment Opportunity

Meridian Waste provides equal employment opportunities to all employees and applicants for employment without regard to race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, military service, age (40 or older), disability (physical or mental), or genetic information. Equal employment opportunity applies to all terms and conditions of employment, including hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, and training.

The nondiscrimination policy extends to all terms, conditions and privileges of employment, as well as the use of all company facilities, participation in all company-sponsored activities, and all employment actions such as recruitment, hiring, promotions, compensation, benefits, transfers, training, demotions, layoff, recall and termination of employment.

Meridian Waste expressly prohibits any form of unlawful employee harassment or discrimination based on any of the characteristics mentioned above. Improper interference with the ability of other employees to perform their expected job duties is not tolerated.

Americans with Disabilities Act (ADA) and Reasonable Accommodation

Meridian Waste is committed to complying with the Americans with Disabilities Act (ADA), as amended, and state and local laws that ensure equal opportunity in employment for qualified persons with disabilities. All employment practices and activities are conducted on a non-discriminatory basis.

The Company will provide reasonable accommodations to qualified employees with disabilities to enable them to perform the essential functions of their job and to enjoy equal benefits and privileges of employment, in accordance with any applicable state and federal law, so long as the accommodation does not create an undue hardship for the Company or threaten the safety or health of the employee or others. This includes requests for accommodations caused or contributed to by pregnancy where required by state law.

Employees who may require a reasonable accommodation should contact the Director of Human Resources.

Retaliation against an applicant or employee for asserting his or her rights under the ADA and any other state and local disability laws will not be tolerated.



WORKPLACE GUIDELINES



Work Week and Hours of Work

Our **standard workweek** is Sunday 12:01 a.m. until Saturday 12:00 p.m. (midnight).

Office hours are 8:00 a.m. to 5:00 p.m. (may vary by location, depending on operating efficiencies and contract requirements).

Individual work schedules may vary depending on the needs of each department.

Attendance

An employee's contribution to the success of our Company is important, and we need employees at work on their scheduled days. Absenteeism and tardiness cause a loss of efficiency and place an undue burden on fellow employees.

If you are unable to arrive to work on time or will be absent for an entire day, you must contact your supervisor as soon as possible. Voicemail and email messages are **NOT** acceptable, except in certain emergency circumstances.

Excessive absenteeism or tardiness will result in disciplinary action up to and including termination of employment.

If an employee fails to report to work or call in to inform the supervisor of the absence for three (3) or more consecutive days, the employee will be considered to have voluntarily resigned from employment.

Meal and Rest Breaks

Breaks for meals and rest will depend upon your job function and the facility or department where you are employed. Break times and duration will be posted or communicated to you by your supervisor. Due to variable workload and assignments, you may be required to vary the time and duration of your break.

It is the Company's policy that employees subject to the regulations of the U.S. Department of Transportation who work at least six (6) hours per day, non-exempt employees who work eight (8) hours per day, as well as any employees whose primary duties take them outside of the workplace during each work day, are required to take a thirty (30) minute uninterrupted and unpaid work break. Taking adequate breaks for rest and nutrition are important. Accordingly, failure to do so will result in disciplinary action, up to and including termination of employment, unless the employee obtains prior permission from his or her immediate supervisor to refrain from taking a 30-minute uninterrupted work break on a particular and specific day.



Every employee subject to this policy will be deemed to have taken his or her full, uninterrupted work break every work day unless an employee completes the Failure to take Mandatory Rest Break Form (the “No-Break Form”) and provides a fully executed copy of the No-Break Form to his or her supervisor or uses the “No Lunch” button on the time clock at his or her facility. This No-Break Form must be turned in to your supervisor on the day that you do not take an approved 30-minute uninterrupted work break, or the next day should your immediate supervisor not be present when you leave for the day. If your facility has a time clock with the “No Lunch” function, you must remember to use the button when you clock out for the day, affirming you did not take the unpaid lunch that day.

Because you are deemed to have taken your 30-minute uninterrupted work break every work day, unless you complete the No-Break Form and provide it to your supervisor as stated above (or use the “No Lunch” function on your time clock), the Company will automatically deduct this time from your hours worked during each week and will deduct from your paycheck the compensation associated with the time for the 30-minute uninterrupted work break taken each day.

Dress and Appearance

Meridian Waste provides a professional work environment for its employees. Your supervisor or department head will communicate and/or post your dress requirements based on your facility or department.

If you are required to wear a uniform while engaged in your job duties, then you must get approval from your supervisor before wearing any other type of clothing. Supervisors will also advise employees about the procedure for obtaining and cleaning uniforms. Uniforms must be returned upon termination of employment, or the cost will be deducted from your final payroll check.

The Company has the final decision regarding what is acceptable attire. If the Company deems your attire or hygiene does not meet an acceptable standard then he or she may be sent home to change, and the time involved may be unpaid.

Any questions or complaints regarding the appropriateness of attire should be directed to the Human Resources department. Decisions regarding attire will be made by the Human Resources department and not by individual departments or managers.

Progressive Discipline

Performing your job duties at satisfactory levels is an expectation and requirement of all Meridian Waste employees regardless of position or tenure. Conducting yourself in accordance with established policies and procedures, following general accepted

standards of business and personal behavior and serving as an upstanding citizen with strict compliance to all laws, rules and regulations is applicable to every employee.

In the event your performance or conduct is unacceptable, your supervisor will take corrective action. Unacceptable behavior and performance may vary depending upon your position and the surrounding circumstances. In general, one or more steps are undertaken in the disciplinary process, and the options undertaken depend upon the seriousness of the offense and surrounding circumstances. Steps, some or all, may be omitted if deemed appropriate at management's sole discretion. Unpaid suspension for all employees can be included in any step depending upon the severity of the misconduct. A suspension may be paid or unpaid and may be applied to both exempt and non-exempt employees. Disciplinary steps may include:

- Verbal Warning
- Written Warning
- Three Day Unpaid Suspension/ Final Warning
- Termination of Employment

This is a progressive discipline policy, but you are **NOT entitled to any of the above steps if your conduct and behavior is serious enough to warrant immediate termination.**



WORK SCHEDULES and LEAVES OF ABSENCE

JANUARY 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

FEBRUARY 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28

MARCH 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28

APRIL 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28

MAY 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

JUNE 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

JULY 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

AUGUST 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

SEPTEMBER 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

OCTOBER 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

NOVEMBER 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

DECEMBER 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

Emergency Closings

Meridian Waste will always make every attempt to be open for business. In situations in which some employees are concerned about their safety, management may advise supervisors to notify their departments that the office is not officially closed, but anyone may choose to leave the office if he or she feels uncomfortable.

If the office is officially closed during the course of the day to permit employees to leave early, non-exempt employees who are working on-site as of the time of the closing will be paid for a full day. If you leave earlier than the official closing time, you will be paid only for actual hours worked, or you can take vacation/personal time. Exempt employees will be paid for a normal full day but are expected to complete their work at another time.

Holidays

The Company observes and allows time off with pay for the following holidays:

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas

Any additional holidays will be designated by the Company at the start of each calendar year.

If one of these holidays falls on a Sunday, it will be observed on the following Monday. If the holiday falls on a Saturday, the Company will select either the following Monday or the preceding Friday as a substitute holiday. The Company reserves the right to pay eligible employees in lieu of time off if the holiday falls on Saturday.

Holiday pay.

- Full-time regular employees ARE eligible for holiday pay.
- Part-time and temporary employees, including summer employees, ARE NOT eligible for holiday pay.

Holiday pay shall be at the employee's regular straight-time rate, inclusive of shift premiums, times his or her regularly scheduled hours (not to exceed 8 hours).



Holiday pay eligibility shall further depend upon the employee working a full shift on the workday preceding the holiday and the full shift on the workday following the holiday and when an additional shift is required to make up for the holiday. If the additional required shift is not worked, there will be no holiday pay.

The only exceptions are:

1. The holiday falls during the employee's approved vacation period, or
2. The employee leaves work on the workday before or after the holiday because of an industrial accident.

Religious observances. Employees who need time off to observe religious practices or holidays not already scheduled by the Company should speak with their supervisor. Depending upon business needs, the employee may be able to work on a day that is normally observed as a holiday and then take time off for another religious day. Employees may also be able to switch a scheduled day with another employee, take vacation/personal time, or take unpaid days off. The Company will seek to reasonably accommodate individuals' religious observances.

Vacation

Meridian Waste recognizes the importance of time off from work to relax, spend time with family, and enjoy leisure activities. The Company provides paid vacation time to full-time employees for this purpose and employees are encouraged to take vacation during the year.

Full-time employees will accrue paid vacation according to the following schedule:

Service Period	Annual Vacation Days	Accrual Schedule
Less Than 2 Years	Five (5) Days	0.77 hours per week
After 2 Years	Ten (10) Days	1.54 hours per week
After 7 Years	Fifteen (15) Days	2.31 hours per week
After 15 Years	Twenty (20) Days	3.08 hours per week
After 20 Years	Twenty-Five (25) Days	3.85 hours per week

WORK SCHEDULES AND LEAVES OF ABSENCE

Vacation Rules

1. Vacation may not rollover from year to year—regardless of FLSA exemption status and/or exempt/non-exempt employee classification—and is a “use it or lose it” policy. Any unused vacation time will not roll over into the new year.
2. Employees should plan to use all their vacation annually. However, if managers are unable to schedule all of a non-exempt employee’s vacation time, the accrued unused vacation can be paid out to a non-exempt employee at the end of an accrual/calendar year. This is also referred to as “selling” vacation and can only be done in the fourth quarter of the year. At least five (5) vacation days must be used annually and are not eligible for “selling.” Requests to “sell” vacation must be submitted in writing and shared with the employee’s supervisor by the end of November. Exempt and Corporate employees are not eligible for “selling” vacation.
3. The monetary equivalent of accrued but unused vacation days will not be paid out to any employee—regardless of FLSA exemption status—who is terminated (this does not include downsizing for economic reasons). For employees resigning and working through the notice, vacation will be paid out according to the accrual schedule within the Payroll system.
4. Vacation time must be scheduled in advance and approved by the employee’s supervisor. Vacation requests should be submitted in writing to the supervisor for approval as soon as the employee knows their desired vacation dates.
5. The employee’s supervisor has no obligation to approve vacation for the time requested. Consideration will be given to business needs, personnel requirements, and other requests for absences. However, the employee may be required to take vacation at another time.
6. All employees must work the day before and the day after their vacation to receive vacation pay, unless they are taking a holiday, an approved personal day, or otherwise have been excused by their supervisor, as applicable.
7. Vacation time must be taken in minimum increments of one (1) day unless the employee’s position would allow for one-half (½) day increments.
8. Paid vacation time accruable in future periods may be advanced. In the event an employee resigns or retires and has taken Vacation time not yet earned, the value of that vacation time will be deducted from the final paycheck or repaid to the Company directly by the employee as permitted by state law.



9. If a Company-observed paid holiday occurs while the employee is on an approved, scheduled vacation, the employee will be paid for the holiday and will not be required to use one of their vacation days.

Personal Days

Each active full-time employee will receive ½ day for every full month worked, up to five (5) days. Personal days will not be paid out at termination and will not accumulate year over year. Personal days require supervisory approval prior to utilization, except in the case of sickness. Any employee absent for two (2) consecutive scheduled work days or more for medical reasons will be required to bring a doctor's release to return to work.

Family and Medical Leave

Meridian Waste complies with the federal Family and Medical Leave Act (FMLA), which requires employers to grant unpaid leaves of absence to qualified workers for certain medical and family-related reasons. The Company abides by any state regulated leave laws. The more generous of the two laws will apply to the employee if the employee is eligible under both federal and state laws.

Please note there are many requirements, qualifications, and exceptions under these laws, and each employee's situation is different. Contact the Human Resources department to discuss options for leave.

Reasons for Taking Leave. Under federal law, unpaid leave may be requested for pregnancy and prenatal care; preplacement activities, birth, adoption, or foster placement of a child; or the serious health condition of a child, spouse, parent, domestic partner, or the employee. State law may have additional reasons defined.

Military Family Leave Entitlements. Under federal law, unpaid leave may also be requested by eligible employees who have any qualifying exigency arising out of the fact that the spouse or a son, daughter, parent, domestic partner, or next of kin of the employee is on covered active duty (or has been notified of an impending call or order to covered active duty) in the armed forces and may use their 12-week entitlement to address certain qualifying circumstances.

Qualifying circumstances may include deploying on short notice, attending certain military events, arranging for alternative child care and school activities, addressing certain financial and legal arrangements, attending certain counseling sessions, engaging in rest and recuperation, and attending post deployment reintegration briefings.

The federal FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. This leave applies if the employee is the spouse, son, daughter, parent, domestic partner, or next of kin caring for a covered military service member or veteran recovering from an injury or illness suffered while on active duty in the armed forces or that existed before the beginning of the member's active duty and was aggravated by service or that manifested itself before or after the member became a veteran.

Leave Designation. If an employee does not expressly request FMLA leave, the Company reserves the right to designate a qualifying absence as FMLA leave and will give notice of the FMLA designation to the employee. If an absence is a qualifying event under FMLA, the leave will run concurrent with short-term disability, long-term disability, PTO, workers' compensation, and/or any other leave where permitted by state and federal law.

Benefits. Under federal law, employers must continue healthcare benefits during FMLA leave as though the employees were still at work and must pay the employer's part of the premium. The employee will continue to be responsible for the employee's portion of the premium as well.

Interaction with Accrued Paid Time Off. FMLA leave, and paid vacation or sick time will run concurrently as provided under Company policy except where prohibited by state law.

Job Protection. An employee's job, or an equivalent job, is protected while the employee is on leave. Both federal and applicable state laws require that employees be returned to their positions or to another job of like pay and status at the end of FMLA leave.

Note: If an employee is unable to return to work after the expiration of federal or state FMLA, an extension may be granted if the condition constitutes a disability under the Americans with Disabilities Act (ADA).

Return-to-Work Policy. When such work is available, the Company will attempt to provide an employee with a temporary modified assignment in accordance with documented medical restrictions.

Military Leave

Meridian Waste supports the military obligations of all employees and grants leaves for uniformed service in accordance with applicable federal and state laws. Any employee who needs time off for uniformed service should immediately notify the Human Resources department and his or her supervisor, who will provide details regarding the leave. If an employee is unable to provide notice before leaving for uniformed service, a family member should notify the supervisor as soon as possible.



Upon return from military leave, employees will be granted the same seniority, pay, and benefits as if they had worked continuously. Failure to report for work within the prescribed time after completion of military service will be considered a voluntary termination.

All employees who enter military service may accumulate a total absence of five (5) years and still retain employment rights.

Bereavement Leave

Employees with more than three (3) months' service may take up to three (3) days of paid bereavement leave upon the death of a member of their immediate family. "Immediate family members" are defined as an employee's spouse, domestic partner, parents, stepparents, siblings, children, stepchildren, grandparent, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, or grandchild. All regular, full-time employees may take up to one (1) day off with pay to attend the funeral of an extended family member [aunts, uncles, and cousins].

The Company may require verification of the need for the leave. The employee's supervisor and Human Resources will consider this time off on a case-by-case basis.

Payment for bereavement leave is computed at the regular hourly rate to a maximum of eight (8) hours for one (1) day. Time off granted in accordance with this policy shall not be credited as time worked for the purpose of computing overtime.

Jury Duty/Court Appearance

The Company supports employees in their civic duty to serve on a jury. Employees must present any summons to jury duty to their supervisor as soon as possible after receiving the notice to allow advance planning for an employee's absence.

Employees will be paid for up to two (2) weeks of jury duty service at their regular rate of pay minus any compensation received from the court for the period of service. Employees may use any accrued time off if required to serve more than two (2) weeks on a jury.

If an employee is released from jury duty after four (4) hours or less of service, he or she must report to work for the remainder of that work day.

Time for appearance in court for personal business will be the individual employee's responsibility. Normally, personal days or vacation days will be used for this purpose.

Time Off for Voting

Meridian Waste recognizes that voting is an integral part of being in a community. In almost all cases, you will have sufficient time outside working hours to vote. If for any reason you think this won't be the case, contact your supervisor to discuss scheduling accommodations.



JOB PERFORMANCE



Outside Employment

Employees are permitted to work a second job as long as it does not interfere with their job performance with Meridian Waste. Employees with a second job are expected to work their assigned schedules. A second job will not be considered an excuse for poor job performance, absenteeism, tardiness, leaving early, refusal to travel, or refusal to work overtime or different hours.

If outside work activity causes or contributes to job-related problems, it must be discontinued, else the employee may be subject to disciplinary action, up to and including termination.

Separation from Employment

In all cases of voluntary resignation (one initiated by the employee), employees are asked to provide a written notice to their supervisors at least 10 working days in advance of the last day of work. The 10 days must be actual working days. Holidays and vacation time will not be counted toward the 10-day notice. Employees who provide the requested amount of notice will be considered to have resigned in good standing and generally will be eligible for rehire.

In most cases, Human Resources will conduct an exit meeting on or before the last day of employment to collect all Company property, and to discuss final pay. If applicable, information regarding benefits continuation through the Consolidated Omnibus Budget Reconciliation Act (COBRA) will be sent to the employee's home address.

Should it become necessary because of business conditions to reduce the number of employees or work hours, this will be done at the discretion of the Company.



COMMUNICATIONS



Cell Phone Usage

All Meridian Waste drivers are required to abide by FMCSA-35-11 regulations regarding cell phone usage. (See **Workplace Safety** section in this handbook for more information.)

Bulletin Boards

All required governmental postings are posted on the boards located in the break room. These boards may also contain general announcements.

The Company reserves the absolute right to refuse permission to post or to take down any announcement. The Human Resources department approves, posts, and takes down all notices.

Solicitation

Employees should be able to work in an environment that is free from unnecessary annoyances and interference with their work. In order to protect our employees and visitors, solicitation by employees is strictly prohibited while either the employee being solicited or the employee doing the soliciting is on "working time." "Working time" is defined as time during which an employee is not at a meal, on break, or on the premises immediately before or after his or her shift.

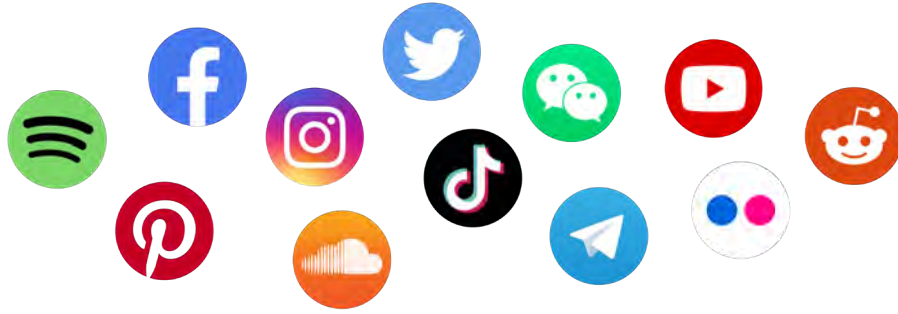
Employees are also prohibited from distributing written materials, handbills, or any other type of literature on working time and, at all times, in "working areas," which includes all office areas. "Working areas" do not include break rooms, parking lots, or common areas shared by employees during nonworking time. Email may not be used to solicit funds or business for non-Meridian Waste purposes such as non-profits and home businesses (ex. Girl scout cookies sales and go fund me accounts).

Non-employees may not trespass or solicit or distribute materials anywhere on Company property at any time.

Social Media Acceptable Use

The Company encourages employees to share information with coworkers and with those outside the Company for the purposes of gathering information, generating new ideas, and learning from the work of others. Social media provides inexpensive, informal, and timely ways to participate in an exchange of ideas and information.





However, information posted on a website or social media profiles is available to the public and, therefore, the Company has established the following guidelines for employee participation in social media.

Note: As used in this policy, “social media” refers to blogs, forums, and social networking sites, such as Twitter, Facebook, LinkedIn, YouTube, Instagram, and Pinterest, among others.

Off-duty use of social media. Employees may maintain personal websites, profiles or web logs on their own time using their own facilities. Employees must ensure that social media activity does not interfere with their work. In general, the Company considers social media activities to be personal endeavors, and employees may use them to express their thoughts or promote their ideas.

On-duty use of social media. Employees may engage in social media activity during work time provided it is directly related to their work, approved by their manager, and does not identify or reference Company clients, customers, or vendors without express permission. The Company monitors employee use of Company computers and the Internet, including employee blogging and social networking activity.

Policies on Social Media Sharing and Posting

Respect. Demonstrate respect for the dignity of the Company, its owners, its customers, its vendors, and its employees. A social media site is a public place, and employees should avoid inappropriate comments. For example, do not use ethnic slurs, personal insults, or obscenity, or use language that may be considered inflammatory. Even if a message is posted anonymously, it may be possible to trace it back to the sender.

Post disclaimers. If an employee identifies himself or herself as a Company employee or discusses matters related to the Company on a social media site, the site must include a

disclaimer on the front page stating that it does not express the views of the Company and that the employee is expressing only his or her personal views. For example: "The views expressed on this website/blog are mine alone and do not necessarily reflect the views of my employer." Place the disclaimer in a prominent position and repeat it for each posting expressing an opinion related to the Company or the Company's business. Employees must keep in mind that if they post information on a social media site that is in violation of Company policy and/or federal, state, or local law, the disclaimer will not shield them from disciplinary action.

Competition. Employees should not use social media to criticize the Company's competition and should not use it to compete with the Company.

Confidentiality. Do not identify or reference Company clients, customers, or vendors without express permission. Employees may write about their jobs in general but may not disclose any confidential or proprietary information. For examples of confidential information, please refer to the confidentiality policy. When in doubt, ask before publishing.

New ideas. Please remember that new ideas related to work or the Company's business belong to the Company. Do not post them on a social media site without the Company's permission.

Links. Employees may provide a link from a social media site to the Company's website during employment (subject to discontinuance at the Company's sole discretion). Employees should contact the Marketing department to obtain the graphic for linking to the Company's site and to register the site with the Company.

Trademarks and copyrights. Do not use the Company's or others' trademarks on a social media site, or reproduce the Company's or others' material without first obtaining permission.

Avoid statements about the Company's future. Writing about projected growth, sales and profits, future products or services, marketing plans, or the stock price is strictly prohibited.

Legal. Employees are expected to comply with all applicable laws, including but not limited to, Federal Trade Commission (FTC) guidelines, copyright, trademark, and harassment laws.

Company restrictions. The Company may require employees to delete references to it on a website or blog and to stop identifying themselves as an employee of the Company.

Discipline. Violations of this policy may result in discipline up to and including immediate termination of employment.



Note: Nothing in this policy is meant to, nor should it be interpreted to, in any way limit your rights under any applicable federal, state, or local laws, including your rights under the National Labor Relations Act to engage in protected concerted activities with other employees to improve terms and conditions of employment, such as wages and benefits.

Computers, Internet, Email, and Other Resources

The Company provides a wide variety of communication tools and resources to employees for use in running day-to-day business activities. Whether it is the telephone, voicemail, fax, scanner, Internet, email, text messaging, or any other Company-provided technology, use should be reserved for business-related matters during working hours. All communication using these tools should be handled in a professional and respectful manner.

Privacy

Employees should not have any expectation of privacy in their use of Company computer, phone, or other communication tools. All communications made using Company-provided equipment or services including email and Internet activity, are subject to inspection by the Company. Employees should keep in mind that even if they delete an email, voicemail or other communication, a copy may be archived on the Company's systems.

Emails that are not job-related have the potential to drain, rather than enhance, productivity and system performance. You should also be aware that information transmitted through email is not completely secure, and information you transmit and receive could damage the reputation and/or competitiveness of the Company.

The Company encourages employees to use this tool only to communicate with fellow employees, suppliers, customers, or potential customers regarding Company business.



Internal and external emails are considered business records and may be subject to discovery in the event of litigation. Be aware of this possibility when sending emails within and outside the Company.

Refrain from using email in a manner that violates any of our Company guidelines/policies, including but not limited to the Equal Opportunity and Harassment policies, the Conflict of Interest Policy, etc. Delete any email messages prior to opening that are received from unknown senders and advertisers.

It is the Company's goal to respect the dignity of employees at all times. Because email, telephone and voicemail, and Internet communication equipment are provided for Company business purposes and are critical to the Company's success, your communications may be accessed without further notice by Information Technology department administrators and Company management to ensure compliance with this guideline.

The electronic communication systems are not secure and may allow inadvertent disclosure, accidental transmission to third parties, etc. Sensitive information should not be sent via unsecured electronic means.

It is also against Company policy to turn off antivirus protection software or make unauthorized changes to system configurations installed on Company computers. Violations of this policy may result in termination for a first offense.

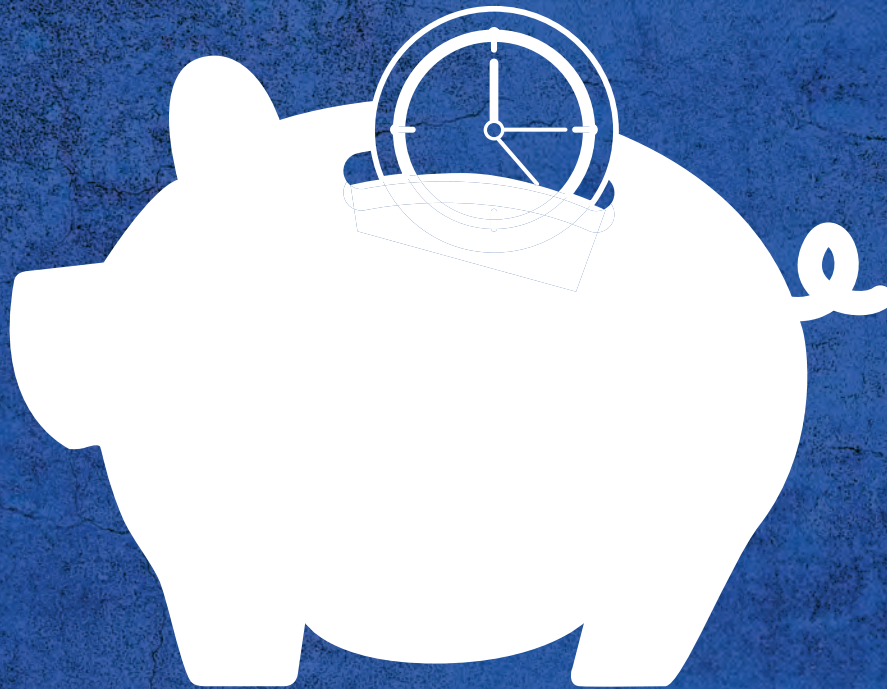
Telephone Use

Office telephones are for business purposes. While the Company recognizes that some personal calls are necessary, these should be kept as brief as possible and to a minimum. Personal use of the Company's cell phones, long-distance account, or toll-free numbers is strictly prohibited. Abuse of these privileges is subject to corrective action up to and including termination.

The Company reserves the right to monitor customer calls to ensure employees abide by Company quality guidelines and provide appropriate levels of customer service. Employees working in sales and customer service will be subject to telephone monitoring. Should an employee need to make or receive a personal call during work hours, a telephone designated for that purpose should be used. Should the subject matter of the conversation become personal while monitoring is taking place, monitoring of the call will immediately be discontinued.



TIME & PAYMENTS



Time Records

All non-exempt employees are required to complete accurate weekly time reports showing all time actually worked. These records are required by governmental regulations and are used to calculate regular and overtime pay. At the end of each week, the employee and his or her supervisor must sign the time sheet attesting to its correctness before forwarding it to the Human Resources department.

Falsification of your time card will be grounds for disciplinary action, up to and including termination of employment.

Overtime

When required due to the needs of the business, you may be asked to work overtime. Overtime is actual hours worked in excess of 40 in a workweek. Non-exempt employees will be paid time and one half their regular rate of pay for all hours actually worked in a workweek. Paid leave, such as holiday, PTO, bereavement time, and jury duty does not apply toward work time. All overtime work must be approved in advance by a supervisor or manager.

Deductions from Pay/Safe Harbor

The Company does not make improper deductions from the salaries of exempt employees and complies with the salary basis requirements of the Fair Labor Standards Act (FLSA). Employees classified as exempt from the overtime pay requirements of the FLSA will be notified of this classification at the time of hire or change in position.

Permitted deductions. The FLSA limits the types of deductions that may be made from the pay of an exempt employee. Deductions that are permitted include:

- Deductions that are required by law, e.g., income taxes;
- Deductions for employee benefits when authorized by the employee;
- Deductions for uniforms or safety shoes when authorized by the employee;
- Absence from work for one or more full days for personal reasons other than sickness or disability;
- Absence from work for one or more full days due to sickness or disability if the deduction is made in accordance with a bona fide plan, policy or practice of providing compensation for salary lost due to illness;
- Offset for amounts received as witness or jury fees, or for military pay; or
- Unpaid disciplinary suspensions of one or more full days imposed in good faith for workplace conduct rule infractions.



During the week an exempt employee begins work for the Company or during the last week of employment, the employee will only be paid for actual hours worked. In addition, an employee may be paid only for hours worked during a period when the employee is using unpaid leave under the Family and Medical Leave Act (FMLA).

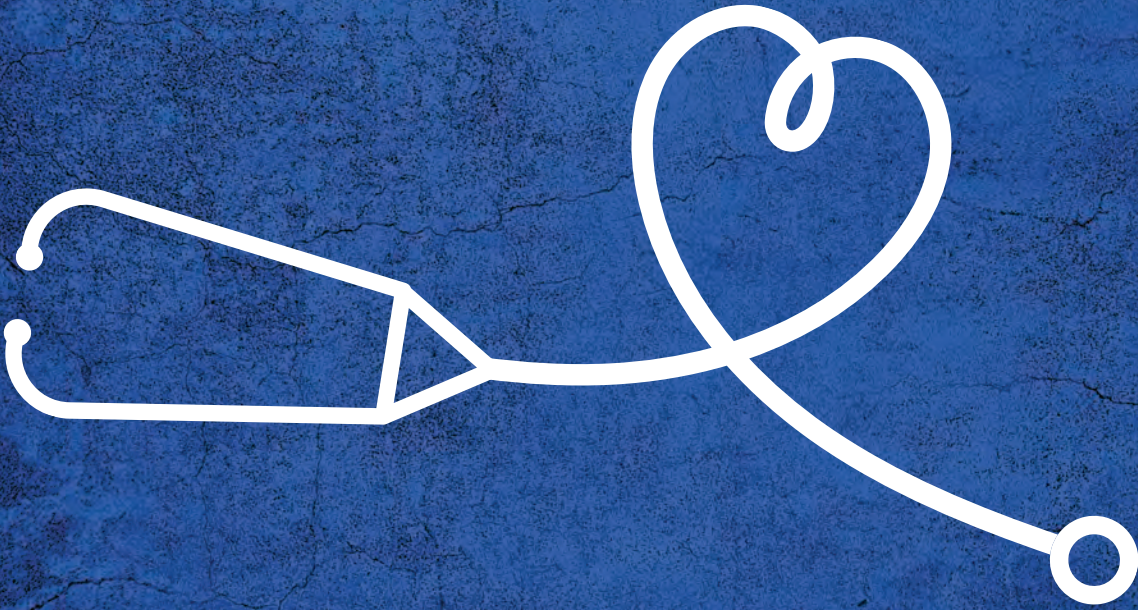
Improper deductions. If an employee classified as exempt believes that an improper deduction has been taken from his or her pay, the employee should immediately report the deduction to the Human Resources department. The report will be promptly investigated and if it is found that an improper deduction has been made, the Company will reimburse the employee for the improper deduction.

Paychecks

Pay schedules may vary throughout the Company depending on applicable state laws, your job title or classification, the region in which you work, or some other determining factor. Currently, the Company pays employees on a weekly and bi-weekly basis.



EMPLOYEE BENEFITS



Meridian Waste recognizes the value of benefits to employees and their families. The Company supports employees by offering a comprehensive and competitive benefits program.

Medical, Dental, and Vision Insurance

Full-time employees working 30 hours or more per week are eligible for insurance on the first of the month following 30 days of service. To keep coverage in force, every insured employee must work a minimum of 30 hours per week.

Group Life Insurance

Meridian Waste provides life insurance for full-time employees who work a minimum of 30 hours per week. Employees are eligible for this benefit on the first of the month following 30 days of service. The life benefit is \$20,000, with options of the employee purchasing more. The cost of \$20,000 coverage is paid for in full by the Company.

Short-Term Disability

Short-term disability is offered to full-time employees working a minimum of 30 hours per week. Employees are eligible for this benefit on the first of the month following 30 days of service. Short-term disability is meant to bridge the 90-day period until long-term disability can cover an employee. If an employee becomes disabled and cannot work for a short period of time, this coverage pays 60 percent of the employee's salary, up to the policy limits. This is a voluntary benefit and is funded solely by the employee.

Short-term disability benefits may run concurrently with FMLA leave and/or any other leave where permitted by state and federal law.

Some states have a mandatory disability program where you may be charged a premium in the form of a payroll tax. You may elect to purchase the Company disability benefits as a supplement to the state program.

Long-Term Disability

Long-term disability benefits are offered to full-time employees working a minimum of 30 hours per week. If an employee becomes totally disabled and cannot work for an extended period of time, this coverage pays 60 percent of the employee's salary, up to the policy limits. This is a voluntary benefit and is funded solely by the employee.



Long-term disability benefits will run concurrently with FMLA leave and/or any other leave where permitted by state and federal law.

401(k) Plan

Meridian Waste recognizes the importance of saving for retirement and offers eligible employees a 401(k) plan. Eligibility, vesting, and all other matters relating to these plans are explained in the SPD that can be obtained from Human Resources.

Workers' Compensation

As an employee, you are covered by workers' compensation insurance for injuries which occur on the job and are determined to be compensable per state statute. Responsibility for claiming compensation lies with the injured employee. You must give notice of the injury to your supervisor or other member of management immediately, and in all cases, no later than the end of your shift. Failure to do so may result in denial of the claim, and may result in disciplinary action, up to and including termination.

All filed workers' compensation claims are thoroughly reviewed and investigated. Fraudulent claims are grounds for termination and may result in prosecution.

Depending on state law, workers' compensation insurance covers the cost of medical expenses, hospital care, and compensation for lost wages. Compensation for lost wages is subject to the applicable state waiting period and amounts allowable under state statute. Employees may not use personal days, vacation leave, or other paid time off (if applicable) during the required waiting period, or during any other part of their workers' compensation leave if completely off of work, unless the employee is simultaneously on approved FMLA leave. If an employee is simultaneously on approved FMLA leave, unless a state's FMLA law provides otherwise, an employee must use available vacation time, personal days, or other paid time off (if applicable) prior to using any available and/or approved unpaid leave. The time during which you are absent due to workers' compensation will run concurrently with any FMLA leave to which you may be entitled.

Return to Work Policy

All employees injured while in the scope and performance of their duties with the Company shall strive to return to work as soon as possible. Employees should further understand that all rules and regulations of the Company as outlined in this Handbook and other materials continue to apply to the employee while he or she is on workers' compensation leave or engaged temporarily in a modified duty position.

During the time in which a physician indicates that the employee is not capable of returning to his/her normal duties, an employee may be required to fulfill a modified duty assignment at the discretion of management and based on the business needs at the particular facility where the employee worked prior to his/her injury. Modified duty pay may be paid at a certain reduced percentage of the employee's full duty rate, with the percentage being determined by the area or state in which the employee works. Employees should contact the Risk Management department to obtain information specific to his or her situation.

An employee who is assigned to modified duty will be required to periodically furnish a written statement from his/her treating physician that he/she is still incapable of performing normal duties. Failure to accept a modified duty offer may result in termination of employment and forfeiture of workers' compensation income benefits.

Employee Assistance Program

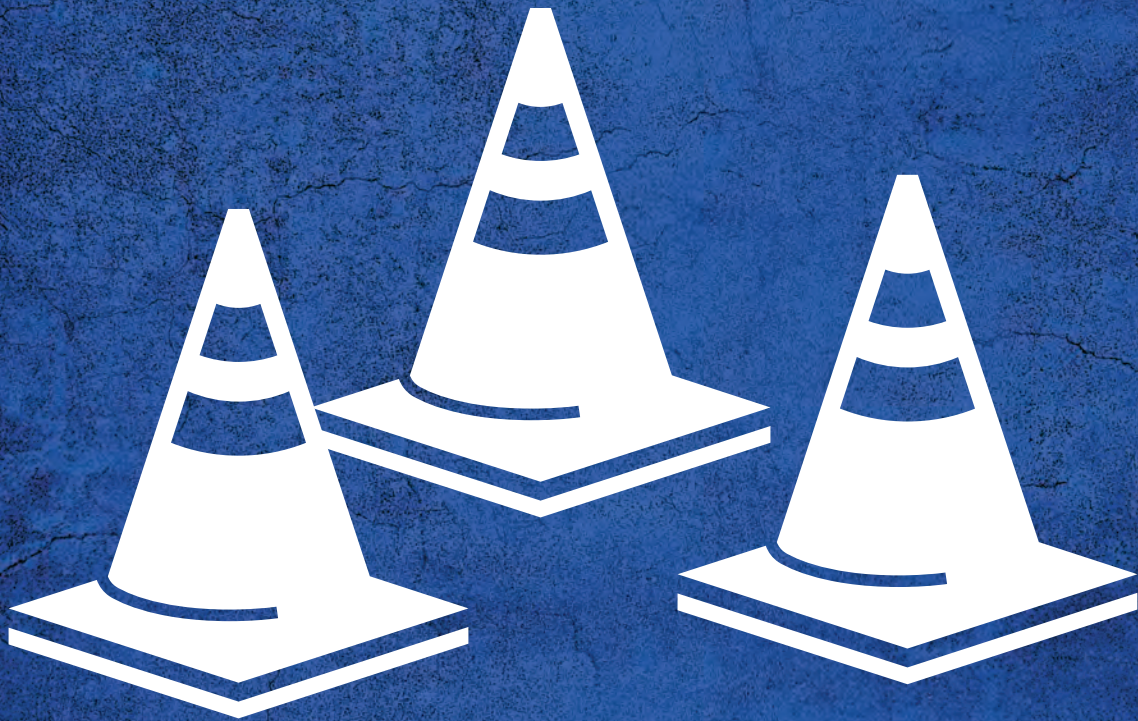
The Employee Assistance Program (EAP) is a resource designed to provide highly confidential and experienced help for employees dealing with issues that affect their lives and the quality of their job performance. Meridian Waste wants employees to be able to maintain a healthy balance of work and family that allows them to enjoy life. The EAP is a confidential counseling and referral service that can help employees successfully deal with life's challenges.

For questions or additional information about this program, employees may contact the Human Resources department.

For more information regarding benefit programs, please refer to the Company Summary Plan Descriptions (SPD) provided by the Human Resources department. To the extent that any information provided here conflicts with the SPD or full plan document, the full plan document will control.



WORKPLACE SAFETY



Commitment to Safety

Protecting the safety of our employees and visitors is the most important aspect of running our business.

All employees have the opportunity and responsibility to contribute to a safe work environment by using safe practices and by notifying management when any health or safety issues are present. All employees are encouraged to partner with management to ensure maximum safety for all.

Meridian Waste employees are not to conceal nor destroy any evidence or information concerning non-compliance or potential non-compliance with the safety and health program. OSHA (the Occupational Safety and Health Administration), or any regulatory compliance requirements.

It is the responsibility of those in management at Meridian Waste to inform Meridian Waste employees of their right to request and receive the results of safety and health inspections and accident investigation reports.

In the event of an emergency, notify the appropriate emergency personnel by dialing 911 to activate medical emergency services.

Communicable Disease

A communicable disease is a disease that can be transmitted from one individual to another via: (1) direct physical contact, (2) the air (cough, sneeze or inhaled particle), (3) through ingested or injection or (4) through a vector (animals or insects). Examples of some of the most common communicable diseases include measles, influenza, hepatitis, human immunodeficiency virus (HIV), AIDS, Severe Acute Respiratory Syndrome (SARS),

(COVID-19) and tuberculosis (TB). This definition may be broadened in accordance with the recommendations and information provided from the Centers for Disease Control and Prevention (CDC). Meridian Waste will make decisions involving those with communicable diseases based on medical information concerning the disease in question, the risks of transmission to others, symptoms and any special circumstances of the individuals involved. The Company will weigh potential risks and available alternatives before making any decisions.

Those employees who demonstrate signs or symptoms of a communicable disease or suspect they have been exposed to a communicable disease, should report that potential infection or disease immediately to your supervisor or to Human Resources. The employee is responsible for keeping management informed of the condition that may require extended care, missed work, etc. The employee may also be required to provide written



documentation from a physician to return to the worksite. Meridian Waste will comply with all applicable statutes that protect the privacy of individuals with communicable diseases. Abuse of this policy will result in disciplinary action up to and including termination. Meridian Waste reserves the right to revise this policy without notice during changing pandemic conditions.

Visitors

All visitors must report to the main office. To provide for the safety of all concerned, personal visitors are discouraged.

Cell Phone Usage – FMCSA-35-11

All Meridian Waste drivers are required to abide by FMCSA-35-11 regulations regarding cell phone usage.

The law prohibits commercial drivers from using a hand-held mobile telephone while operating a commercial truck or bus. Drivers who violate the restriction will face federal civil penalties of up to \$2,750 for each offense and disqualification from operating a commercial motor vehicle for multiple offenses. Additionally, states will suspend a driver's commercial driver's license (CDL) after two or more serious traffic violations. Commercial truck and bus companies that allow their drivers to use hand-held cell phones while driving will face a maximum penalty of \$11,000.

Drug-Free Workplace

It is the policy of Meridian Waste to maintain a drug- and alcohol-free work environment that is safe and productive for employees and others having business with the Company.

The unlawful use, possession, purchase, sale, distribution, or being under the influence of any illegal drug and/or the misuse of legal drugs while on Company or client premises or while performing services for the Company is strictly prohibited. Meridian Waste also prohibits reporting to work or performing services while impaired by the use of alcohol or consuming alcohol while on duty or during work hours.

To ensure compliance with this policy, substance abuse screening may be conducted in the following situations:

Pre-employment. As required by the Company for all prospective employees who receive a conditional offer of employment.

For Cause. Upon reasonable suspicion that the employee is under the influence of alcohol or drugs that could affect or has adversely affected the employee's job performance.

Random. As authorized or required by federal or state law. Meridian Waste authorizes random substance abuse screenings.

Compliance with this policy is a condition of employment. Employees who test positive or who refuse to submit to substance abuse screening will be subject to termination. Notwithstanding any provision herein, this policy will be enforced at all times in accordance with applicable state and local law.

Any employee violating this policy is subject to discipline, up to and including termination, for the first offense.

Smoke-Free Workplace

Smoking is not allowed in Company buildings or work areas at any time. "Smoking" includes the use of any tobacco products, electronic smoking devices, and e-cigarettes containing nicotine cartridges.

Smoking is only permitted during break times in designated outdoor areas. Employees using these areas are expected to dispose of any smoking debris safely and properly.

Salvaging and Scavenging

Local government ordinances in some locations prohibit the salvaging or scavenging of recyclable or other solid waste materials. The Company has adopted the policy of prohibiting this type of activity Company-wide. Any violation of this policy may result in disciplinary action, up to and including termination of employment.

Motor Vehicle and Equipment Safety

Employees may be required to operate heavy trucks and/or equipment as part of their job duties. Such vehicles and equipment represent a significant capital investment by Meridian, and their proper and safe operation is essential to providing service to our customers. If the operation of such vehicles or equipment is part of your job, you are required to operate them in a safe and proper manner in accordance with federal, state, and local laws and Company regulations and guidelines that may be distributed in addition to this Handbook. Specifically, employees should review the Safety and Loss Prevention manual as it pertains to this and other topics.



If your job duties require you to drive a Company vehicle or your personal vehicle, you may do so only if you possess a valid driver's license, which authorizes you to operate the size and type of vehicle you are required to drive. Driving any vehicle without a valid driver's license is strictly prohibited. Upon request, employees and prospective employees must present a copy of their driving record and certificate of insurance for personal vehicles. The Company may conduct periodic checks of the driving records of employees who drive a Company-owned vehicle, use their personal vehicles for Company business, or rent vehicles for which the Company pays.

Additionally:

- Employees must refrain from the use of alcoholic beverages or drugs that may impair driving abilities.
- Employees must immediately report any accidents to their supervisor.
- Employees, either when driving a Company vehicle or when using their personal vehicle (or rental) while conducting Company business, must operate the vehicles with care, and in a courteous and safe manner.
- Employees who drive a Company-owned vehicle or use their personal vehicles (or a rental) for Company business must maintain no less than the minimum insurance coverage as required by the state in which they reside.
- Employees who drive a Company-owned vehicle or use their personal (or a rental) vehicles for Company business must notify their supervisor of any criminal vehicular violations within five days after receiving a violation.

Mechanical malfunctions or suspected problems with Company-owned vehicles are to be reported promptly to a supervisor, dispatcher, or shop manager. Seemingly minor problems can get progressively worse and develop into serious problems, resulting in the vehicle being pulled out of service if left uncorrected.

Drivers and certain other employees may be required to operate Company vehicles and equipment away from Company premises. If you are operating such a vehicle or equipment, you must return it at the end of the workday to the appropriate Company facility. You may not leave it off the premises or at another Company facility without prior approval from your supervisor. Company vehicles and equipment are for Meridian use only, and may not be used for personal use. Unauthorized personnel, including members of the public, should never operate equipment, touch equipment while in use, or otherwise ride in vehicles.

If your job duties require you to drive a heavy vehicle or operate equipment, you are required to conduct a pre-trip or pre-operation inspection of your assigned vehicle or equipment using prevailing inspection procedures. You may only drive the vehicle or operate the equipment that has been assigned and entrusted to you. You should not operate another

vehicle or equipment unless your supervisor has assigned it to you or you have obtained your supervisor's authorization.

As with all other topics contained in the safety section of this handbook, employees are expected to review the Safety and Loss Prevention Manual as it pertains to this and other topics. Employees should also abide by on-the-job training they receive.

Workplace Violence Prevention

Meridian Waste is committed to providing a safe, violence-free workplace for our employees. Due to this commitment, we discourage employees from engaging in any physical confrontation with a violent or potentially violent individual or from behaving in a threatening or violent manner. Threats, threatening language, or any other acts of aggression or violence made toward or by any employee will not be tolerated. A threat may include any verbal or physical harassment or abuse, attempts to intimidate others, menacing gestures, stalking, or any other hostile, aggressive, and/or destructive actions taken for the purposes of intimidation. This policy covers any violent or potentially violent behavior that occurs in the workplace or at Company-sponsored functions.

All Meridian Waste employees bear the responsibility of keeping our work environment free from violence or potential violence. Any employee who witnesses or is the recipient of violent behavior should promptly inform their supervisor, manager, or the Human Resources department. All threats will be promptly investigated. No employee will be subject to retaliation, intimidation, or discipline as a result of reporting a threat in good faith under this guideline.

Any individual engaging in violence against the Company, its employees, or its property will be prosecuted to the full extent of the law. All acts will be investigated, and the appropriate action will be taken. Any such act or threatening behavior may result in disciplinary action, up to and including termination of employment.

Meridian Waste prohibits the possession of weapons on its property at all times, including our parking lots or Company vehicles. Additionally, while on duty, employees may not carry a weapon of any type. Weapons include, but are not limited to, handguns, rifles, automatic weapons, and knives that can be used as weapons (excluding pocketknives, utility knives, and other instruments that are used to open packages, cut string, and for other miscellaneous tasks), martial arts paraphernalia, stun guns, and tear gas. Any employee violating this policy is subject to discipline up to and including dismissal for the first offense.

The Company reserves the right to inspect all belongings of employees on its premises, including briefcases, purses and handbags, gym bags, and personal vehicles on Company property.



Harassment and Complaint Procedure

Sexual and other unlawful harassment is a violation of Title VII of the Civil Rights Act of 1964 (Title VII), as amended, as well as many state laws. Harassment based on a characteristic protected by law, such as race, color, ancestry, national origin, gender, sex, sexual orientation, gender identity, marital status, religion, age, disability, veteran status, or other characteristic protected by state or federal law, is prohibited.

It is Meridian Waste's policy to provide a work environment free of sexual and other harassment. To that end, harassment of Meridian Waste's employees by management, supervisors, coworkers, or non-employees who are in the workplace is absolutely prohibited. Further, any retaliation against an individual who has complained about sexual or other harassment or retaliation against individuals for cooperating with an investigation of a harassment complaint is similarly unlawful and will not be tolerated. Meridian Waste will take all steps necessary to prevent and eliminate unlawful harassment.

Definition of Unlawful Harassment. "Unlawful harassment" is conduct that has the purpose or effect of creating an intimidating, hostile, or offensive work environment; has the purpose or effect of substantially and unreasonably interfering with an individual's work performance; or otherwise adversely affects an individual's employment opportunities because of the individual's membership in a protected class.

Unlawful harassment includes, but is not limited to, epithets; slurs; jokes; pranks; innuendo; comments; written or graphic material; stereotyping; or other threatening, hostile, or intimidating acts based on race, color, ancestry, national origin, gender, sex, sexual orientation, marital status, religion, age, disability, veteran status, or other characteristic protected by state or federal law.

Definition of Sexual Harassment. "Sexual harassment" is generally defined under both state and federal law as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature where:

- Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of any individual's employment or as a basis for employment decisions; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

Other sexually oriented conduct, whether intended or not, that is unwelcome and has the effect of creating a work environment that is hostile, offensive, intimidating, or humiliating to workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct that, if unwelcome, may constitute sexual harassment depending on the totality of the circumstances, including the severity of the conduct and its pervasiveness:

- Unwanted sexual advances, whether they involve physical touching or not;
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life, comments about an individual's body, comments about an individual's sexual activity, deficiencies, or prowess;
- Displaying sexually suggestive objects, pictures, or cartoons;
- Unwelcome leering, whistling, brushing up against the body, sexual gestures, or suggestive or insulting comments;
- Inquiries into one's sexual experiences; and
- Discussion of one's sexual activities.

All employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment and retaliation against individuals for cooperating with an investigation of sexual harassment complaint is unlawful and will not be tolerated at Meridian Waste.

Complaint Procedure. Any employee who believes he or she has been subject to or witnessed illegal discrimination, including sexual or other forms of unlawful harassment, is requested and encouraged to make a complaint. You may, but are not required to, complain first to the person you feel is discriminating against or harassing you. You may complain directly to your immediate supervisor or department manager, the HR manager, or any other member of management with whom you feel comfortable bringing such a complaint. Similarly, if you observe acts of discrimination toward or harassment of another employee, you are requested and encouraged to report this to one of the individuals listed above.

No reprisal, retaliation, or other adverse action will be taken against an employee for making a complaint or report of discrimination or harassment or for assisting in the investigation of any such complaint or report. Any suspected retaliation or intimidation should be reported immediately to one of the persons identified above.

All complaints will be investigated promptly and, to the extent possible, with regard for confidentiality.

If the investigation confirms conduct contrary to this policy has occurred, Meridian Waste will take immediate, appropriate, corrective action, including discipline, up to and including immediate termination.

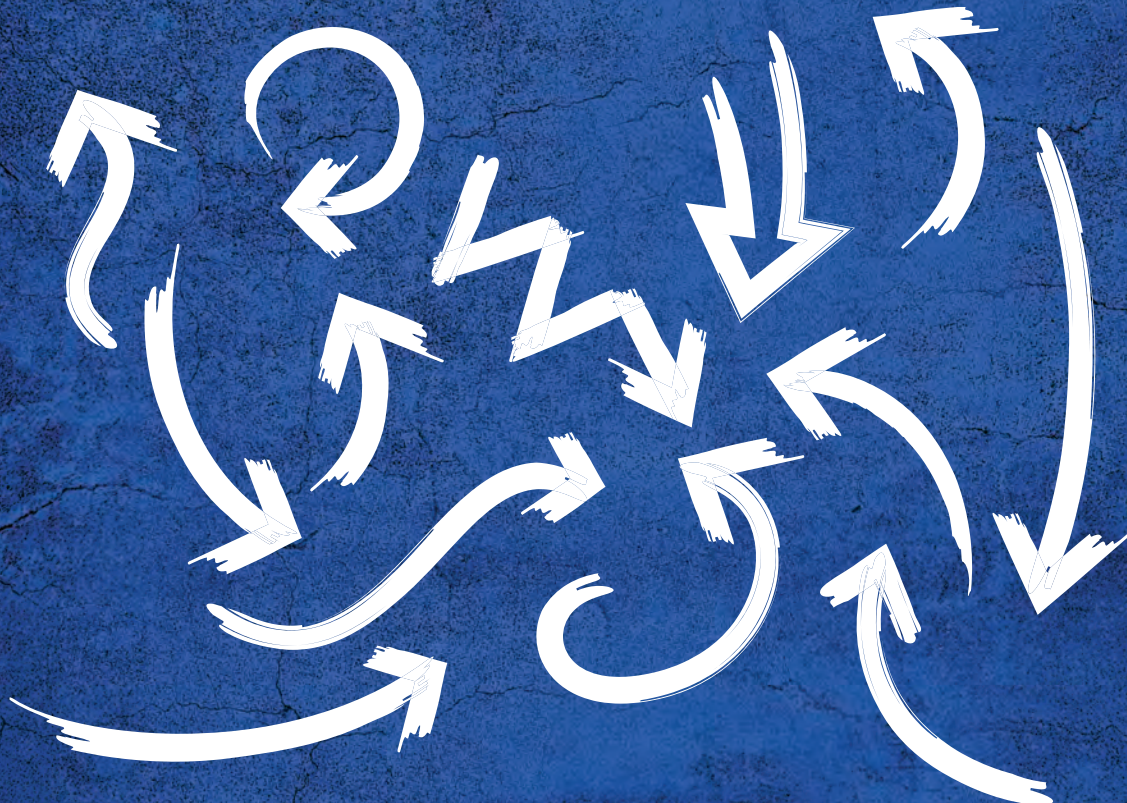


Arbitration Agreement

As a Company, we strive to settle all issues with our employees informally together. If the Company and an employee cannot resolve the issue informally together, and the employee signed an arbitration agreement, they will be resolved through mandatory binding arbitration as described in the Company's arbitration agreement. The arbitration will be conducted in the city in which the employee is/was employed and according to the employment arbitration rules and procedures published by the American Arbitration Association. No class or collective actions may be brought in arbitration; rather, each individual must proceed with his or her own claims. Both the employee and Company retain the right to seek injunctive relief from a court of law.



CONFIDENTIALITY & CONFLICTS OF INTEREST



Confidential Information

The protection of confidential business information and trade secrets is vital to the interests and success of Meridian Waste. Confidential information is any and all information disclosed to or known by you because of employment with the Company that is not generally known to people outside the Company about its business.

An employee who improperly uses or discloses trade secrets or confidential business information will be subject to disciplinary action up to and including termination of employment and legal action, even if he or she does not actually benefit from the disclosed information.

This provision is not intended to, and should not be interpreted to, prohibit employees from discussing wages and other terms and conditions of employment if they so choose.

Access to Personnel Files

Employee files are maintained by the Human Resources department and are considered confidential. Managers and supervisors may only have access to personnel file information on a need-to-know basis. Personnel file access by current employees and former employees upon written request will generally be permitted within 3 business days of the request unless otherwise required under state law. Personnel files are to be reviewed in the Human Resources department. Employee files may not be taken outside the department. Representatives of government or law enforcement agencies, in the course of their duties, may be allowed access to file information.

Conflicts of Interest

Meridian Waste expects all employees to conduct themselves and Company business in a manner that reflects the highest standards of ethical conduct, and in accordance with all federal, state, and local laws and regulations. This includes avoiding real and potential conflicts of interests.

Exactly what constitutes a conflict of interest or an unethical business practice is both a moral and a legal question. Meridian Waste recognizes and respects the individual employee's right to engage in activities outside of employment which are private in nature and do not in any way conflict with or reflect poorly on the Company.

It is not possible to define all the circumstances and relationships that might create a conflict of interest. If a situation arises where there is a potential conflict of interest, the employee should discuss this with a manager for advice and guidance on how to proceed.



The list below suggests some of the types of activity that indicate improper behavior, unacceptable personal integrity, or unacceptable ethics:

1. Simultaneous employment by another firm that is a competitor of or supplier to Meridian Waste.
2. Carrying on Company business with a firm in which the employee, or a close relative of the employee, has a substantial ownership or interest.
3. Holding a substantial interest in, or participating in the management of, a firm to which the Company makes sales or from which it makes purchases.
4. Borrowing money from customers or firms, other than recognized loan institutions, from which our Company buys services, materials, equipment, or supplies.
5. Accepting substantial gifts or excessive entertainment from an outside organization or agency.
6. Speculating or dealing in materials, equipment, supplies, services, or property purchased by the Company.
7. Participating in civic or professional organization activities in a manner that divulges confidential Company information.
8. Misusing privileged information or revealing confidential data to outsiders.
9. Using one's position in the Company or knowledge of its affairs for personal gains.
10. Engaging in practices or procedures that violate antitrust laws, commercial bribery laws, copyright laws, discrimination laws, campaign contribution laws, or other laws regulating the conduct of Company business.

Employment of Relatives and Domestic Partners

Relatives and domestic partners may be hired by the Company if (1) the persons concerned will not work in a direct supervisory relationship, and (2) the employment will not pose difficulties for supervision, security, safety, or morale. For the purposes of this policy, "relatives" are defined as spouses, children, siblings, parents, or grandparents. A "domestic partnership" is generally defined as a committed relationship between two individuals who are sharing a home or living arrangements.

Current employees who marry each other or become involved in a domestic partnership will be permitted to continue employment with the Company provided they don't work in a direct supervisory relationship with each other or otherwise pose difficulties as mentioned above. If employees who marry or live together do work in a direct supervisory relationship with each other, the Company will attempt to reassign one of the employees to another position for which he or she is qualified if such a position is available. If no such position is available, one of the employees may be required to leave the Company.



SECTION II.

Code *of* Conduct

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Build Trust and Credibility

The success of our business is dependent on the trust and confidence we earn from our employees and customers. We gain credibility by adhering to our commitments, displaying honesty and integrity and reaching Company goals solely through honorable conduct. It is easy to **say** what we must do, but the proof is in our **actions**. Ultimately, we will be judged on what we do.

When considering any action, it is wise to ask: will this build trust and credibility for Meridian Waste? Will it help create a working environment in which Meridian Waste can succeed over the long term? Is the commitment I am making one in which I can follow through? The only way we will maximize trust and credibility is by answering “yes” to those questions and by working every day to build our trust and credibility.

Respect for the Individual

We all deserve to work in an environment where we are treated with dignity and respect. Meridian Waste is committed to creating such an environment because it brings out the full potential in each of us, which, in turn, contributes directly to our business success. We cannot afford to let anyone’s talents go to waste.

Meridian Waste is an equal employment/affirmative action employer and is committed to providing a workplace that is free of discrimination of all types from abusive, offensive or harassing behavior. Any employee who feels harassed or discriminated against should report the incident to his or her manager or to human resources.

Create a Culture of Open and Honest Communication

At Meridian Waste everyone should feel comfortable to speak his or her mind, particularly with respect to ethics concerns. Managers have a responsibility to create an open and supportive environment where employees feel comfortable raising such questions. We all benefit tremendously when employees exercise their power to prevent mistakes or wrongdoing by asking the right questions at the right times.

Meridian Waste will investigate all reported instances of questionable or unethical behavior. In every instance where improper behavior is found to have occurred, the Company will take appropriate action. We will not tolerate retaliation against employees who raise genuine ethics concerns in good faith.

For your information, Meridian Waste whistleblower policy is as follows:

Employees are encouraged, in the first instance, to address such issues with their managers or the HR manager, as most problems can be resolved swiftly. If for any reason that is not possible or if an employee is not comfortable raising the issue with his or her manager, HR and the Meridian Waste CEO operate with an open-door policy and are available to you for such concerns.

Set Tone at the Top

Management has the added responsibility for demonstrating, through their actions, the importance of this Code. In any business, ethical behavior does not simply happen; it is the product of clear and direct communication of behavioral expectations, modeled from the top and demonstrated by example. Again, ultimately, our actions are what matters.

To make our Code work, managers must be responsible for promptly addressing ethical questions or concerns raised by employees and for taking the appropriate steps to deal with such issues. Managers should not consider employees' ethics concerns as threats or challenges to their authority, but rather as another encouraged form of business communication. At Meridian Waste, we want the ethics dialogue to become a natural part of daily work.

Uphold the Law

Meridian Waste commitment to integrity begins with complying with laws, rules and regulations where we do business. Further, each of us must have an understanding of the Company policies, laws, rules and regulations that apply to our specific roles. If we are unsure of whether a contemplated action is permitted by law or Meridian Waste policy, we should seek the advice from the resource expert. We are responsible for preventing violations of law and for speaking up if we see possible violations.

Competition

We are dedicated to ethical, fair and vigorous competition. We will sell Meridian Waste services based on their merit, superior quality, functionality and competitive pricing. We will make independent pricing and marketing decisions and will not improperly cooperate or coordinate our activities with our competitors. We will not offer or solicit improper payments or gratuities in connection with the purchase of goods or services for Meridian Waste or the sales of its services, nor will we engage or assist in unlawful boycotts of particular customers.



Proprietary Information

It is important that we respect the property rights of others. We will not acquire or seek to acquire improper means of a competitor's trade secrets or other proprietary or confidential information. We will not engage in unauthorized use, copying, distribution or alteration of software or other intellectual property.

Selective Disclosure

We will not selectively disclose (whether in one-on-one or small discussions, meetings, presentations, proposals or otherwise) any material nonpublic information with respect to Meridian Waste, its securities, business operations, plans, financial condition, results of operations or any development plan. We should be particularly vigilant when making presentations or proposals to customers to ensure that our presentations do not contain material nonpublic information.

Health and Safety

Meridian Waste is dedicated to maintaining a healthy environment. A safety manual has been designed to educate you on safety in the workplace. If you do not have a copy of this manual, please see your HR department.

Avoid Conflicts of Interest

Conflicts of Interest

We must avoid any relationship or activity that might impair, or even appear to impair, our ability to make objective and fair decisions when performing our jobs. At times, we may be faced with situations where the business actions we take on behalf of Meridian Waste may conflict with our own personal or family interests. We owe a duty to Meridian Waste to advance its legitimate interests when the opportunity to do so arises. We must never use Meridian Waste property or information for personal gain or personally take for ourselves any opportunity that is discovered through our position with Meridian Waste

Here are some other ways in which conflicts of interest could arise:

1. Being employed (you or a close family member) by, or acting as a consultant to, a competitor or potential competitor, supplier or contractor, regardless of the nature of the employment, while you are employed with Meridian Waste
2. Hiring or supervising family members or closely related persons.
3. Serving as a board member for an outside commercial company or organization.

4. Owning or having a substantial interest in a competitor, supplier or contractor.
5. Having a personal interest, financial interest or potential gain in any Meridian Waste transaction.
6. Placing Company business with a firm owned or controlled by a Meridian Waste employee or his or her family.
7. Accepting gifts, discounts, favors or services from a customer/potential customer, competitor or supplier, unless equally available to all Meridian Waste employees.

Determining whether a conflict of interest exists is not always easy to do. Employees with a conflict of interest question should seek advice from management. Before engaging in any activity, transaction or relationship that might give rise to a conflict of interest, employees must seek review from their managers or the HR department.

Gifts, Gratuities, and Business Courtesies

Meridian Waste is committed to competing solely on a merit of our services. We should avoid any actions that create a perception that favorable treatment of outside entities by Meridian Waste was sought, received or given in exchange for personal business courtesies. Business courtesies include gifts, gratuities, meals, refreshments, entertainment or other benefits from persons or companies with whom Meridian Waste does or may do business. We will neither give nor accept business courtesies that constitute, or could reasonably be perceived as constituting, unfair business inducements that would violate law, regulation or policies of Meridian Waste or customers, or would cause embarrassment or reflect negatively on Meridian Waste reputation.

Accepting Business Courtesies

Most business courtesies offered to us in the course of our employment are offered because of our positions at Meridian Waste. We should not feel any entitlement to accept and keep a business courtesy. Although we may not use our position at Meridian Waste to obtain business courtesies, and we must never ask for them, we may accept unsolicited business courtesies that promote successful working relationships and goodwill with the firms that Meridian Waste maintains or may establish a business relationship with.

Employees who award contracts or who can influence the allocation of business, who create specifications that result in the placement of business or who participate in negotiation of contracts must be particularly careful to avoid actions that create the appearance of favoritism or that may adversely affect the Company's reputation for



impartiality and fair dealing. The prudent course is to refuse a courtesy from a supplier when Meridian Waste is involved in choosing or reconfirming a supplier or under circumstances that would create an impression that offering courtesies is the way to obtain Meridian Waste business.

Meals, Refreshments, and Entertainment

We may accept occasional meals, refreshments, entertainment and similar business courtesies that are shared with the person who has offered to pay for the meal or entertainment, provided that:

- They are not inappropriately lavish or excessive.
- The courtesies are not frequent and do not reflect a pattern of frequent acceptance of courtesies from the same person or entity.
- The courtesy does not create the appearance of an attempt to influence business decisions, such as accepting courtesies or entertainment from a supplier whose contract is expiring in the near future.
- The employee accepting the business courtesy would not feel uncomfortable discussing the courtesy with his or her manager or co-worker or having the courtesies known by the public.

Gifts

Employees may accept unsolicited gifts, other than money, that conform to the reasonable ethical practices of the marketplace, including:

- Flowers, fruit baskets, and other modest presents that commemorate a special occasion.
- Gifts of nominal value, such as calendars, pens, mugs, caps, and t-shirts (or other novelty, advertising, or promotional items).

Generally, employees may not accept compensation, honoraria, or money of any amount from entities with whom Meridian Waste does or may do business. Tangible gifts (including tickets to a sporting or entertainment event) that have a market value greater than \$100 may not be accepted unless approval is obtained from management.

Employees with questions about accepting business courtesies should talk to their managers or the HR department.

Offering Business Courtesies

Any employee who offers a business courtesy must assure that it cannot reasonably be interpreted as an attempt to gain an unfair business advantage or otherwise reflect negatively upon Meridian Waste. An employee may never use personal funds or resources to do something that cannot be done with Meridian Waste resources. Accounting for business courtesies must be done in accordance with approved Company procedures.

Other than to our government customers, for whom special rules apply, we may provide non-monetary gifts (i.e., Company logo apparel or similar promotional items) to our customers. Further, management may approve other courtesies, including meals, refreshments or entertainment of reasonable value, provided that:

- The practice does not violate any law or regulation or the standards of conduct of the recipient's organization.
- The business courtesy is consistent with industry practice, is infrequent in nature and is not lavish.
- The business courtesy is properly reflected on the books and records of Meridian Waste.

Set Metrics and Report Results Accurately

Accurate Public Disclosures

We will make certain that all disclosures made in financial reports and public documents are full, fair, accurate, timely and understandable. This obligation applies to all employees, including all financial executives, with any responsibility for the preparation for such reports, including drafting, reviewing and signing or certifying the information contained therein. No business goal of any kind is ever an excuse for misrepresenting facts or falsifying records.

Employees should inform Executive Management and the HR department if they learn that information in any filing or public communication was untrue or misleading at the time it was made or if subsequent information would affect a similar future filing or public communication.

Corporate Recordkeeping

We create, retain and dispose of our Company records as part of our normal course of business in compliance with all Meridian Waste policies and guidelines, as well as all regulatory and legal requirements.



All corporate records must be true, accurate and complete, and Company data must be promptly and accurately entered in our books in accordance with Meridian Waste and other applicable accounting principles.

We must not improperly influence, manipulate or mislead any unauthorized audit, nor interfere with any auditor engaged to perform an internal independent audit of Meridian Waste books, records, processes or internal controls.

Promote Substance Over Form

At times, we are all faced with decisions we would rather not have to make and issues we would prefer to avoid. Sometimes, we hope that if we avoid confronting a problem, it will simply go away.

At Meridian Waste, we must have the courage to tackle the tough decisions and make difficult choices, secure in the knowledge that Meridian Waste is committed to doing the right thing. At times this will mean doing more than simply what the law requires. Merely because we can pursue a course of action does not mean we **should** do so.

Although Meridian Waste guiding principles cannot address every issue or provide answers to every dilemma, they can define the spirit in which we intend to do business and should guide us in our daily conduct.

Accountability

Each of us is responsible for knowing and adhering to the values and standards set forth in this Code and for raising questions if we are uncertain about Company policy. If we are concerned whether the standards are being met or are aware of violations of the Code, we must contact the HR department.

Meridian Waste takes seriously the standards set forth in the Code, and violations are cause for disciplinary action up to and including termination of employment.

Be Loyal

Confidential and Proprietary Information

Integral to Meridian Waste business success is our protection of confidential Company information, as well as nonpublic information entrusted to us by employees, customers and other business partners. Confidential and proprietary information includes such things as pricing and financial data, customer names/ addresses or nonpublic information about other companies, including current or potential supplier and vendors. We will not

disclose confidential and nonpublic information without a valid business purpose and proper authorization.

Use of Company Resources

Company resources, including time, material, equipment and information, are provided for Company business use. Nonetheless, occasional personal use is permissible as long as it does not affect job performance or cause a disruption to the workplace.

Employees and those who represent Meridian Waste are trusted to behave responsibly and use good judgment to conserve Company resources. Managers are responsible for the resources assigned to their departments and are empowered to resolve issues concerning their proper use.

Generally, we will not use Company equipment such as computers, copiers and fax machines in the conduct of an outside business or in support of any religious, political or other outside daily activity, except for Company-requested support to nonprofit organizations. We will not solicit contributions nor distribute non-work related materials during work hours.

In order to protect the interests of the Meridian Waste network and our fellow employees, Meridian Waste reserves the right to monitor or review all data and information contained on an employee's Company-issued computer or electronic device, including Internet activity. We will not tolerate the use of Company resources to create, access, store, print, solicit or send any materials that are harassing, threatening, abusive, sexually explicit or otherwise offensive or inappropriate.

Questions about the proper use of Company resources should be directed to your manager.

Media Inquiries

Meridian Waste is a high-profile company in our community, and from time to time, employees may be approached by reporters and other members of the media. In order to ensure that we speak with one voice and provide accurate information about the Company, we should direct all media inquiries to the Marketing department. No one may issue a press release without first consulting with the office of the CEO.

Do the Right Thing

Several key questions can help identify situations that may be unethical, inappropriate or illegal. Ask yourself:



- Does what I am doing comply with the Meridian Waste guiding principles, Code of Conduct and Company policies?
- Have I been asked to misrepresent information or deviate from normal procedure?
- Would I feel comfortable describing my decision at a staff meeting?
- How would it look if it made the headlines?
- Am I being loyal to my family, my company and myself?
- What would I tell my child to do?
- Is this the right thing to do?

Employee Conduct and Work Rules

The purpose of these rules and regulations is to define and protect all employees. This list is illustrative, not exhaustive. Other improper conduct, as determined by the Company, may be grounds for disciplinary action up to and including discharge. Certain rules and regulations are required to safely and efficiently operate a business. As circumstances change, rules often must change. Therefore, the Company may from time to time amend these rules. In general, however, an employee is subject to disciplinary action, up to and including immediate discharge at the Company's sole discretion, if any of the following rules are violated:

- Unsatisfactory work performance.
- Failure of an employee to give notification to or receive authorization from his or her supervisor before leaving the workstation, work site, or the job.
- Violation of the Alcohol and Substance Abuse Policy.
- Failure to observe the ordinary rules of hygiene for sanitation or any special rules posted by the Company.
- Failure to comply with supervisory authority.
- Carelessness or neglect of duty in carrying out assignments or instructions from those in authority, or insubordination of any kind.
- Falsification or withholding of facts related to Company business or on any Company records, including, but not limited to, employment applications and time sheets.
- Accepting payment or gifts for favoritism or for services in violation of the Code of Business Conduct Policy.
- Failure to follow policies, procedures and guidelines contained in the Employee Handbook, Code of Business Conduct Policy, Loss Prevention and Safety Manual, posted on Company premises or property, or otherwise distributed to Company employees.

- Conviction of a serious crime, the nature of which would render an individual unsuitable to perform his or her job duties.
- Failure to follow safety rules and regulations.
- Contracting with customers or vendors to perform work of any kind directly for or with them.
- Non-disclosure of interest in, or connection with any business that competes with the Company.
- Threatening, intimidating, coercing, bullying, or interfering with the performance of employees or others.
- Engaging in such other practices inconsistent with the ordinary and reasonable rules of conduct necessary for the welfare of the Company, its employees, vendors, or customers.
- Pilferage or theft of the property of the Company, customers, fellow employees, or others.
- Fighting, disorderly, or immoral conduct on Company premises or while performing Company business.
- Solicitation during work time.
- Sleeping on the job.
- Any form of unlawful discrimination or harassment.
- Falsely stating or making a claim of occupational or nonoccupational injury or illness.
- Failure to report accidents or injuries immediately (including personal injury on the job).
- Horseplay.
- Discourtesy or impoliteness to fellow employees, customers, vendors, or the public.
- Disregarding prescribed cash handling procedures.
- Disclosure, or use, of trade secrets or proprietary business information not available to the general public, including but not limited to customer lists, pricing, and quotes.
- Possession of dangerous or concealed weapons, firearms or explosives or other weapons in Company vehicles or on Company premises (including parking areas used by Company employees or customers, unless contrary to state law).
- Conduct off the job that could cause loss of business or customers.
- Willful or careless destruction of Company property.



Information and Resources

If you have questions, feel free to ask your supervisor or contact the Human Resources Department at HR@MeridianWaste.com.

Chief Executive Officer

Walter “Wally” Hall, Jr. — WHall@MeridianWaste.com

Director – Human Resources

Cindy Greenbaum — CGreenbaum@MeridianWaste.com

Chief Marketing Officer

Mary O’Brien — MObrien@MeridianWaste.com



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MeridianWaste.com

March 2021

SAFETY & LOSS *PREVENTION MANUAL*

Proactive Diligence

ON-SITE & ON THE ROAD

SAFETY

IS A VERB

PROTECTING ***YOURSELF,***
YOUR ***COWORKERS,***
and OUR CUSTOMERS



For more information, contact:
Safety@MeridianWaste.com

General Policies, Safety, and Health
Hauling and Commercial Driving
Post-Collection Operations
Maintenance & Shop Safety

Everyone has the **right** and **obligation**
to **stop and question any job that causes concern**
about personal safety, the safety of others, or the safety
of our services.



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MESSAGE FROM OUR CEO



At Meridian Waste, the word SAFETY is a verb.

Much to the mortification of my elementary school English teacher, I want all of our team members to **embrace SAFETY as an action**—something we DO every day with every task to ensure you protect your body, your health, and those of your peers, customers, and the greater community.

SAFETY is to be an everyday occurrence led by you. SAFETY is our way of doing the right thing each day, every time. Don't wait—ACT! Make everyone around you accountable for a safe, healthy workplace. We all have a vital role in protecting the welfare of each other and our customers.

No one team member gets a pass from being diligent to take action to identify, report and/or fix a situation that may cause harm. Our Meridian Waste team members are our work family, and we all have the responsibility to protect one another regardless of title, position, location, or work environment.

I may be upsetting Mrs. Harris, my 5th grade teacher, with my deviation from the English rule book, but in the case of saving a life, a finger, or preventing a cut, bruise, or bad back, I say this rule is meant to be broken. **SAFETY is a verb!**

A handwritten signature in blue ink, appearing to read "Wally Hall, Jr.", with a long horizontal stroke extending to the right.

Walter "Wally" Hall, Jr.

Chief Executive Officer

OVERVIEW

This manual is a summary of the safety policies and practices in effect at the time of its publication and is designed to provide you with a reference source to answer most of your questions about the safety requirements of your job. It is to be used for general information and does not replace more detailed policies and procedures that may exist.

Moreover, no safety manual can anticipate every hazard or unsafe practice. Where this manual uses lists to describe examples of unsafe behaviors or hazards, those lists are meant to be illustrative only and should not be interpreted as exclusive.

If this manual at any time conflicts with applicable federal, state, or local law, the applicable law(s) shall govern.

The contents of this manual are subject to revision from time to time. However, important changes may be printed and distributed to employees during the period between re-printings, and the Company retains the right to change any policies, procedures, and work practices as it deems necessary, at any time. **Employees are responsible for reviewing this document from time to time for any such changes.**

SECTION 1/ GENERAL POLICIES

Employee Qualification

Meridian Waste believes that our employees are our most valuable assets, and that the success of the Company is determined by the quality of its employees. Because of these beliefs, the personnel selections of the Company are extremely important. The Company seeks to employ only the most qualified personnel and is committed to consistently adhering to Meridian Waste's equal employment opportunity policies. Employees failing to meet the Company's standards are subject to immediate disciplinary action, up to and including release from employment.

Meridian Waste expects employees to follow its Code of Conduct, which will protect the interests and safety of all employees, the Company, and the public. For more information on the Company's expectations regarding employee conduct, please refer to the Employee Handbook.

Criminal background checks are required for all employees prior to joining Meridian Waste. Once employed, if there is a change in an employee's criminal record, the employee must notify his or her supervisor or a member of management immediately. The supervisor or manager, along with the Human Resources Department, will review the change to make the final determination regarding the individual's suitability for continued employment in the position.

No employee of Meridian Waste will be permitted to work outside of Meridian Waste for another employer without first obtaining written approval from his or her General Manager. Notwithstanding this statement, no employee of Meridian Waste who is subject to Department of Transportation (DOT) hours of service regulations will be permitted to perform work outside of Meridian Waste.

The following minimum standards must be met for all current employees who are required to maintain a DOT driver qualification file. New employees will meet the criteria outlined in the document containing the "New Employee Criteria Guidelines (Commercial Drivers)."

- Employee must have a valid driver's license and be a minimum of 21 years of age.
- Employee must be properly licensed to operate the type of unit, (e.g., CDL "B" with air brakes).
- Employee must have a minimum of three years of verifiable driving experience.
- Employee may not have more than two minor moving violation in a three (3)-year period and have no major moving violations for five (5) years (e.g., reckless/careless driving, speeding more than 15 mph over the limit, etc.).
- Employee may not have more than two (2) suspensions on his or her MVR in the preceding three (3) years.
- Employee may not have a conviction (by plea agreement or otherwise) of any offense involving the operation of a motor vehicle while impaired by drugs, other controlled substance, or alcohol for a five (5)-year period.

- Employee may not have a conviction of any offense involving the transportation of a controlled substance or a felony involving the use of a motor vehicle for a five (5)-year period.
- Employees will be expected to communicate with other Company employees, our customers, and the general public for safety and customer service reasons. Therefore, Meridian Waste requires all employees to be able to read and speak English sufficiently to be able to safely perform all duties and functions of the job.
- Employee Motor Vehicle Records (MVRs) will be reviewed as required by FMCSA regulations.
- Employees are responsible for maintaining their DOT qualifications to drive commercial vehicles.

Minimum standards for non-commercial drivers who drive for or on behalf of the Company are contained in the **New Employee Criteria Guidelines (Non-Commercial Drivers)**.

Alcohol and Substance Abuse

The Company's Alcohol and Substance Abuse Policy has been created to protect both the public and the Company's employees. It mandates discipline up to and including discharge, in accordance with state laws. At the same time, it offers substance abuse evaluation services and a last chance to employees who voluntarily come forward to the Company and seek professional rehabilitation services, provided the employee does not self-identify in order to avoid testing. Employees should read and be familiar with the entire Policy.

All employees are required to submit to applicable drug and alcohol tests as a condition of employment.

Our drug- and alcohol-free workplace policy includes the following provisions:

- The Company prohibits any employee, whether on duty or not, from engaging in the unlawful use of any form of illegal drug, synthetic marijuana (such as K-2, Spice, herbal smoking blends), "medical marijuana," or other illegal controlled substances on Company property, in Company vehicles or equipment, or at any other time. It is against Company policy for you to report to work or to perform job duties, including the operation of a motor vehicle, with any unauthorized drugs or alcohol in your system.
- All applicants offered employment for any position may be tested for the presence of drugs as part of the hiring process. Any applicant refusing to submit to a pre-employment drug test will be ineligible for hire. If an applicant's test is confirmed positive, the applicant will not be considered for employment at that time and will be informed that he or she has failed to meet employment standards.

- Employees are subject to random drug and alcohol testing in accordance with Company policy, state laws, and Federal regulations.
- Employees will be tested when there is reasonable suspicion of drug or alcohol use.
- Employees are subject to testing following a vehicle accident which meets DOT testing requirements, or an OSHA-recordable injury, in accordance with state laws.

A refusal to submit to a required drug/alcohol test carries the same consequences as a positive test result.

- It is the employee's obligation to notify his/her supervisor of any medically prescribed drug use that may alter the ability to perform job functions, especially if the prescription indicates that one should not drive, operate machinery, or engage in hazardous activities. An employee may be assigned other duties if the use of prescribed medication may interfere with regular job duties. In the event that an employee's drug screen comes back positive due to a prescription drug, it shall be the employee's responsibility to provide the Medical Review Officer with proof of a valid prescription. Abuse of prescription drugs, including the use of medications not prescribed to you, will be considered a violation of this policy.

In the case of a violation of this policy, including a positive drug or alcohol test result, employees are subject to disciplinary action, up to and including termination. The full text of the Alcohol and Substance Abuse Policy is available upon request.

Management Commitment

Safety is the number one priority at Meridian Waste. Our goal is to be the leader in safety and health and ultimately achieve zero accidents and zero injuries. The personal safety of each employee and every member of the communities in which we live and operate is vital to us. To accomplish this, we will systematically manage the safety and health of our operations.

We will accomplish this by:

- Showing our commitment to safety through our actions.
- Taking personal responsibility and having accountability for safety.
- Establishing proficiency among our employees in the anticipation, recognition and elimination or control of hazards.
- Actively looking for unsafe acts, conditions, and practices and responding with the appropriate corrective action.

- Looking out for the safety of one another every day.
- Systematically assessing and prioritizing risk.
- Complying with applicable laws and regulations.
- Measuring our performance on a regular basis.
- Monitor and evaluate programs and policies for effectiveness to continuously improve our program.

Key elements of our safety and health management system are as follows:

- Organization and Staffing
- Safety and Health Policy Statement
- Risk Assessment and Planning
- Compliance Programs
- Hazard Identification and Assessment
- Corrective Action Management
- Education and Training
- Communication
- Incident Planning and Response
- Validation and Verification
- Program Evaluation and Improvement

Safety Controls

Meridian Waste believes that employees are entitled to a safe and healthy place to work. As such, safety is a fundamental part of our operations. This section will cover some of the controls that will be utilized to assist in supporting our safety culture.

ENGINEERING CONTROLS

Providing mechanical and physical safeguards to prevent employees from coming into contact with the moving parts of machinery or equipment. These safeguards will include, but are not limited to guards, fences, railings, and/or enclosures which prevent or restrict access to points of operation, power transmission, ongoing nip or bite points, and shear points.

ADMINISTRATIVE CONTROLS

- Conducting training on safety practices for all employees based on job duties. New employees will not be allowed to work until they have completed their initial safety training. Training is an ongoing process and will continue throughout employment.
- Training will include general safety rules and specific rules and regulations applying to each job operation.
- Conducting safety inspections to identify, mitigate or eliminate unsafe working conditions or practices and to comply fully with the safety standards of every job.
- Safety inspections will be conducted routinely by on-site management and periodically by outside safety and risk management professionals.
- Providing a clean, orderly and safe workplace. Safe employee behavior is a condition of employment. Safety rules will be enforced. Disciplinary action will be taken against those who fail to adhere to safe work practices.
- In order to reduce risk factors associated with repetitive strain to muscles, tendons, or joints, employees may be rotated into various jobs, adequate rest breaks may be incorporated, or ergonomic interventions may be made in the job.

PERSONAL PROTECTIVE EQUIPMENT (PPE)

- Providing personal protective equipment according to hazards associated with each operation. Equipment must meet all regulations, and damaged or broken equipment will be replaced as necessary. Employees will be given instructions on the proper use and care of protective equipment.

Safety and Health Training

The safety and health training program include new hire orientation, annual refresher topics, and On-the-job Training (OJT). All locations must conduct regular safety and health training based on the needs assessment that has been performed, identifying the training requirements by line of business.

An annual schedule has been developed for each line of business.

Locations must post schedules so all employees will know the dates and times of the sessions. Tests and quizzes are administered to ensure the effectiveness of the training.

Below is an overview of the topics covered in the safety and health training program.

- Access to Medical Records
- Accident/Injury Reporting
- Cargo/Load Securement
- Spill Response
- Asbestos Awareness
- Bloodborne Pathogens
- Compressed Gases
- Space Cushion Driving
- Confined Space
- Drug & Alcohol
- Electrical Safety
- Safety Action Reporting (Near Misses)
- DOT (Hours of Service)
- Emergency Action Plan
- Ergonomics/Body Mechanics
- Workers Comp Fraud
- Lockout/Tagout
- Heat Stress
- Fire Protection
- Flagging/Barricades
- Personal Protection Equipment
- Flammables/Combustibles
- Hazard Communication
- DOT (DVIR, Pre-/Post)
- Equipment Inspections
- Hearing Conservation
- Housekeeping (Walking, Working, Slips and Trips)
- Ladders/Platforms
- Fall Protection
- Post Collection Safety
- Cranes and Hoists

- Needle Sticks
- Respiratory Protection
- Return to Work
- Cold Stress
- Driving in Adverse Weather
- Jacks and Jack Stands
- Tire Safety
- Welding and Hot Work
- Hand and Portable Tools
- Tipper Safety
- Trenching and Excavations
- Conveyor Safety
- Powered Industrial Trucks
- Safe Backing (Equipment and Vehicles)
- Machine Guarding

Employee Observations

Management will conduct observations on all operating employees (drivers, helpers, maintenance shop employees, landfill employees, equipment operators, and MRF employees) at their work location to ensure safe work behaviors. Each behavior observed will be evaluated as "safe" or "needs improvement" and noted on the observation form.

Observers are trained to constructively correct "unsafe" behaviors and provide positive feedback on "safe" behaviors.

TYPES OF OBSERVATIONS

In-cab observation — This will measure the employee's knowledge, habits, and skills while operating the vehicle along with regular duties. This observation takes place while the observer rides with the driver.

Field observation — This type of observation measures an employee's work habits and skills while the employee is performing regular job duties. Employees are made aware that an observation can take place at any time.

FREQUENCY OF OBSERVATION

- **All operations employees** will be observed at least once per month.
- **New hire employees** will be observed at least once per week for one month, immediately after receiving on-the-job training.
- **Post-accident/injury employees** will be observed a minimum of once per week for one month or until management determines that this frequency of observations is no longer necessary.
- **In-cab drivers' observations** will be conducted once a year on each driver using the designated Driver Observation form.

The frequencies established for all observation categories are to be considered minimum requirements, and management reserves the right to conduct more frequent observations in its sole discretion.

Reporting Unsafe Conditions or Hazards

Safety reporting is a proactive approach to safety versus a reactive approach. You are expected and encouraged to always look for safety issues and hazards at Meridian Waste offices, facilities and customer locations. You are also expected to look out for the safety of one another. Failing to actively look for hazards in your work environment, or failing to address or report them, is unacceptable.

You are expected to eliminate or control the safety issues yourself when possible to safely do so.

If this is not possible, you are expected to report them by notifying your manager/supervisor of the situation. Employees may also email issues to Safety@MeridianWaste.com to anonymously report an unsafe condition or hazard.

Supervisors and managers are expected to address reported issues. However, if assistance is needed, the Safety and Risk Management Department should be contacted.

Primary Safety Rules

Certain unsafe actions are more likely to result in incidents that cause serious injury or death. These incidents are often caused by a failure to follow certain prescribed guidelines and known safe practices. **An unsafe behavior that causes a violation of one of these rules will result in IMMEDIATE SUSPENSION AND/OR TERMINATION.**

SAFETY DEVICES

Employees shall not by-pass, disconnect, disable, or otherwise modify any safety devices on equipment. All vehicle safety devices shall be used as intended while performing the appropriate task. Equipment will not be operated or allowed to be operated with defective safety devices. All malfunctioning or inoperable devices must be reported **IMMEDIATELY**.

VEHICLE/EQUIPMENT INSPECTIONS

It is the driver/operator's responsibility to ensure that trucks and equipment are in safe operating condition before, during, and after operating.

"SNAKING" OR "ZIG-ZAGGING" OR "CRISS-CROSSING" OR "DOUBLE-SIDING"

Operating vehicle equipment against traffic flow or leaving the appropriate lane to service an account is **PROHIBITED**. Weaving from one side of the street to another in order to render service, whether on a regular basis or on a one-time basis, while on a route is **PROHIBITED**.

All residential collection is made from the **RIGHT** side of the road. Crossing the street to service a residence is **PROHIBITED**. Servicing two sides of the roadway may be allowed in certain instances (e.g., isolated alleys, one-way streets), but requires specific written approval from the General Manager and Area Safety Manager.

VEHICLE BACKING

Backing a vehicle with a crew member in the cab is not allowed without a "spotter." A crew member must leave the cab and guide the backing maneuver as a "spotter." Backing with a crew member on a step or on any part of the vehicle is **PROHIBITED**. Backing a "dual drive" vehicle from the right side is **NEVER** permitted.

SECURE VEHICLES AND EQUIPMENT SAFELY (LOCKOUT/TAGOUT)

NEVER enter, exit, or climb on a vehicle or a piece of equipment that is not safely secured. Parking brakes on vehicles or equipment must be secured before leaving the cab. Using the parking brake or "work" brake to slow or stop a vehicle is **PROHIBITED**.

When securing a vehicle/equipment to perform service, clean up, maintenance work, or other non-routine tasks, the driver/operator must use the prescribed **Lockout/Tagout procedure**. No vehicle will be left unattended while the engine is running.

SEAT BELTS

Seat belts must be used in accordance with Company policy, DOT §392.16, and state laws.

SPEED LIMITS

Exceeding speed limits set by local traffic laws, Company policy, and ANSI Standards for school zones, playgrounds, crew members on riding steps (10 mph, 2/10 mile) and dual drive (stand-up, right side) collection (20 mph), and in-transit vehicle operations is **PROHIBITED**.

DUAL DRIVE (RIGHT SIDE) SECONDARY POSITION VEHICLES

While in transit, all driving must be conducted from the left side (primary position) and all doors must be closed. Backing and left turns, while in the right-side position, are **STRICTLY PROHIBITED**. In transit at speeds exceeding 15 mph, all doors must be closed, and all riders must be seated and secured by a seatbelt.

DISPOSAL/RECYCLING/TRANSFER FACILITY RULES

All employees are expected to comply with facility safety regulations (regardless of ownership) regarding vehicle operation, speed, traffic patterns, and vehicle placement. Crew members must remain in the vehicle and PPE must be used as required by Company policy.

ACCIDENT AVOIDANCE

Accidents can arise from a driver/equipment operator's disregard for laws, safety rules, or training, but can be avoided by:

- Avoiding distractions such as cell phones and other communication devices, hand-held radios, smoking, eating, and loud music.
- Maintaining adequate space between other vehicles, equipment, or objects.
- Slowing speeds when entering curves, turning, or in inclement weather.
- Maintaining awareness of your surroundings and the actions of others.

Employee Loss Prevention Policy

It is the responsibility of all Meridian Waste employees to safely perform their jobs in a way that protects themselves, their co-workers, and the public we serve. The Employees Loss Prevention Policy (ELP) will address corrective and disciplinary action(s) with regard to employees who are involved in preventable accidents or who suffer preventable injuries. A preventable event is one in which the employee failed to do everything he/she possibly could to prevent the incident from occurring.

PROCEDURE

When an employee is involved in any accident or injury, the following steps will be taken:

- 1.** The employee will meet with his/her supervisor and GM (or facility manager) the same day as the event but no later than the close of business on the following workday, to determine the cause(s) of the event.
- 2.** An incident review will be conducted no later than close of business on the following workday and reviewed with the employee involved.
- 3.** If an incident review cannot be completed within that time period, the employee will be placed on suspension, or assigned another job duty, until the incident review is completed and a determination of preventability can be made.
- 4.** If the incident is found to be preventable, the employee will be subject to disciplinary action, up to and including release from employment.
- 5.** If the employee is not released, then he/she will receive retraining prior to returning to work.

Retraining may include any or all of the following:

- Classroom training
- On-the-Job Training (OJT)
- Combination of classroom and On-the-Job Training

This training will be documented and placed in the employee's personnel or training file.

Job observations will then be performed on the employee until management is confident that the employee is performing his/her job duties safely and in accordance with safe work methods and practices. Observations will be documented and placed in the personnel or training file.

Safety Rules Violation Policy

Working safely is a condition of your employment. The purpose of this policy is to assist you, the employee, and the Company in maintaining safe working conditions as well as to promote safe working behaviors. The Company safety rules will be enforced at all times, and disciplinary action, up to and including termination, will be taken to prevent any recurrence of a violation. Supervisors who knowingly allow unsafe practices risk suspension or termination as well.

In general, incidents will be reviewed by management after the fact, with the input of the involved employee(s), to determine preventability. A preventable event is one in which the employee failed to do everything he/she possibly could to prevent the incident from occurring.

Injury and Accident Procedures

In the event of an accident or injury:

1. **Immediately report ALL accidents or injuries**, regardless of extent or severity, to your supervisor. Your supervisor will contact the appropriate parties to continue the reporting process. Failure to report work-related injuries or accidents to your supervisor or safety manager may jeopardize your worker's compensation benefits and your employment.
2. If involved in a motor vehicle accident, **prevent additional accidents** by setting out warning devices, if safe to do so.
3. **DO NOT leave the scene of an accident** until authorized to do so by your supervisor, your safety manager, or another member of Meridian Waste management.
4. In the event of an injury that requires medical treatment:
 - An employee sustaining **serious or life-threatening injuries** should be taken to the hospital emergency room or transported via emergency responders.
 - **For less serious injuries**, the medical facility designated by the Company should be used.
5. **DO NOT discuss what happened with anyone**, except the police or as directed by your Meridian Waste supervisor or management team.
6. **DO NOT admit responsibility for the accident or sign any statements** presented by non-Meridian Waste personnel.
7. Give your name, the company name and address, the vehicle registration number, and, if asked, exhibit operator's license.
8. **DO NOT** stand between vehicles at an accident scene.

Any driver involved in an accident must be removed from the vehicle for the rest of his/her shift. The employee must submit to a post-accident drug/alcohol test in accordance with the Company drug testing policy. This should be administered immediately upon leaving the scene.

Failure to submit to drug/alcohol testing will be construed the same as a positive result, and the employee will be immediately discharged.

No employee involved in an accident will be allowed to return to duty until the accident or injury review has been completed. If the event is deemed preventable, the employee cannot return to duty until he/she has either gone through additional training or received counseling/disciplinary action on the accident.

SECTION 2/ SAFETY AND HEALTH

Lockout/Tagout

The Lockout/Tagout program establishes the requirements for the lockout of trucks and equipment at Meridian Waste.

The program is intended to ensure that vehicles, machines, or equipment are isolated from all potentially hazardous energy and locked out before employees perform any services or maintenance activities on them.

The types of energy to be aware of are **electrical, hydraulic, pneumatic, mechanical, chemical, kinetic, thermal,** and **electromagnetic.**

- **DO NOT** attempt to perform maintenance or services on a vehicle, machine, or piece of equipment that has not been properly locked out.
- **NEVER** use or attempt to operate a vehicle, machine, or piece of equipment that has been locked out or placed out of service.
- When performing service or maintenance on trucks or equipment, be familiar with the lockout procedure for the task you are performing.
- All personal locks used in lockout/tagout must be labeled with the name of the employee assigned the lock.
- Always follow lockout procedures for cleaning behind the blade, climbing on top of a truck, or servicing a baler or conveyor.

Violation of the lockout/tagout program will result in disciplinary action, up to and including termination of employment.

Confined Space Entry

A confined space is defined as a space that:

- Is large enough and so configured that an employee can enter and perform assigned work.
- Has a restricted or limited means of entry or exit.
- Is not designed for continuous employee occupancy.

Examples of confined spaces at Meridian Waste include manholes, truck bodies, and storage tanks.

Confined spaces present certain hazards. They may:

- Contain a hazardous atmosphere.
- Contain material that could engulf an entrant.
- Have inwardly converging walls that could trap or asphyxiate an entrant.
- Present another recognized serious safety or health hazard.

When all hazards of a confined space cannot be eliminated through lockout/tagout, then the confined space becomes a Permit Required Confined Space. All Permit Required Confined Spaces must be labeled to help prevent unauthorized access and possible injury. Meridian Waste employees may **NOT** enter Permit Required Confined Spaces unless they have received specific training on **Permit Required Confined Space Entry**.

Company Equipment

You may be entrusted with the operation of heavy trucks and/or equipment as part of your job duties. The appropriate operation of this equipment is important for your safety and for the safety of others.

ONLY employees who are authorized to do so may operate heavy equipment or drive a Company vehicle. **NO** unauthorized passengers are allowed in a Company vehicle.

In order to drive a Company vehicle, you must possess the appropriate driver's license for the vehicle you will operate. Driving any vehicle without a valid driver's license or the proper class is strictly prohibited. In addition to the motor vehicle safety rules in this manual, employees receive training on safe motor vehicle operation.

Before operating heavy equipment, you must be properly trained and, where required, certified. If you are authorized to operate heavy equipment, you must not leave the Company premises with the equipment unless authorized to do so by your supervisor.

Mobile Communication Devices

This policy outlines the safe and appropriate use of cellular phones and other communication devices by Company personnel while operating a motor vehicle for Company business. The Company expects all employees to drive responsibly at all times, including while conducting Company business. Moreover, your communication devices must always be used in accordance with federal, state, or local laws, and Company policies.

Although no list of precautionary measures can guard against every dangerous situation or condition that may arise, the following are our guidelines that must be followed:

- In compliance with FMCSA 35-11, Meridian Waste prohibits employee use of cellular phones and other wireless devices while operating a motor vehicle for Company business. This prohibition includes, but is not limited to, receiving, or placing calls, text messaging, surfing the Internet, and responding to emails. This prohibition also includes the preceding uses while temporarily stationary because of traffic, a traffic control device, or other momentary delays.
- Always remember that the foremost responsibility of any driver is to be always attentive to the road and exercise good judgment.

If an employee must make an emergency call (call 911), the vehicle should first be parked in a safe location if it is feasible to do so.

Notwithstanding the above, the Company recognizes that certain employees, including but not limited to drivers, may be issued two-way radios or similar communication devices to assist them in staying in touch with their supervisor, dispatcher, or scale operator.

If you have been issued such a device, you are expected to safely monitor it while performing your duties and advise your supervisor or dispatcher whenever you are expected to be away from your device for more than a few minutes. You must check that your communications device is operating properly at the beginning and end of each day. If your device is inoperable, you are required to safely make contact as directed by your supervisor.

Seat Belts

All employees who drive a vehicle for, or on behalf of, Meridian Waste are required to comply with federal and local laws and will utilize the seat belt assembly installed in their vehicle. All passengers in a vehicle being operated for, or on behalf of, Meridian Waste will also be required to utilize the vehicle's seat belt assembly while the vehicle is in operation.

Seat belt use is required at all times when the vehicle is in transit, during collection when speeds exceed 10 mph, and when the distance to the next stop exceeds 2/10 of a mile. Seat belt use is also required when driving at a disposal site and when the vehicle tailgate, body, or hoist (rails, tilt frame) is raised. Seat belt use is required when operating mobile equipment such as forklifts, compactors, etc.

Note: Riding in the bed of a pickup truck or service vehicle is strictly prohibited.

Personal Protective Equipment (PPE)

All operational employees are required to use the appropriate Personal Protective Equipment (PPE). PPE is often referred to as the "last line of defense" because it is always to be used in conjunction with safe work practices. It is effective only if it is being worn properly. At a minimum, this includes, but is not limited to:

1. Hearing protection (where posted)
2. High-visibility vest (Class II or III)
3. Gloves
 - Cut-resistant gloves are **REQUIRED** when handling waste
4. Hard hat
5. Six-inch high steel or composite-toed work boots
6. Puncture-resistant boots are **REQUIRED** when working at landfills and transfer stations
 - Drivers are **REQUIRED** to have puncture-resistant boots
7. Safety glasses/protective eyewear
 - Prescription safety glasses **MUST** have side shields

All non-operational personnel in proximity to a shop, landfill, MRF, transfer station, or on route will also be required to use appropriate PPE.

Emergency Action Plan

All locations must have a written **Emergency Action Plan**, which will describe actions to be taken to ensure employees' safety in an emergency. The plan will cover all reasonably expected emergencies, such as fire, weather emergencies, and spills.

Detailed floor plans or maps must be posted indicating exits and rally points. Emergency contacts should also be posted. An evacuation drill must be held at least once each year. Facility inspections should ensure that all emergency exit ways are clear.

Fire extinguisher training should be provided at each location. Use the **PASS method**:

P — Pull the pin.

A — Aim at the base of the fire.

S — Squeeze the trigger/handle.

S — Sweep side to side at the base of the fire.

If a fire cannot be contained safely, immediately clear the area and wait for emergency personnel to arrive.

Tools and Equipment

A variety of tools and equipment are used at Meridian Waste. There are a number of hazards associated with their use, such as dust, fumes, cuts, and burns.

Follow these general rules when using tools and equipment:

- Use only within designed limitations
- Keep clean and well maintained
- Avoid loose clothing and jewelry
- Never modify or remove guards
- Always wear the appropriate PPE
- Always inspect before each use!

If any tool or piece of equipment is found to be damaged or modified in any way, it needs to be taken out of service.

Machine Guarding

Machine guards protect employees from hazards created by the movement of machines and tools. For machine guarding to be effective, it must be in place! Employees should never use machinery or tools that have damaged or missing guards.

To prevent injury, safe practices and procedures must be in place for machine guarding, including:

- Caution signs must be posted to ensure that no machines, equipment, or tools are operated without proper guarding in place.
- Ensure that location guards shield personnel from the point of operation.
- Guards must prevent hands, arms, or any body part or clothing from making contact with dangerous moving parts.
- Guards must protect from falling objects, which could drop into the moving parts and become projectiles.

- Do not use or operate tools and/or equipment with missing or damaged guards.
- Place tools and equipment with missing or defective guards out of service immediately and notify management.

Ladders

Safe ladder usage is the responsibility of each employee. Safe ladder use includes the proper selection, inspection, and setup.

- **Select the right ladder to ensure your safety.** Consideration must be given to the working height, capacity, type, placement, and condition of the ladder for your work.
- **Prior to use of any ladder, an inspection must be performed.** Never use a defective ladder. If the ladder is found to be defective, tag or mark it so that it will be repaired or destroyed.
- **Do not exceed the maximum load rating of a ladder.**
- **Choose a ladder tall enough** to provide access to the work area without having the employee stand on the top two steps of a stepladder or the top three rungs of a straight ladder.
- **Always use ladders on level, stable surfaces** (i.e., the ground). Do not use ladders on slippery surfaces.
- **Use ladders only for their intended purpose** (e.g., do not use as scaffolding, etc.).
- **When working with electrical equipment, use only fiberglass ladders**—never metal.
- Use the four to one (4:1) ratio when setting up a ladder: **for every four (4) ft. of height, move the base one foot away from the wall.**
- As a general rule, keep your belt buckle between the rails at all times when on a ladder.
- **NEVER put one foot on the ladder and the other on an adjacent surface.**
- Ladders shall **NOT be moved, shifted, or extended while occupied.**
- **Always face the ladder** and **maintain three points of contact on the ladder** at all times.
- **Do not carry heavy loads up or down ladders.** Tools or materials should be raised by means of a rope after the climber has reached the working position.
- **Barricades and warning signs should be posted** when ladders are placed near doors or other locations where they could be struck.

Electrical

Electricity is part of our everyday lives. It powers our shops and offices, enabling us to run our computers, lighting, fueling stations, tools, and equipment. Take the following precautions to prevent electrical shock and fires:

- Inspect tools and equipment prior to use.
- **DO NOT** use equipment or tools that are frayed, broken, or exposed.
- Keep breaker panels labeled.
- Keep areas in front of electrical equipment clear.
- Ensure that cover plates are in place on all conduit.
- **NEVER** use a three-prong plug if the grounding prong is missing.

Respect electricity, especially power lines:

- Always maintain awareness of all power lines.
- **NEVER** touch or attempt to move a power line.
- **Treat every downed wire as a live power line.** Never assume it is a phone or a cable line.
- **DO NOT** get out of your truck if it comes in contact with overhead power lines. Instead, contact dispatch immediately.

Housekeeping

It is the responsibility of all employees to maintain good housekeeping in their work area, including inside their vehicle/ equipment, or at other locations at the site (e.g., fuel pump, parking area, and offices). Good housekeeping can help prevent slips, trips, and falls on or near vehicles/equipment and throughout our facilities. It can also improve efficiency and performance, help morale and pride, and present a good image to the public.

Meridian Waste requires that every employee take responsibility to keep our facilities clean and free of hazards. Employee responsibilities regarding housekeeping include:

- Keep all places of employment, passageways, storerooms, and service rooms clean and in a sanitary condition.
- Keep every floor, working place, and passageway free from protruding nails, splinters, holes, or loose boards.
- Maintain clean and dry conditions for the floors in every workroom.

- Keep the cab and dash free of debris (e.g., soda cans, water jugs, paper). Keep mirrors, windows, and monitors clean.
- Keep maintenance shops and storage areas clean and organized.

A clean and organized operation is efficient and safe.

Slips and Trips

Slips, trips, and falls cause numerous injuries every day, although they are among the easiest hazards to correct. Take the time to look around your worksite for these hazards and work to prevent them. Take care not to create any slip, trip, or fall hazard as you go about your daily activities.

In the shop, the office, or any other part of your facility, many factors can cause a slip, trip, or fall. Cords, cables, oil, water, and cleaning fluids often cause an incident. To prevent accidents, avoid walking in areas that pose slipping or tripping hazards. Always promptly clean up spills and make sure tools, cables, wires, and cords do not get in the way on walking surfaces. Do not risk serious injury by taking shortcuts.

Employees can be injured **when climbing in and out of vehicles**. The following practices can reduce slip and fall injuries:

- Always use three (3) points of contact. When mounting or dismounting a vehicle or equipment, always have three points (both hands and one foot or both feet and one hand) in contact with the steps, rails, or handles. Do not jump into, out of, or off of a vehicle or equipment.
- Be sure to clear treads and other climbing surfaces of mud, snow, ice, dirt, grease, or other materials that can make surfaces slippery.
- Watch for holes, curbs, icy surfaces, or other problems before you begin to exit a cab.
- Always look where you are placing your foot before stepping.

To provide protection from impact and slipping hazards, proper footwear must be worn. Work boots should include a steel or composite toe and puncture/slip-resistant soles and should be a minimum of six (6) inches high.

Tennis shoes, sneakers, or other open-toed/soft-soled shoes are not acceptable for operational employees or anyone entering an operational area, including shops, landfills, transfer stations, and material recovery facilities (MRFs).

Fall Protection

Fall protection is required wherever the potential to fall four (4) ft. or more exists when performing work. Even from a height of just four feet, a fall can cause serious injury.

Examples of jobs that may require fall protection include:

- Performing maintenance tasks or cleaning on top of trucks, yellow iron, containers, or compactors.
- Covering or uncovering a loaded container, trailer or truck.
- Sorting aisle platforms and catwalks at Materials Recovery Facilities.
- Open pits, trenches, or manholes.
- Tasks requiring employees to lean outside the vertical rails of a ladder.

Examples of fall protection include the following:

- Handrails
- Platform ladders
- Tarping stations
- Personal fall protection systems

Take the following **precautions to protect yourself against falls:**

- Use telescopic tools to avoid fall protection hazards.
- Do not climb on top of a truck for cleaning or maintenance without proper fall protection.
- Do not climb on the cab protector of the truck. It is not a ladder!
- Use only ladders that are load rated and in good repair.
- Inspect your fall protection equipment and understand how to use it properly.
- Report fall hazards to your supervisor immediately.

Hazard Communication

The Hazard Communication Program is intended to communicate the hazards associated with chemicals our employees use or are exposed to while working. Each location must maintain an inventory of chemicals and have available the appropriate Safety Data Sheet (SDS). SDS sheets may be obtained from the manufacturer or supplier. Do not use chemicals if the container is not

properly labeled. Containers must be properly labeled to ensure that hazards can be readily identified. If an employee is performing a non-routine task that involves a hazardous chemical, notify the supervisor to ensure that a procedure is in place for properly handling the chemical.

All chemical bulk storage or tanks will be properly labeled to identify their contents and capacity. Placards complying with NFPA 704 will be placed on two exterior sides of the tank or bulk storage.

Flammables and Combustibles

In performing your job duties at Meridian Waste, you may use a variety of flammable and combustible liquids. Common examples include diesel fuel, hydraulic oil, solvents, and paint.

To avoid potential fire and explosion hazards when using flammable and combustible liquids:

- Transfer flammable and combustible liquids using proper containers and transfer systems.
- Bond and ground when transferring.
- Control ignition sources such as hot engine surfaces, smoking, and welding.
- Ensure adequate ventilation to reduce the potential for ignition.
- Store in proper and labeled containers inside flammable cabinets when not in use.
- Report unacceptable wastes, such as bulk quantities of flammable liquids, to your supervisor.

Flagging and Barricading

Flagging and barricading are used to prevent employees and others from being injured by falling objects; slip, trip, and fall hazards; and other hazards by providing a warning and/or barrier to minimize exposure.

Use caution/danger tape to flag hazards such as slippery floors, tripping hazards, or congested areas:

- All caution and danger tape shall be tagged with a brief description of the hazard in the area, the person hanging the tag, and the date the tag was hung.
- Use only the amount of tape necessary.
- Requirements for flagging and barricading are the responsibility of the person or persons creating or identifying the hazard.

Barricades are required whenever a hole is created or exists in a floor, wall, roadway, walking surface, or any surface where someone has the potential to fall into the hole, such as could result from the removal of handrails and manhole covers.

- Whenever possible, barricades must be positioned at least fifteen (15) ft. from the edge of any excavation and no less than six (6) ft. for any other opening.
- Barricades can be wooden or metal horses or in some cases, metal drums, and must provide full coverage around the hazard, creating a physical barrier to entry.

Once the job is complete or the hazardous condition no longer exists, all flagging and barricades must be removed and discarded appropriately by the person who hung/installed them.

Bloodborne Pathogens

Bloodborne pathogens (BBPs) are microorganisms such as viruses or bacteria that are carried in blood and can cause disease in humans. Examples include hepatitis B (HBV) and the human immunodeficiency virus (HIV). Transmission of BBP may occur as a result of accidental puncture from contaminated needles, broken glass, or other sharp objects. Anytime there is blood-to-blood contact with infected blood or body fluids, there is a potential for transmission.

Universal Precautions is a prevention strategy in which **all blood and potentially infectious materials are treated as if they are, in fact, infectious**. In other words, whether or not you think the blood/body fluid is infected with bloodborne pathogens, you treat it as if it is.

Protect yourself. Wearing gloves and work practice controls—such as dumping containers directly into the hopper—are important tools to prevent contact with potential pathogens. **Stop and contact your supervisor if you see needles or medical waste in the garbage.**

Meridian Waste offers the hepatitis B vaccine to employees who handle garbage. You may opt to decline the vaccination series, in which case you will be asked to sign a declination form. Even if you decline the initial offer, you may choose to receive the series at any time during your employment thereafter.

Needle Sticks

Accidental punctures from contaminated needles expose workers to bloodborne pathogens that can cause serious or fatal infections, such as HIV and hepatitis B and C.

Due to improper disposal of medical waste, needles and other medical equipment (IV catheters, suture needles, scalpels, etc.) may end up in the garbage, unexpectedly placing employees at risk of injury or infection.

If you do sustain a needle stick injury, **IMMEDIATE** action will limit your risk of serious infection:

- **Immediately report it to your supervisor** and note the location address.
- **DO NOT discard the needle.**
- **DO NOT apply pressure to the wound. Allow it to bleed freely.**
- Wash the wound with soap and water.
- Seek immediate medical assistance to assess the risk of developing an infection.
- Follow the directions for any necessary blood tests, vaccinations, or medications to prevent infection.
- Document the incident in accordance with the Bloodborne Pathogen Program.

Safe Lifting

Lifting can be a routine part of daily job tasks at Meridian Waste. The most common body parts affected by lifting injuries are the back, shoulders, and knees.

The use of proper lifting techniques can help reduce strain- and sprain-related injuries in the workplace. Follow these **safe lifting techniques to reduce your risk of strain and sprain injuries:**

- **Test the weight of the load before you lift.** Always get help or notify your supervisor when you encounter anything that you cannot handle, carry, or lift on your own.
- **Ensure that you get a good grip.** Grab a corner if possible to get a secure grasp on large or bulky objects.
- Always **keep the objects being lifted in your power zone** for maximum power—load close to your body, between your chest and mid-thigh.
- Always **keep your back straight with your head up and chest out.**
- **Avoid twisting the knees by pivoting the feet instead.**
- **Keep your elbows close to the body and below the shoulders**—avoid reaching.
- **Use support when lifting** (build a bridge).
- **Use lifting aids** for heavy or bulky loads.
- Stay in good physical condition.

Hearing Conservation

Meridian Waste will administer a Hearing Conservation program to protect against hearing loss for employees when noise exposure exceeds 85 dB.

In addition to training, elements of the Hearing Conservation program include:

1. Monitoring to determine noise levels
2. Audiometric testing
3. Providing hearing protection
 - Always be aware of the hearing protection requirements for the specific task you are performing or for the area or building in which you are working.
 - Wear hearing protection in areas where signage is posted.

DOT regulations (49 CFR 393.94(b)) require that the noise levels in trucks and other power units be **below 90 dBA**.

Respiratory Protection

Meridian Waste will conduct evaluations as needed to determine the need for respiratory protection. In general, respirators are not required at Meridian Waste.

If employees find themselves in a situation in which they feel they need some type of respiratory protection (exposure to mists from painting, particulates from grinding, fumes from welding/cutting, or airborne dust) they may ask their supervisor for a disposable filtering face piece (i.e., a "dust mask," not a "respirator").

If the voluntary use of a respirator is permitted, management will provide the employee, and verify the review of, "Information for Employees Using Respirators When Not Required Under the Standard" (29 CFR 1910.134 App. D), to ensure that the employee understands that the respirator must be properly cleaned, stored, and maintained so as not to present a health hazard to the user, and it should be used only to protect against contaminants for which it was designed.

Employees who perform job tasks that require respirators will receive additional training and will meet additional requirements, as per 29 CFR 1910.134.

Asbestos

From time to time, we are required to pick up containers containing asbestos from demolition sites and take asbestos at some of our landfills. Roll-off drivers who haul asbestos are not likely to be exposed to asbestos unless there is a spill. However, employees should take every precaution to ensure that they are not exposed to the asbestos.

At a landfill, equipment operators must take the following steps to minimize exposure:

1. Dig a hole in advance of the arrival of friable asbestos (which must be wetted and double bagged) and bury it immediately.
2. Minimize pushing and movement of non-friable asbestos to minimize release of asbestos fibers.

Drivers and equipment operators who handle or work with asbestos will receive additional training and PPE.

Heat Stress

At Meridian Waste, many employees work outdoors, and those inside may not have air conditioning.

During the summer, temperatures can rise along with humidity levels. These two conditions increase the likelihood of heat stress, which can occur when the body's core temperature rises and the body loses its ability to effectively cool itself. Factors contributing to heat stress include overworking the body in high temperatures, loss of fluids (and electrolytes) through sweating, and drinking caffeinated beverages. Symptoms of heat stress may include rash, cramps, headaches, fainting, vomiting, and irrational behavior.

Watch for signs of heat stress in your coworkers. **If you or any of your coworkers show signs of heat stress:**

1. Immediately notify your supervisor.
2. Stop any activity and get to a cool, shaded area.
3. Drink water or fluids with electrolytes.

Heatstroke is the most serious form of heat stress and is a medical emergency. If you suspect that someone has heatstroke, you should **call 911 IMMEDIATELY.**

Symptoms of heatstroke include:

- A core body temperature above 105°
- Lack of sweating despite the heat
- Red, hot, and dry skin
- Nausea and vomiting

- Confusion
- Disorientation
- Staggering
- Seizures.

Heat stress and heatstroke can be avoided by drinking fluids throughout the day (at least six (6) bottles of water), wearing loose-fitting clothes, staying out of direct sunlight, taking frequent short breaks if needed, and generally pacing yourself during the day.

Cold Stress

Working in cold environments may increase the risk of cold stress. When the human body becomes unable to regulate heat, cold-related injuries may occur. These include trench foot, chilblains, frostbite, and hypothermia. Cold stress can slowly overcome a person who has been chilled by low temperatures, brisk winds, or wet clothing. Cold stress most commonly occurs when the temperature is between 30° and 40°.

Symptoms of chilblains develop 2 to 14 hours after exposure to cold and usually affect the hands and face, especially the cheeks. Symptoms may include local redness and swelling; skin bumps; and changes in sensation, such as itching or burning.

Trench foot is a cold stress-related injury that occurs gradually over several days of exposure to cold, wet conditions. Signs and symptoms of trench foot may include red skin that turns pale and swollen, numbness or burning pain, and development of blisters or sores.

Symptoms of frostbite may include waxy-white skin that becomes numb and hard. Frostbite usually affects the fingers, hands, toes, feet, ears, and nose.

Symptoms of hypothermia may include fatigue and drowsiness along with uncontrolled shivering; cool and bluish skin; slurred speech; clumsy movements; and irritable, irrational, or confused behavior.

Protect yourself from cold stress:

- Recognize weather or workplace conditions that could lead to cold stress.
- Learn the signs and symptoms of cold stress.
- Select proper clothing for cold, wet, and windy conditions.
- Wear a hat and gloves, and dress in layers.
- Take frequent short breaks, allowing your body to warm up.
- Eat warm, high-calorie foods and stay hydrated.

Communicable Disease

A communicable disease is a disease that can be transmitted from one individual to another via: 1) direct physical contact, 2) the air (cough, sneeze or inhaled particle), 3) through ingested or injection or 4) through a vector (animals or insects). Examples of some of the most common communicable diseases include measles, influenza, hepatitis, human immunodeficiency virus (HIV), AIDS, Severe Acute Respiratory Syndrome (SARS), (COVID-19) and tuberculosis (TB). This definition may be broadened in accordance with the recommendations and information provided from the Centers for Disease Control and Prevention (CDC).

Meridian Waste will make decisions involving those with communicable diseases based on medical information concerning the disease in question, the risks of transmission to others, symptoms, and any special circumstances of the individuals involved. The Company will weigh potential risks and available alternatives before making any decisions.

Those employees who demonstrate signs or symptoms of a communicable disease or suspect they have been exposed to a communicable disease should **report that potential infection or disease immediately to their supervisor or to Human Resources**. The employee is responsible for keeping management informed of the condition that may require extended care, missed work, etc.

The employee may also be required to provide written documentation from a physician to return to the worksite. Meridian Waste will comply with all applicable statutes that protect the privacy of individuals with communicable diseases. Abuse of this policy will result in disciplinary action up to and including termination. Meridian Waste reserves the right to revise this policy without notice during changing pandemic conditions.

SECTION 2: SAFETY AND HEALTH

SECTION 3/ HAULING AND COMMERCIAL DRIVING

Unsafe Work/Driving Activities

Unsafe work/driving activities include, but are not limited to, the following examples, which are subject to immediate disciplinary action up to and including release from employment. This policy applies to both observed activities and those resulting in accidents.

TRAFFIC LAWS

Drivers who fail to obey traffic laws will be subject to disciplinary action. Our drivers must obey the vehicle traffic laws and drive defensively at all times. Our drivers should lead by example and compensate for the poor or inexperienced driving habits of others on the road.

Exceeding speed limits set by local traffic laws, Company policy, and ANSI Standards for school zones, playgrounds, crew members on riding steps, dual-drive (stand-up right side) collection, and in-transit vehicle operations are **PROHIBITED**.

No persons will ride on steps when speeds exceed 10 mph or the distance traveled exceeds 2/10 mile.

COMPANY POLICIES

Vehicle Operation

- Only trained, qualified, and authorized Meridian Waste employees and contractors are authorized to drive a Company vehicle.
- Snaking, zigzagging, double-siding, or crisscrossing across a street (driving left of the center of the street) is **PROHIBITED**.
- Residential collection is to be made from the RIGHT side of the road.
- Vehicle equipment operation against the traffic flow or leaving the appropriate lane to service an account is prohibited. Weaving from one side of the street to another in order to render service on a regular basis or one-time basis on the route is prohibited.
- Servicing two sides of the roadway (e.g., isolated alleys, one-way streets) may be allowed in certain instances, but requires specific written approval from Company management.

Safety Devices

The following rules govern the use of safety devices, such as cameras, backup alarms, strobe lights, hoist-up alarms, etc.:

- Employees shall not bypass, disconnect, disable, or otherwise modify any safety devices on equipment.
- Equipment is not to be operated with defective safety devices.
- All malfunctioning or inoperable devices must be reported immediately.
- Employees who fail to report safety device malfunctions, disconnect such systems, or disregard warning devices will be subject to disciplinary action up to and including release from employment.

Vehicle Backing

- Backing a vehicle with a crew member in the cab is **NOT** allowed without a spotter. A crew member **MUST** leave the cab and guide the backing maneuver as a "spotter."
- Backing with a crew member on a step or on any part of the vehicle is prohibited. Backing a dual-drive vehicle from the right side is **NEVER** permitted.
- When backing a vehicle that has a three-person crew, the second employee (crew member) must be behind the vehicle in clear view of the driver and guiding the truck back. The third crew member must be in the cab with the driver.

Disposal/Recycling/Transfer Facility Rules

- All employees are expected to comply with the facility safety regulations (regardless of ownership) regarding vehicle operation, speed, traffic, patterns and vehicle placement.
- Crew members must remain in the vehicle, and PPE must be used as required by Company policy.

Dual Drive (Right Side) Secondary Position

- While in transit, all driving must be conducted from the left side (primary position) and all doors closed.
- When sitting in the right-side position, backing and making left turns are strictly prohibited.

- All riders must be seated, with seat belts secured and doors closed, when in transit and moving in excess of 20 mph.
- While operating a dual drive vehicle from the right-side position, speed shall not exceed 20 mph. No one may ever ride in the hopper, hopper sill, or other body component not designed for riding purposes.

Secure Vehicles and Equipment Safety

- Never enter, exit, or climb on a vehicle or piece of equipment that is not safely secured. The parking brakes on vehicles must be secured before leaving the cab.
- Using the parking brake or "work" brake to slow or stop a vehicle is prohibited.
- When securing a vehicle/equipment to perform service, cleanup, maintenance work, or other non-routine tasks, the driver/operator must use the prescribed Lockout/Tagout procedure.
- Vehicles are to not be left unattended while the engine is running.

Common Causes of Accidents

Countless variables may combine to result in an accident with our vehicles. Common contributing factors to accidents include:

- **Driver inattention.** You are four times more likely to have an accident while talking on a cell phone and 25 times more likely to have an accident while texting. Other distractions include eating, drinking, smoking, and reaching for items in the cab.
- **Focusing for too long on one item.** To keep information flowing, and to keep fixed stares from forming, move your eyes every two seconds.
- **Not enough space.** Drivers traveling in close proximity to other vehicles leave little room to maneuver.
- **Not compensating for the mistakes of other drivers.** The National Safety Council says that 90 percent of all drivers think they are good drivers. As a professional driver, you must recognize and react to the unsafe acts of other drivers.
- **Failure to adjust to changing road conditions.** Changing road and weather conditions require drivers to adapt their driving techniques. Be aware of road conditions, slow down, and adapt your driving as needed.
- **Attitude.** Drivers tend to vent their emotions when driving.

- **Driver impairment.** The influences of alcohol, drugs, fatigue, and illness can lead to accidents. The use of drugs or alcohol, and the misuse of prescription drugs, is strictly against Company policy. Be aware of other drivers who may be impaired.
- **Vehicle failure.** This causes a very small percentage of accidents. Many of these accidents can be avoided if drivers take the proper precautions by using DVIR and thorough pre-trip/post-trip inspections. If there is a problem with your vehicle, notify your supervisor.

Safe Aspects of Driving

Accident and injury prevention is an important part of safe driving. All employees are responsible for complying with Meridian Waste rules and requirements, as well as conducting themselves as professionals when driving a Company vehicle.

The following are the **Smith System (5) Key Elements**, which are important to safely operating a motor vehicle:

- 1. Aim High in Steering.** Never focus only on the vehicle in front of you but aim for 15 seconds of eye-lead time.
- 2. Get the Big Picture.** Look for hazards that may present a problem, including but not limited to motorists, pedestrians, vehicle doors opening, change in traffic patterns, stopped traffic, debris in the road, animals, motorcycles, approaching signals/stop signs, low overpasses, emergency vehicles, and accidents. Avoid vision barriers.
- 3. Keep Your Eyes Moving.** Continually scan the entire area and check your mirrors every 5 to 8 seconds. Physically move your head from side to side so that you give yourself the best views. The best drivers scan far ahead of traffic for distant hazards. If a hazard is detected, you will be prepared to maneuver out of trouble.
- 4. Leave Yourself an Out.** Make sure that you leave adequate spacing around you in the event you need to maneuver quickly. Proper space cushioning around your vehicle will give you time to react to a sudden change in circumstances. Always have a plan of exit or escape to avoid an accident should a hazard appear.
- 5. Make Sure They See You.** Use your signals when changing lanes, tap your brakes to indicate a slowdown, and make eye contact with other drivers when safe to do so. Drivers must ensure that headlights are always engaged when operating a Meridian Waste vehicle.

The use of alcohol and drugs is strictly prohibited. Drivers must comply with the Company's Alcohol and Substance Abuse Policy. When taking prescribed medications, read all indications and inform management you are using prescribed medication that may alter your ability to perform job functions.

RESIDENTIAL DRIVING

There are several increased risks when driving in neighborhoods. There are more pedestrians than usual (e.g., joggers, bicyclists, and walkers) and children playing nearby may dart out in the street at any moment. Additionally, there are more stops and starts, traffic congestion, and narrow streets. All these things require you to stay alert, slow down, and drive defensively.

PRE-DAWN AND POST-DUSK DRIVING

Driving during pre-dawn or post-dusk hours requires special attention and alertness. Some roads and highways are not illuminated, animals may cross the road, and visibility is decreased. In some instances, impaired drivers may be on the road and driving erratically. Stay alert, slow down, and drive defensively.

CONGESTED AREAS

Be aware that traffic may suddenly come to an abrupt stop. Do not become impatient during frequent starts/stops. Many drivers will try to cut in front of your vehicle during these times, and you should allow adequate spacing to prevent impact with another vehicle.

PROHIBITED EQUIPMENT

Radar detectors and "suicide knobs" are prohibited in Company vehicles.

OTHER DRIVING HAZARDS

Other hazards you should be aware of may include the following:

Violence/road rage. Avoid confrontations with other motorists. **If confronted by an angry driver,** do everything possible to move away in a safe manner and do not engage in any gestures or verbal assaults. As an employee, you're expected to defuse aggressive motorist behavior by separating yourself from the potentially dangerous situation. If you are unable to separate, notify your supervisor and do not engage with the other party.

Vehicle breakdowns. **If you incur mechanical problems while driving,** pull over to the safest possible location and away from oncoming traffic as quickly as safely possible. Ensure that your emergency signals are immediately activated and call for assistance. If traffic warning devices are available, place them as soon as possible to deter and caution oncoming traffic. Do not attempt to continue operating the vehicle. Do not leave your vehicle if it is unsafe for you to do so.

Overloaded/overweight vehicle. Safety issues can arise when a vehicle is overloaded or overweight, such as increased potential for brake failure, tire blowout, rollovers, etc. Care should be taken to avoid overloading vehicles or exceeding vehicle capacity.

Flat tire/blowout. **In the event of a flat tire or a tire blowout,** immediately release the accelerator, hold the steering wheel with both hands, and let your vehicle come to a slow gradual stop. Attempt to ensure that the vehicle stops on the roadside or at a location out of the traffic pattern.

Hydroplaning. Hydroplaning occurs when roads are wet, and your vehicle tires are not meeting the road surface. This may be avoided by having good tires, driving slower in wet conditions, avoiding puddles of water, and not swerving or making sharp turns. In the event your vehicle starts to hydroplane, immediately release the accelerator and keep the steering wheel straight.

Overhead hazards. Most front-end loaders have a clearance of about 19 ft. with the arms at their highest point. Every driver should know the clearance of his/her vehicle. These pointers will help you avoid overhead accidents:

- Accidents with overhead obstacles can be avoided. Most frequently damaged are building overhangs and overhead wires. Front-end loaders are more exposed to overhead hazards, but all drivers should be aware of hazards.
- **Always survey your clearances when you approach a container.** Assume there is a power line or overhang until you see that there is not.
- **Never take routine stops for granted.** The container may have been moved, the building may have been modified, or wires may be sagging.
- **Never take a chance with close clearances.** Distances may be deceiving.
- **If there are overhead problems,** contact your supervisor before proceeding with pickup.

Avoiding the Rear-End Collision

One of the most common and easily avoidable accidents is a rear-end collision. At times there may be situations that leave you vulnerable to the mistakes of another motorist. However, most

rear-end accidents can be prevented by consciously attempting to avoid the circumstances which create the potential for this type of accident.

FIVE DRIVING PRINCIPLES TO AVOID REAR-ENDING A VEHICLE

- 1. Maintain a safe following distance.** A safe following distance is directly related to the ability of a vehicle to stop and will vary throughout the day. The amount of time it takes a vehicle to make a safe stop depends upon several factors:

Driver reaction. Awareness and early detection are key to protecting yourself and attempting to anticipate traffic problems—not just those that may affect you, but also those that may impact the drivers that surround your vehicle. Follow the Smith System 5 Keys, which will ensure that you have awareness, early detection, and time to stop.

Brake lag. A commercial vehicle has different brakes than a passenger vehicle. **Commercial vehicles use an independent brake system, which has a 0.6-second activation delay.** Therefore, **commercial vehicles require more following distance than passenger vehicles.** In ideal weather conditions, 4 seconds is a minimum safe following distance.

Brake fade. This is the process of brakes losing a percentage of their stopping power. As a result, it can take more time and force to apply the brakes, because resistance is reduced. As the brakes heat up due to frequent stops and/or weight load, they create less friction. As the day progresses, the overall distance needed to brake increases.

Tires. Our tires are made of a harder material than a passenger vehicle tire because of the weight they must carry, so there is less friction between tire and the road. Truck tires have about 70 percent as much braking capacity as a passenger car, which means that it takes longer to stop. When leaving a dirt road or landfill, mud on the vehicle's tires will reduce traction.

Weight. As weight on the vehicle increases, braking distance increases. Know and understand your load. Adjust speed and following distance. Do not exceed the maximum legal weight for the vehicle being operated.

Road conditions. A driver must be aware of road conditions, which can frequently change, and adjust accordingly. **On a wet road,** reduce speed by one-third or more and increase following distance. **On packed snow,** reduce speed by one-half or more and increase following distance. **On ice,** reduce speed to a crawl and increase following distance. **On a downgrade,** shift to a lower gear.

2. **Approaching intersections.** Drop 10 mph and cover the brake. Never wave a vehicle or pedestrian through.
3. **When stopping.** Come to a complete stop behind the white line. Always leave one car length (approximately 15 ft.) between yourself and the vehicle in front of you or a pedestrian crosswalk.
4. **Accelerating out of a stop.** Wait 2 seconds to proceed after the vehicle in front of you begins to accelerate, to ensure that it is committed to proceeding.
5. **Keep the vehicle rolling as much and as long as possible.** A moving vehicle may be able to take evasive action more quickly if needed. A vehicle that is already stopped must first roll again before making any defensive moves. Thus, the driver who maintains some momentum is one step ahead when instant action is required.

DRIVING PRINCIPLES TO AVOID BEING REAR-ENDED

When slowing or stopping: Get off the throttle and coast, or begin braking if necessary, much sooner than the average motorist. This technique keeps your vehicle rolling longer and gives the driver behind you, who may be unaware of the need to stop, more time to react.

Intersections and turning: Always be in the proper turning lane at least 200 ft. (a block) from an intersection and 500 ft. from an exit ramp. Do not encroach in another lane. Use proper turn signals at least 100 ft. (half a block) in advance of a turn. When traveling at speeds of 40 mph or higher, signal at least 300 ft. (a block and half) in advance of a turn or exit ramp.

Tailgaters: Pay particular attention to patterns demonstrated by drivers to your rear. The primary risk from tailgaters is that there is very little time for them to react to the unexpected. If you, as the driver in the lead, must brake suddenly, your tailgater quickly becomes a hazard. Change lanes or take the earliest opportunity to let tailgaters pass.

Emergency flashers and strobe lights: Turn on emergency flashers and strobe lights when the vehicle is traveling significantly slower than the posted speed, blocking or partially blocking a lane of traffic, or collecting trash during residential or rear load commercial operations—and while broken down (set emergency triangles out).

Remember, most accidents result from human error. A little practice and effort on your part can make the difference between avoiding and being involved in the rear-end accident.

Backing Policy

It is the goal of Meridian Waste to eliminate all backing accidents. To attain this goal, the following procedures will be required of all employees who operate a commercial motor vehicle.

- Back only when there is **NO** other option.
- Ensure that all required mirror systems and/or camera systems are operational, clean, and properly adjusted. Ensure that the backup alarm is functioning properly.
- If camera systems, mirrors, and backup alarms are **NOT** operational or functioning properly, the vehicle will be placed out of service until repairs are complete. The only exception to this policy will be for a non-working camera if the vehicle has more than one occupant. The passenger must serve as a spotter and direct the vehicle in backing.

All employees who drive Meridian Waste vehicles **MUST** be trained in proper backing procedures:

- 1. Back ONLY when there is no other option.**
- 2. Eliminate in-cab distractions.** Devote full attention to backing, turn off the radio, and open a window for better hearing.
- 3. Evaluate the situation.** Check the road for overhead and side clearances, pedestrians, and fixed objects. If after evaluating the situation it is unsafe to back, stop and call your supervisor.
- 4. Plan the backing maneuver.** Position the vehicle for a direct view, back straight, and keep the backing distance as short as possible. Do not back around a corner or into an intersection. Determine the stop point.
- 5. Scan mirrors and camera monitor** (where equipped) *before* beginning to back.
- 6. When clear**, tap the vehicle's horn and *then* shift into reverse (but don't tap the horn during pre-dawn hours while on route).
- 7. Scan mirrors and camera monitor** (where equipped) *while* backing.
- 8. Be alert to changing conditions.**
- 9. Be ready to stop.**
- 10. Stop immediately if someone/something moves into your lane of travel.**
- 11. When in doubt, stop.**

12. Get Out of the vehicle And Look (GOAL).

13. Dual-drive trucks MUST back from the driver's side ONLY—no backing from the right side.

If there is **more than one person working on a vehicle**, the following procedures must be followed:

- Follow all backing procedures listed above.
- The driver is responsible for the safety of the spotter.
- A trained spotter must assist the driver using standard hand signals whenever the vehicle is backing, with the exception of backing while at a post-collection site.
- The driver **MUST NOT** put the transmission into reverse until the spotter is in position and visible to the driver in the mirror.
- The spotter **MUST** be **OFF** the vehicle and on the ground—on the right side when possible—guiding the vehicle back.
- The spotter shall be no more than 10–15 ft. behind the vehicle and in view of the driver's mirrors.
- The spotter **MUST NOT** walk behind the vehicle or walk backward or turn his/her back to the truck while vehicle is backing.
- If multiple helpers/loaders (three-person crew) are working on a route, only one helper/loader will serve as a spotter in the backing process. The other helper/loader must be in the cab of vehicle with the driver.
- The spotter shall be in the view of the driver at all times.
- The driver **MUST** stop the vehicle immediately if he/she loses sight of the spotter.
- The spotter **MUST** continue to guide the vehicle back until it comes to a complete stop.
- If a backing situation arises where it is unsafe to have an employee behind the vehicle while backing, the spotter must ride in the cab while the vehicle is backing. These backing situations must have advanced written approval by a member of management.

ALL employees must strive to eliminate and/or reduce the number of backing situations they encounter. **Failure to do so may potentially lead to immediate release from employment.**

- Any backing accident that occurs where the driver had another option available other than backing—yet chose to back—will be determined to be preventable and may lead to immediate release from employment.

SECTION 3: HAULING AND COMMERCIAL DRIVING

- Any employee observed riding on the riding step of a vehicle while the vehicle is backing may be subject to immediate release, as may the driver of the vehicle.
- Any backing accident involving a vehicle with more than one person working on it may lead to immediate release of ALL employees working on that vehicle.
- Any driver observed backing a dual-drive from the right side may be subject to immediate release.

Any route where the driver MUST back down the road must be reviewed by a supervisor/manager and APPROVED for backing. It is the employees' responsibility to identify these areas and report them to their supervisor.

Rollover Prevention

Rollover accidents are considered to be one of the most serious and potentially deadly types of accidents on the road. According to the Department of Transportation, rollovers account for 8–12 percent of all truck-related accidents; however, they typically result in a fatality rate of 60 percent of the occupants involved.

The following steps will help **minimize the potential for being involved in a rollover:**

- Slow down; adjust the vehicle speed to at least 10 mph below the posted speed limit.
- Slowly accelerate when coming out of any curve.
- Maintain a good space cushion (4-second minimum) between you and the vehicle in front of you. Be alert and allow additional space for weather, road conditions, or unexpected hazards.
- Before leaving any disposal facility, make sure warning systems for hoists and tailgates are working. Never use nylon straps, bungee cords, or any device other than manufacturer-installed devices to secure tailgates. Ensure that all tailgates and doors are in the down and locked position before leaving the disposal facility.
- Know your load. Be aware of unbalanced loads, such as top-heavy or shifting loads, especially in wet, rainy conditions.

Securing Roll-Off Containers

Drivers must ensure that all roll-off containers are secured to the truck before driving with the container on the truck. Before entering the roadway, check the container's ability to retain all contents while traveling. Inspect all locking mechanisms, door latches, and safety chains. The use of any

straps, wire, or other devices to secure the door latch is prohibited. Use only the door latch (in working order) and safety chain configured to remain in position while traveling.

Rear rail tie-downs must be used on all roll-off containers being transported in compliance with §393.134.

Truck and Equipment Fires

It is important to understand the simple prevention strategies to reduce the risk that your vehicle or equipment will be damaged by a fire.

The following hazards can lead to fires:

- Hot loads
- Excessive grease buildup on or around the motor or chassis
- Paper or trash between packer blade and cab
- Incomplete or improper pre-trip inspections
- Defective wiring
- Poor or absent preventive maintenance

In the event of a fire, make sure you are ready to respond quickly to minimize damage and avoid endangering yourself or other people nearby.

Our trucks and heavy equipment must be equipped with a fire extinguisher. Your fire extinguisher is your first line of defense against a fire. Ensure that it is properly charged and readily accessible at all times. Larger collection vehicles (CDL class) should be equipped with a 20 lb. B:C extinguisher.

If a fire cannot be contained safely, stand clear and wait for emergency personnel to arrive. Remember, no vehicle is worth risking your health or safety.

During your shift, be alert for smoke and/or discoloration when driving, servicing containers, etc.

If you have a hot load, you should act quickly and do the following:

1. Call your dispatcher/supervisor immediately.
2. Pack the load as tightly as possible to smother the fire.
3. Attempt to extinguish the fire **IF safe to do so**.
4. If it can be safely accomplished, the driver should eject the load (preferably on a flat, paved surface) and then move the truck away from the burning refuse. Sometimes a hot

load fire can grow to a point where the load cannot be ejected safely. In these cases, the driver should move away from the truck and wait for the fire department.

5. Contact 911 for emergency support.

In case a fire arises between the cab and the packer blade, you should do the following:

1. Immediately use your fire extinguisher.
2. Call the dispatcher/supervisor.
3. Contact 911 for emergency support.

A fire occurring in the cab of our truck may be an electrical fire. **Before** you attempt to put the fire out—and IF it can be safely accomplished—turn off the power by positioning the battery disconnect switch in the "Off" position.

Spill Response

As a Meridian Waste employee, you must respond quickly and efficiently to any spill. **In the event of a spill**, do the following:

1. Locate the source of the spill:
2. Shut off engine
3. Shut off PTO
4. Shut off main hydraulic valve
5. Contain the spill as quickly as possible by using:
 - Truck spill kits
 - Oil dry
6. Notify dispatch or your supervisor to:
 - Respond with additional materials to assist in cleanup.
 - Properly clean up and remove any contaminated soil.
 - Notify the proper authorities if the spill is large enough to be a threat to the environment or public safety.

All trucks MUST be equipped with a spill kit.

Driver's Daily Log and Hours of Service (HOS)

All Commercial Motor Vehicle (CMV) drivers are subject to hours-of-service regulations (FMCSR Section 395). Drivers exceeding 12 hours on duty or traveling beyond a 100 air-mile radius from the location, must complete a daily log. These regulations ensure that drivers are afforded the opportunity to get adequate rest so they can perform safely.

Commercial vehicle drivers **MAY NOT** drive:

- More than 11 hours, following 10 hours off duty.
- Beyond the 14th hour after coming on duty, following 10 hours off duty.
- If more than eight (8) hours have passed since the end of the driver's last off-duty period of at least 30 minutes.
- After 60 hours on duty in seven (7) consecutive days or 70 hours on duty in eight (8) consecutive days.
- A driver may restart a period of seven (7) or eight (8) consecutive days after taking 34 or more consecutive hours off duty, which includes two periods from 1 a.m. to 5 a.m.

There may be circumstances where a driver may be assigned driving duties outside these general guidelines. Drivers must check with management to ensure that any alternative schedule is in accordance with relevant regulations.

All employees who may operate commercial vehicles exceeding 10,001 lb. gross vehicle weight rating (GVWR) must have a DOT Driver Qualification file and are subject to HOS requirements.

Drivers Vehicle Inspection Report (DVIR)

Before leaving the facility, drivers must perform a complete pre-trip inspection to ensure that their vehicles are safe and fully operational. Drivers are not authorized to move the vehicle if defects are noted during the inspection.

PROPER INSPECTION PROCEDURE

Vehicle Prepares to Leave for Route

1. Driver reviews the previous day's white copy of DVIR. If defects were noted, the driver confirms that all safety related defects have been corrected. The driver then signs and returns the original DVIR (white) to maintenance and the yellow copy goes to operations for review. Maintenance will file the original in a 90-day retention folder in accordance with regulations.

2. If the defects have not been corrected, maintenance must perform the necessary repairs and/or certify that the vehicle is safely operational before moving it.
3. Today's DVIR is created by completion of a pre-trip inspection by the driver (paying close attention that the previous days defects were corrected).
4. Driver proceeds to the route with today's DVIR and, where required by state law, the yellow copy of the previous day's DVIR.

Vehicle Returns from Route

5. Driver completes today's DVIR (Post-Trip inspection), then returns it to the maintenance department with or without defects noted. The form should be dated and signed.

Maintenance Department Reviews

6. Shop supervisor reviews a daily DVIR log provided by operations, which lists all trucks that were routed for the respective day.
7. The shop supervisor then reconciles the DVIRs turned in to make sure a DVIR was received for each truck operated that day. The form should be dated and signed.
8. Shop supervisor reviews each DVIR. If defects were noted, then the vehicle is brought in for repairs. After the repairs are made, the mechanic records the repair order number and signs off that the repairs were made. If the defects noted do not affect the safe operation of the vehicle, the mechanic notes it and signs off stating this.

Maintenance Returns DVIR

9. Maintenance returns the white copy of all DVIRs for the next driver to review. If defects were noted, the driver then signs off on the DVIR acknowledging the maintenance department has signed it stating the repairs were made or that it is safe to operate.

Points to Remember:

- The driver must completely fill out the DVIR form.
- If defects are noted, maintenance must make all repairs or note that the defects do not affect the safe operation of the vehicle.
- DVIR with defects noted must be signed by the mechanic and have the repair order recorded on the DVIR.
- Prior day's DVIR with defects noted must be signed by the driver, acknowledging

that the maintenance department has stated that the repairs have been made or that the vehicles are safe to operate.

- **White DVIR sheet:** Filed each day for and retained for 90 days.
- **Yellow DVIR sheet:** Returned to vehicle for next day's operation, where required by state law.
- Drivers/operators who do not report known vehicle or equipment malfunctions on their daily Driver Vehicle Inspection Report (DVIR) will be subject to disciplinary action.

SECTION 3: HAULING AND COMMERCIAL DRIVING

SECTION 4/ POST-COLLECTION OPERATIONS

Landfill Working Face

The working face of a landfill has multiple moving parts. Large vehicles are constantly moving in and out, heavy equipment is moving waste, and employees or other drivers may be on the working face. Drivers must be careful to avoid contact with other vehicles, heavy equipment, pedestrians, and temporary excavations.

Employees and drivers working in the disposal area must avoid potential risk, such as hazards from other vehicles that are unloading or from heavy equipment that may be working nearby.

Equipment operators must also work to avoid potential risk by staying alert and aware of employees, drivers, and other equipment operators who may be in the operating area.

The following minimum standards must be observed when on the working face of the landfill:

- Only the driver may exit the vehicle while at the facility. All other vehicle occupants must remain in the vehicle.
- The driver must stay within arm's length of the vehicle while at the dump face area. This individual will open doors, tailgates, etc. When opening swinging doors, the driver is to stay with the moving door until it is opened and properly secured prior to unloading.

NOTE: If the door is for a pressurized container, the driver should not hold the door or door chain when it is initially opened; but then, once opened, the driver is to stay with the door, walk it around, and properly close it.

- Maintain a distance of at least 15 ft. between trucks (length of trailer + 10 ft. for end dump/frameless trailers).
- Personnel shall never walk across the active area or clean-out area to the landfill equipment or to another vehicle.
- Vehicles are not to be left unattended while unloading or on the working face of the landfill.
- Once unloaded, the driver will close vehicle doors, tailgates, etc. When closing swinging doors, the driver must stay with the moving door until it is closed and properly secured.
- After doors are closed and properly secured, the vehicle may then proceed to the designated clean-out area or immediately exit the facility.
- **Under no circumstances** will a vehicle be pushed. If a vehicle needs to be towed, it is to be properly pulled, not pushed.

- Before leaving the clean-out area, the driver must walk around the vehicle and check the packing mechanism (the blade) or undercarriage for any loose material that could get caught on the drive shaft or axle and check the vehicle for any damage. If debris must be removed, proper lockout/tagout procedures will be followed.
- Scavenging by any person is strictly prohibited. Employees who are observed scavenging will be subject to immediate disciplinary action, up to and including release from employment. All scavenging activity should be immediately reported to your supervisor.

MRF or Transfer Station Tipping Floor

The tipping floor of a transfer station or MRF should be considered a restricted work area. Large vehicles are constantly moving in and out, heavy equipment is moving waste, and private cars or pickup trucks may be present on the tipping floor. Drivers must be careful to avoid contact with other vehicles, heavy equipment, private vehicles, or pedestrians.

Employees and drivers working in the tipping area must avoid potential risk, such as hazards from other vehicles that are unloading or from heavy equipment that may be working nearby.

Equipment operators must also work to avoid potential risk by staying alert and aware of employees, drivers, and other equipment operators who may be in the operating area.

The following minimum standards must be observed when on the tipping floor of the transfer station or at the MRF:

- Only the driver may exit the vehicle while at the facility. All other vehicle occupants must remain in the vehicle.
- The driver must stay within arm's length of the vehicle while on the tipping floor. This individual will open doors, tailgates, etc. When opening swinging doors, the driver is to stay with the moving door until it is opened and properly secured prior to unloading.

NOTE: If the door is for a pressurized container, the driver should not hold the door or door chain when it is initially opened; but then, once opened, the driver is to stay with the door, walk it around, and properly close it.

- No foot traffic is allowed within 15 ft. of the facility's mobile equipment when it is in operation.
- Personnel shall never walk across the active area or clean-out area to the mobile equipment or to another vehicle.
- Vehicles are not to be left unattended while unloading or on the tipping floor.

- Once unloaded, the driver will close vehicle doors, tailgates, etc. When closing swinging doors, the driver is to stay with the moving door until it is closed and properly secured.
- After doors are closed and properly secured, the vehicle may then proceed to the designated clean-out area or immediately exit the facility.
- Before leaving the clean-out area, the driver must walk around the vehicle and check the packing mechanism (the blade) or undercarriage for any loose material that could get caught on the drive shaft or axle, and check the vehicle for any damage. If debris must be removed, proper lockout/tagout procedures will be followed.
- Scavenging by any person is strictly prohibited. Employees who are observed scavenging will be subject to immediate disciplinary action, up to and including release from employment. All scavenging activity should be immediately reported to your supervisor.

Traffic Control

Traffic control is a key element for safe operations at a landfill, MRF, or transfer station. Each location must have a traffic control plan. The gate and/or scale house should be the first stop at these facilities. Signs must designate safety rules, speed limits, and the point of entry and exit for incoming vehicles.

While at the working face of the landfill, the tipping floor of a transfer station or MRF, vehicles will maintain a minimum of 15 ft. of space between units or allow sufficient space between vehicles to avoid contact in the event of an overturn. For end-dump or frameless trailers, a distance of 10 ft. plus the length of the trailer must be maintained. At no time should private passenger vehicles and commercial vehicles be allowed to tip or dump in the same area.

All employees are to observe posted speed limits and follow the posted facility rules. Employees will limit their access to authorized areas only.

Landfill, MRF, and transfer station personnel are responsible for ensuring that all rules and speed limits are followed. Violations of Company policy are to be reported to your supervisor immediately and may result in disciplinary action up to and including termination.

Heavy Equipment

Landfill, MRF, and transfer station operations generally involve the use of heavy equipment, including compactors, loaders, and excavators. In accordance with Department of Labor standards, only employees who are 18 years or older, and have been properly trained, may operate heavy equipment.

Before equipment is left unattended, the following shall be implemented:

- Keys will be removed from the unit.
- Parking brake will be set.
- If the unit is parked on an incline, the wheels will be chocked in addition to setting the parking brake.
- All unattended loaders will have their buckets or blades lowered to the ground.

In addition, the following practices will be observed:

- Prior to the beginning of each shift, an inspection will be conducted prior to beginning work, utilizing the Equipment Daily Inspection Sheet.
- Seat belts shall be always used while operating heavy equipment.
- Only qualified (and certified, where required) employees who have been approved by their supervisor are permitted to operate Company equipment.
- At no time are passengers allowed in Company equipment.
- Company equipment will be utilized only for the job for which it was designed.
- At no time shall Company equipment be removed from Meridian Waste property unless approved by the facility's general manager.
- Never walk under or work around raised blades, buckets, forks, or implements (e.g., brush hogs).
- Do not disconnect hydraulic lines on equipment without releasing pressure on the system.
- Lockout/tagout must be utilized before doing any maintenance or repair work on any equipment.
- Modifications or alterations to equipment are prohibited.
- Employees will not tamper with safety devices on any machinery or equipment. Safety devices include, but are not limited to, alarms, guards, fire extinguishers, and emergency shut-off switches.
- Safety devices must be in good working order at all times. Employees who fail to report safety device malfunctions, disconnect such systems, or disregard safety devices will be subject to disciplinary action up to and including release from employment.

SECTION 4: POST-COLLECTION OPERATIONS

Powered Industrial Trucks and Equipment

Powered Industrial Trucks (PITs) are defined as mobile, power-driven vehicles which carry, push, pull, lift, stack, or tier material. All personnel intending to operate powered industrial trucks, including forklifts, must be trained before operating. Training will include, but not be limited to, safety procedures for:

- Handling
- Storage
- Charging or changing batteries
- Fueling

IMPORTANT: Employees are only permitted to operate the type of powered industrial truck they were trained on. For example, being trained on a fork truck does not authorize you to operate a platform lift truck.

Before using a PIT, you must perform and document an inspection. Do not operate a PIT unless you have confirmed that the inspection has been completed. Deficiencies noted during the inspection must be addressed.

Trenching and Excavation

The hazards associated with trenching and excavation may include cave-ins, falls, falling loads, and hazardous atmospheres. The following general rules are set forth **to safely protect employees from hazards** that may be encountered in tasks involving trenching and excavations:

- Ensure that a competent person is identified to inspect trenches daily and, as conditions change, to ensure elimination of excavation hazards before worker entry.
- Position heavy equipment away from trench edges to properly maintain trench stability.
- Utilize safe access and egress to all excavations, including ladders, steps, ramps, or other safe means of exit for employees working in trench excavations four (4) ft. or deeper.
- Keep excavated soil and other materials at least 2 ft. from trench edges.
- Identify all underground utilities before proceeding with digging operations.
- Test for atmospheric hazards such as low oxygen, hazardous fumes, and toxic gases when greater than four (4) ft. deep.
- Do not work under suspended or raised loads or materials.
- Ensure that personnel wear high-visibility or other suitable clothing when exposed to vehicular traffic.

Tipper Safety

Tipper may be used at post-collection sites to dump containers or trailers. Employees operating a tipper must be trained in the safe operating procedures for the tipper, on the use of the wind gauge, and in proper inspection of the tipper.

Drivers must wait for the operator to instruct them prior to backing onto or pulling off of the tipper, and they must obey all tipper operator instructions. After unhooking the trailer, drivers must return to and remain in the cab. Drivers must always maintain visual contact with the tipper operator. If visual contact with the tipper operator is lost, the driver must immediately stop until visual contact is reestablished.

Conveyors

Conveyors are used at Meridian Waste in MRF locations to transport a variety of materials. The most common conveyor used at Meridian Waste is a belt conveyor. Conveyor injuries can occur at power transmission points, pinch points, spill points, and areas under counterweights.

To avoid conveyor incidents, follow these guidelines:

- Do not service conveyors until motor disconnect is locked and tagged out.
- Keep loose clothing, fingers, hair, and other parts of the body away from conveyor.
- Do not climb, step, sit, or ride on conveyor at any time.
- Do not remove or alter conveyor guards or safety devices.
- Keep all personnel clear of the conveyor before starting.
- Know the location and function of all stop/start buttons and pull cords.
- Keep all stopping/starting control devices free from obstructions.
- Keep walkways and ladders around conveyors clear of obstructions.

SECTION 4: POST-COLLECTION OPERATIONS

SECTION 5/ MAINTENANCE & SHOP

Cranes, Hoists, and Slings

Cranes, hoists, and slings are commonly used at Meridian Waste. Examples include jacks, chain hoists, cranes on boom trucks, and engine lifts.

There are **basic rules that apply to them all:**

- Must be labeled with the load rating; the label must be legible.
- Any attachments that are used must be rated at least as strong as the primary unit.
- All must be inspected before each use.
- Know the weight of your load.
- Never exceed capacity.
- Make sure you have been trained prior to using.
- Use only as intended.

Specifics for cranes:

- Operate no less than 10 ft. from power lines.
- Make sure the travel path is clear.
- Check for proper operation before using.

IMPORTANT: If any crane, sling, or hoist is found to be damaged, modified, or not functioning properly, it must be taken out of service! Notify your supervisor of the issue immediately.

Welding and Hot Work

The types of welding and hot work performed at Meridian Waste operations may include grinding, oxygen-acetylene welding, arc welding, and gas welding. Welding produces fumes, dusts, and gases depending upon the metal being welded, the kind of welding, and the electrode coatings on the metal. Other hot work hazards include fires, burns, electric shock, and radiant energy. Welding and hot work should be done only by trained and authorized personnel.

Follow these guidelines when performing hot work:

- Wear safety glasses, leather welding gloves, a welding helmet, and other protective clothing as specified in the Meridian Waste PPE Hazard Assessment.
- Designate areas in the shop for hot work.
- Inspect welding area before starting work.

- Remove flammable and combustible materials.
- Install screens and shields.
- Locate a fire extinguisher and ensure that it is nearby.
- Welding or cutting must not take place unless hazards are removed or screens installed.
- Do not perform hot work activities in areas close to degreasing, cleaning, painting, or fueling.
- Obtain a hot work permit before starting operations outside designated areas to ensure that all fire hazards are controlled.
- Post a fire watch person for 30 minutes after hot work operations have ceased.
- Utilize floor fans or local exhaust systems.
- Close cylinder valves when not in use.

Compressed Gases

Due to their pressure and contents, compressed gas cylinders can be extremely hazardous when misused or abused. At Meridian Waste, a few common compressed gases used are oxygen, acetylene, and argon.

Only trained personnel should handle compressed gas cylinders. Check connections and hoses before use, open valves slowly, and close all valves when not in use.

When moving cylinders, ensure that the valve cap is in place, secure to a cart or dolly, and handle with care. When stored, cylinders must be secured to prevent tipping and segregated by hazard class. Cylinders not in use **MUST** be capped whether they are empty or full.

Tire Safety

Tire and rim servicing can be performed only by trained personnel using proper procedures and tools. The air pressure contained in a tire can be explosive. The sudden release of pressure by a tire blowout or side ring separation can cause serious injury or death.

- Always comply with tire/wheel manufacturer's instructions.
- Utilize the required PPE, which includes cut-resistant gloves, safety glasses, face shield, and hard hat.
- Use only approved tire tools, including restraining cages, clip-on chuck/in-line gauge, rim mallets, tubeless tire iron set, and bead unseating tools.

- These tools must be used only for tire servicing.
- Never re-inflate until all tire and rim parts are demounted, inspected, and matched in a restraining device.
- Do not stand, lean, or reach over the tire rim/wheel assembly in the restraining device during inflation.
- Truck tires should be inflated to within 80 percent of the manufacturer recommended pressure.
- Do not inflate beyond 40 psi to seat any tire beads.

REMEMBER:

Everyone has the **right** and **obligation** to **stop and question any job that causes concern about personal safety, the safety of others, or the safety of our services.**



**ACKNOWLEDGMENT FORM
RECEIPT OF SAFETY & LOSS PREVENTION MANUAL**

I acknowledge that I have received, read, and understand the information included in the Meridian Waste "Safety and Loss Prevention Manual," including disciplinary measures.

I am committed to complying with the principles and guidelines contained therein.

EMPLOYEE:

Signature of Employee

Date Signed

Printed Name

Location

It is mandatory that all Meridian Waste employees detach and return this form to their supervisor.

TO BE PLACED IN EMPLOYEE'S PERSONNEL FILE



MERIDIAN WASTE

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MeridianWaste.com

Update 2022-A

FLEET & FACILITY MAINTENANCE GUIDE

**INVENTORY
MANAGEMENT
& Reporting**

**SHOP-GENERATED
WASTE**

**SAFETY
EQUIPMENT**

**DOSSIER
SYSTEMS**

**PREVENTIVE
MAINTENANCE**

**DOT
COMPLIANCE**



*General Policies, Safety, and Forms
Fleet Maintenance Requirements
Facility Maintenance Requirements*

For more information, contact:
KMcCarty@MeridianWaste.com



ACKNOWLEDGMENT FORM

Receipt of Fleet & Facility Maintenance Guide

I acknowledge that I have received, read, and understand the information included in the Meridian Waste Fleet & Facility Maintenance Guide, including disciplinary measures.

I am committed to complying with the principles and guidelines contained therein.

EMPLOYEE:

Signature of Employee

Date Signed

Printed Name

Location

It is mandatory that all Meridian Waste Maintenance employees detach and return this form to their supervisor.

TO BE PLACED IN EMPLOYEE'S PERSONNEL FILE

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34 Conclusion



A close-up photograph of a vehicle's brake system. The image shows a brake caliper on the left, which is a dark, metallic component with a textured surface. To its right is a large, circular brake disc with a smooth, metallic finish. The disc is mounted on a hub with several bolts. The background is dark and out of focus, emphasizing the mechanical parts.

OVERVIEW

The objective of these policies is to give our maintenance managers and staff members guidelines and minimum standards to follow.

Meridian Waste Fleet & Facility Maintenance Guide policies are compiled primarily from recommendations and regulations from the Department of Transportation's (DOT), Occupational Safety and Health Administration (OSHA) and state, federal and local government regulations. Meridian Waste Acquisitions, LLC (Meridian Waste) adopts the best proactive management procedures to be included in our Fleet & Facility Maintenance Guide.

RESPONSIBILITY

Each maintenance manager has the responsibility to ensure all compliances are met and maintained regarding OSHA and DOT regulations as they apply to Meridian Waste fleet vehicles and maintenance facilities.

The sole purpose of the Fleet & Facility Maintenance Guide is to highlight and give direction to certain issues regarding fleet maintenance that have DOT compliances that must be adhered to, as well as OSHA compliances regarding our employees and the workplace.

Acknowledged and Received by Meridian Waste Acquisitions, LLC Senior Management.



Walter "Wally" Hall, Jr.
Chief Executive Officer



Dave Lavender
Chief Operating Officer



Kenny McCarty
Director of Fleet Maintenance



SECTION 1/ FLEET MAINTENANCE REQUIREMENTS

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Training – OSHA and DOT

Maintenance Department Annual Training Schedule **FORM**

Dossier Fleet Maintenance System Management

DOT (Hard Copy) Recordkeeping

DOT Computerized (Dossier) Recordkeeping

Inventory Management & Reporting

Warranty

Preventative Maintenance Inspection Terminology and Intervals

Preventative Maintenance

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Tire and Wheel Maintenance

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DOT (Personnel) Compliance

Shop-Generated Waste

Shop-Generated Waste Recordkeeping **FORM**

Fuel Storage Tank Management – AST / UST

A/C Maintenance and CFC Training and Compliance

Fleet Walks and Shop Safety Procedure Observations

Fleet Maintenance Standards Quarterly Review **FORM**

Training — OSHA and DOT

ALL maintenance personnel must be certified by documented training records in the following subjects; please note that OSHA-required training is **NOT** limited to the subjects listed below. In the event a location chooses to implement a specific work procedure that is not included in this list, a hazard assessment must be completed to identify whether additional training in the relevant subject(s) is/are required for the employee.

- Fire extinguisher / Hot load procedure / Fire prevention
- Blood-borne pathogens
- OSHA haz-com / Right to know – Walking working surfaces
- Heat stress
- Emergency management / Evacuation
- Lockout / Tagout Policy & Procedure / Ergonomics
- PPE / Seatbelt use – Fall protection
- Confined space ("Awareness" Level)
- Emergency spill response procedure
- Alcohol & drug abuse awareness
- Heavy equipment ops
- Road call safety procedures
- Brake inspector & DOT annual inspector qualifications
- Safe lifting / Machine guarding / Electrical safety
- Driver DOT compliance / Fleet safety
- DOT Out-of-Service criteria
- Company rules & procedures
- Flammable liquid use & storage
- Tire and single / Multi-piece rim service
- Compressed gas use
- First aid / CPR
- DOT hazardous material (HM 181)
- Powered industrial truck (Forklift)
- Overhead crane, chains & slings
- Hand and power tools
- Welding, cutting & brazing

Maintenance Department Annual Training Schedule

Year: _____

Scheduled Training Date: _____ of each month

**NOTE: Some training applies to ALL maintenance personnel.
Other training is applicable to tasks assigned.**

All Maintenance Personnel	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Company Rules & Procedures	X											
Fire Extinguisher, Hot Load Procedures, Fire Protection		X										
OSHA Haz-Com, Right-to-Know—Walking Working Surfaces			X									
Emergency Spill Response Procedures				X								
Road Call Safety Procedures					X							
Brake Inspector & Annual Inspector Qualifications						X						
Flammable Liquid Use and Storage							X					
Heat Stress								X				
Tire and Single/Multi-piece Rim Service									X			
Safe lifting, Machine Guarding, Electrical Safety										X		
DOT Out-of-Service Criteria											X	
Bloodborne Pathogens												X
Compressed Gas Use							X					
Powered Industrial Truck (Forklift)					X							
Overhead Crane, Chains, & Slings										X		
Hand and Power Tools							X					
Welding, Cutting, and Brazing							X					
Hearing Conservation							X					
Alcohol & Drug Abuse Awareness	X											
Lock-out/Tag-out (LOTO)										X		

NOTE: This does not include weekly tailgate meetings or vendor-sponsored training. Some training may be required annually.

Dossier Fleet Maintenance System Management

Requirements are as follows:

1. Entering all work performed on work orders within 24 hours.
2. Vehicle meters' readings updated daily on all routed vehicles.
3. Managing all purchasing and receiving parts.
4. Capturing all fuel cost by unit.
5. Collection and reporting of millage/fuel by State as required for apportioned and IRP purposes.
6. Recording payroll hours and comparing to Repair Order (RO) hours.
7. Managing Dossier reporting to track and report maintenance cost effectively.
8. All vehicle data and specifications completed in Dossier.
9. Utilize all vehicle and replacement parts warranty fields.



Recordkeeping

DOT (Hard Copy) Recordkeeping

Requirements are as follows:

1. History file folders maintained in proper order and up to date. **Files must include the following information:**
 - DOT annual inspection in a subfolder (current only).
 - Vehicle information on the front of the hanging folder.
 - DOT roadside inspection in a subfolder.
 - Outside repairs subfolder.
 - Vehicle registration in a subfolder.
 - One year vehicle history readily available.
 - Vehicle history files kept for four (4) years after vehicle is retired from Meridian Waste.
 - Dossier Repair Orders (ROs) completed properly.
 - DVIR driver vehicle condition reports filed for ninety (90) days retention plus current month.
 - Dispose of oldest month at the beginning of each new month.

DOT Computerized (Dossier) Recordkeeping

Requirements are as follows:

1. Authorization from Meridian Waste Corporate Maintenance Personnel is needed before full Dossier computerized recordkeeping can replace hard copy versions.

Inventory Management & Reporting

Requirements are as follows:

1. Using Dossier to completely track, monitor, and report all maintenance inventory allocations and expenses.
2. Using the following procedures to manage the inventory.
 - Count sheets to perform monthly physical inventory.
 - Valuation to report beginning and ending balances.
 - Parts turn reports used to manage the inventory and prevent obsolete inventoried parts from accumulating.

Warranty

Requirements are as follows:

1. Information entered into Dossier under vehicles and parts correctly.
2. Each part should be entered into inventory warranty tab marking the date of warranty expiration from the date it is installed on the truck.
3. Each vehicle is set up properly to recognize possible OEM warranty.
4. Maintain a **Warranty Recovery Log** that list all warranties submitted and recovered.

Meridian Waste Preventative Maintenance (PM) Inspection Terminology and Intervals

Terminology	Interval
Annual DOT Inspection	365 days
A - PM	150 hours
B - PM	450 hours
Coolant System – PM	735 days
Hydraulic System – PM	365 days
Manual System – PM	365 days
Rear Carriers – PM	365 days
Allison (Automatic) Transmission – PM	365 days

Specific intervals may vary based on equipment specifications following Corporate approval

Preventative Maintenance (PM)

Requirements are as follows:

1. All Preventative Maintenance (PM) inspections must be documented by the inspector using the Meridian Waste appropriate **Vehicle Inspection Forms**.

2. Engine oil samples **MUST** be taken at selected intervals as noted below, then sent for analytical results.
 - At first oil change when new vehicle arrives in fleet.
 - Following major component repairs, changes, or replacements.
 - No less than once annually.
3. All PM inspections are scheduled and completed within a plus or minus 20 hour targeted due period, with the exception of the annual DOT inspection.

NOTE: It is extremely important that the B-PM be performed on time and an oil sample taken and sent in immediately due to the engine oil interval requirements.

4. Mechanics performing PM inspections are certified and have been documented under the guidelines stated in DOT regulation 396.17(d).
5. PM inspections audited by the maintenance manager to ensure quality and effectiveness of the inspection also to identify specific training needs.
6. Cooling system is maintained within the PM inspection program and all inspectors have been trained to identify and maintain each coolant type and make the necessary chemical adjustments.

Brake Maintenance and Requirements

Requirements are as follows:

1. Meridian Waste Fleet Maintenance Departments will adhere to all DOT requirements regarding maintenance, inspections, and repairs to brake systems — both air and hydraulic.
2. Meridian Waste Fleet Maintenance Departments will maintain vehicle brake systems to meet OEM specifications.
3. Meridian Waste Fleet Maintenance Departments **will NOT, under any circumstance,** modify, alter, or bypass any air brake component.

NOTE: It is critical to maintain complete brake balance. Doing this requires a technician to have a strong knowledge and have ongoing training of the entire braking system. Meritor offers technical manuals that are very helpful. Visit their website to sign up for literature and online training courses at: www.meritor.com/products/brakes.

4. **NEVER** replace shoes or drum on one side of an axle only. **ALWAYS** repair both sides of the braking axle. If one side is worn substantially more than the opposite side, this is an irrefutable sign of uneven foundation brakes.
5. Always replace brake drums at each relining. If the drum is reused, it must be carefully inspected for wear patterns, as well as measured with a diameter gauge. If any measurements are 0.120 over the normal drum diameter, the drum must be replaced.
6. Always replace brake shoe mounting hardware at each relining.
7. Replace S-Cam bushings at each relining. Ensure S-Cam shaft to bushing free play is not to exceed 0.30.
8. All technicians who inspect or repair brakes must be certified by the maintenance manager before performing the repairs. The brake inspector must meet the requirements outlined in the **Brake Inspector Certification 396.25**.
9. **ASA Policy** – Meridian Waste policy for its fleet maintenance facilities are that under no circumstance will the manual adjustment of automatic slack adjusters be allowed because manually adjusting automatic slack adjusters is dangerous and should not be done, except during installation or in an emergency to move a vehicle to a repair facility.
10. **ASA Training** – Annual automatic slack adjuster training for all technicians who repair or inspect brakes is required. This training must be administered and documented by the maintenance manager. The training must be specific to all brands ASA that are equipped in the fleet.

Optional Equipment / Telma I.E.

Requirements are as follows:

1. Meridian Waste purchases optional equipment on some of its vehicles or acquires via acquisitions some operational items to improve or enhance productivity. It is the responsibility of each Meridian Waste maintenance manager to maintain their equipment properly, and to train and educate the technicians on inspection and repair procedures necessary to keep the equipment in proper working order.

Cooling System Maintenance

Requirements are as follows:

1. All technicians must have extensive knowledge of cooling systems and the required maintenance procedures to maintain the chemical parameters needed to protect the engine from failures.

Engine Protection Parameters

Requirements are as follows:

1. All collection trucks manufactured with electronically-controlled engines must have the shut-down parameters programmed to protect the engine from excessive idling, low oil pressure, high coolant temperatures, high transmission temperature (if equipped), and low coolant level.

Tire and Wheel Maintenance

Requirements are as follows:

1. All employees who service tires and wheels must be trained in OSHA safety for proper inspection and maintenance procedures.
2. **Safety equipment required.** Tire cage for restraining tires while being inflated. Lock-on chuck with in-line regulator and pressure gauge. Also, the attaching hose connected between the regulator and the clip-on chuck must be long enough to keep the technician out of the immediate area of trajectory.
3. OSHA safety and procedure charts **MUST** be posted in the immediate area where the tire repairs are performed.
4. Each site should have a copy of the Accuride Wheel and Rime Safety manual accessible to all technicians servicing wheels and tires.
5. Each site must use re-calibratable tire pressure gauges (Myers 54905 or comparable) for accuracy each day before inspection begins.
6. Hub-piloted mounting procedures must be followed completely each time the wheels are removed from the vehicle. All Meridian Waste technicians **MUST** have extensive knowledge of these procedures **BEFORE** being allowed to service these wheels. **Annual training for each technician is required by all Meridian Waste fleet**

maintenance facilities. This training will be conducted and documented by the maintenance managers.

- 7. Disc Wheels (Hub-Piloted) — Single and Dual Disc Wheels.** Mounting faces of the hubs, flange mounting surfaces of the wheels, and mounting surfaces of the flange nuts should be clean and free of any foreign material or excess paint. The Hub-piloted pads should also be free of paint. To prevent corrosion, anti-seize compound may be applied to the hub-piloted pads. Primer and paint thickness on critical mounting surfaces of each wheel should **NOT** total more than 0.003 inch, maximum. The hub and drum critical mounting surfaces should not be painted. When installing flange nuts, apply two drops of oil on the leading threads of each stud, and if the flange nuts have been used before, apply two drops of oil to the junction of the nut and flange of each flange nut. **DO NOT** get oil between the flange and the wheel.

DOT (Vehicle) Out Of Service Criteria

Requirements are as follows:

1. Each technician must have ongoing training to ensure the DOT Out of Service Criteria is completely understood.
2. The technician **MUST** have JJ Keller or North American Safety Alliance versions of the OSC Manual. This OSC is part of the Meridian Waste yearly training requirements but should also be regularly discussed in every shop training session.

DOT (Personnel) Compliance

ANNUAL VEHICLE INSPECTIONS – INSPECTOR CERTIFICATION

Requirements are as follows:

1. Meridian Waste maintenance managers have the responsibility to ensure that any technician who performs annual inspections under **396.17(d)** is certified and documentation is on file. In cases where a third party is used to perform annual inspections, a copy of the inspector's certification must be obtained from the contractor and kept on file.

BRAKE INSPECTOR CERTIFICATION

Requirements are as follows:

1. Meridian Waste maintenance managers have the responsibility to ensure that any technician performing repairs or services to the truck's brake system is certified AND meets all requirements of **Section 396.25 Qualifications of Brake Inspectors.**

COMMERCIAL DRIVER'S LICENSE

Requirements are as follows:

1. Meridian Waste maintenance managers must report all technicians who test drive vehicles to the Operations Manager for the purpose of driver qualifications. Any technician who drives vehicles **MUST** possess a valid CDL Class B license and have company authorization to drive **PRIOR** to driving any vehicle.

Shop-Generated Waste

In the process of operating our fleet maintenance facilities, waste is generated. The term we use is "shop-generated waste." Our EPA generated status is "Conditionally Exempt" or "Conditionally Exempt Small Quantity Generator Producing Less Than 220 lb. of Hazardous Waste Monthly."

RECORDKEEPING OF ALL SHOP-GENERATED WASTE is REQUIRED. Refer to the *Shop-Generated Waste Summary* form in this document to see typical examples of shop-generated waste products in a Meridian Waste maintenance facility.

Requirements are as follows:

- Manifests must be maintained for **ALL** products collected or returned to vendors for recycling purposes.
- Records must be kept tracking monthly volumes of waste generated by specific volumes (in lb., gal., or units/each) handled per Vendor Disposal Site.
- A Waste Characterization completed and documented to determine if the waste is hazardous or non-hazardous.

Shop-Generated Waste Recordkeeping

Refer to the sample *Shop-Generated Waste Summary* form in this document.

Shop-Generated Waste Summary

Facility Name: _____ Facility Address: _____

Materials	Handled as Waste?	Material Haz or Non-Haz	Test Data on File Y or N	Material Recycled	Volume per Month**	Vendor Disposal Site
Batteries	NO	NON	NO	YES	8 ea.	Nexttran Truck
Parts clean solvent	NO	NON	NO	YES	20 lb.	Safety Kleen
Used Antifreeze	NO	NON	NO	YES	0	International Petroleum
Soiled shop rags	NO	NON	NO	YES	1200	Cintas Uniform
Truck wash (sludge)	NO	NON	NO	YES	2000 gal.	Jax Pollution
Used Engine oil filters	NO	NON	NO	YES	28 ea.	International. Petroleum
Used transmission filters	NO	NON	NO	YES	9 ea.	International. Petroleum
Used fuel filters	NO	NON	NO	YES	14 ea.	International. Petroleum
Used coolant filters	NO	NON	NO	YES	14 ea.	International. Petroleum
Used air filters	NO	NON	NO	YES	7 ea.	International. Petroleum
Used tires	NO	NON	NO	YES	20 ea.	Pomps Tire
Used CFCs	NO	NON	NO	YES	0	N/A
Used oil dry	NO	NON	NO	YES	200 lb.	Eagle Ridge LF
Scrap metals	NO	NON	NO	YES	0	Comm Metals

** Volume is measured by lb, gal, and units (each)

Fuel Storage Tank Management – AST / UST

Terminology:

- UST** – Underground Storage Tank
- AST** – Above-Ground Storage Tank
- SPCC** – Spill Prevention Control and Countermeasure

Requirements are as follows:

- 1. Registration.** Meridian Waste facilities with bulk storage of fuel must have all UST (Underground Storage Tanks) or AST (Above-Ground Storage Tanks) registered with the state and/or county of its domain.
- 2. Spill Prevention Control and Countermeasure (SPCC) Plan.** All Meridian Waste facilities with fuel storage tanks are required to have a Spill Prevention Control and Countermeasure (SPCC) plan. Contact your Corporate Safety Manager for details.
- 3. Above-Ground Storage Tank (AST).** Requirements necessary for compliance are listed in the site's SPCC plan (Spill Prevention Control and Countermeasures). Each site's exact requirements can vary depending on governing agency jurisdiction.
- 4. Weekly Storage Tank Inspections.** Review for:
 - Obvious signs of leaking.
 - Readiness of spill kit, fire extinguishers, safety cut-off valves, and interstitial monitoring devices.
- 5. Annual Tank Inspections.** Required by outside vendors to certify tank and dispensing equipment.
- 6. Daily Inventory Management.** Each site must manage fuel inventories, reconciling inventory with dispensed fuel daily.

A/C Maintenance and CFC Training and Compliance

Requirements are as follows:

- 1.** All Meridian Waste facilities that service and maintain vehicle A/C systems must comply with EPA regulations regarding proper recovery and recycling. All A/C service techs must obtain certified documentation detailing their knowledge of and understanding of refrigerant recovery and recycling.

A/C REFRIGERANTS

Requirements are as follows:

1. Venting of HFC-34 is prohibited. HFC-134a is the only refrigerant Meridian Waste uses in its vehicles. Use of R-12 or any other refrigerants are prohibited.

A/C EQUIPMENT

Requirements are as follows:

1. All A/C refrigerant equipment must be EPA approved.

Fleet Walks and Shop Safety Procedure Observations

Weekly fleet walk inspections are necessary to maintain a continuous accurate account of the general conditions of the vehicle. These inspections are best served when performed jointly with a member of operations management. All inspections are to be copied to your General Manager.

Issues to look for include the general appearance (exterior), driver in-cab cleanliness, and condition of the cab environment and controls.

Requirements: 100% of the fleet should be inspected and documented monthly.

Best Practice Tip: Conduct inspections of a small number of vehicles daily or weekly rather than 100% of the fleet in a single monthly inspection.



Fleet Walks

Fleet Maintenance Standards Quarterly Review

Materials	Meets Compliance	
	YES	NO
1) Training - OSHA and DOT <i>Comments:</i>		
2) Dossier System Management <i>Comments:</i>		
3) DOT Recordkeeping <i>Comments:</i>		
4) Inventory Management <i>Comments:</i>		
5) Warranty <i>Comments:</i>		
6) Preventative Maintenance <i>Comments:</i>		
7) Brake Maintenance and Requirements <i>Comments:</i>		
8) Optional Equipment / Telma <i>Comments:</i>		
9) Cooling System Maintenance <i>Comments:</i>		
10) Engine Protection Parameters <i>Comments:</i>		
11) Tire & Wheel Maintenance <i>Comments:</i>		
12) DOT (VEHICLE) Out of Service Criteria <i>Comments:</i>		
13) DOT (PERSONNEL) Compliances <i>Comments:</i>		

Materials	Meets Compliance	
	YES	NO
14) Shop Generated Waste <i>Comments:</i>		
15) Fuel Storage Tank Management AST / UST <i>Comments:</i>		
16) A/C Maintenance and CFE Training and Compliances <i>Comments:</i>		
17) Fleet Walks - Safety Procedure Observations <i>Comments:</i>		
NOTES:		

SECTION 1: FLEET MAINTENANCE REQUIREMENTS



EXTINGUISHER

SECTION 2/ FACILITY MAINTENANCE REQUIREMENTS

CAUTIONS

RECHARGE IMMEDIATELY
AFTER ANY USE

DRY CHEMICAL

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Requirements by Maintenance Area

Facility Maintenance Requirements Checklist **FORM**

Housekeeping — Administration and Maintenance Buildings

- Restrooms clean and adequately equipped with hand towels and toilet paper.
- Tissue paper and soap adequately stocked.
- First Aid cabinets adequately stocked per OSHA guidelines.
- Emergency eye wash stations in place and maintained properly.
- Emergency exit lights working.
- Adequate lighting inside buildings and for outside security.
- Emergency contact names and phone numbers posted.
- Emergency evacuation procedures posted.
- Fire extinguishers located within fifty (50) ft., and annually inspected.

Fuel Island — Oil & Lubricant Storage Area

- AST / UST registered with the State, and documents posted.
- Valid Certificate of Liability posted.
- Fire extinguishers, spill kit.
- Emergency shut off and signage posted nearby.
- Signage: No Smoking, Max Capacity, Product Description.
- Recordkeeping: Daily tank inspection, Monthly tank inspection.
- Bulk oil storage area clean and all tanks labeled.

Maintenance Shop and Surrounding Grounds

- Cleanliness and organization of work and storage areas.
- Spent shop rags kept in closed metal containers.
- Flammable materials properly labeled and stored.
- Parts room storage area organized and clean.
- Air hose clean and in safe condition.
- Electrical cords in good condition and no primary wire exposed.
- Welding machine leads in good condition: ground lead and welding leads.
- No Smoking signs posted in all required areas.
- Oxygen acetylene tank gauges and regulators in good condition and equipped with back flow protectors at the regulators and on the torch handle.
- Batteries stored in non-smoking area.
- Fire extinguishers located no more than fifty (50) ft. apart and signage posted. Annual inspections maintained.
- Shop floors and working areas in compliance with all OSHA passageways regulations and lighting requirements.

Forklifts and Other Material-Handling Vehicles

- Seatbelt, horn, back-up alarm, and work light in proper working order.
- Parking brake and service brakes in proper working order.
- No vehicle to be left unattended while the engine is running.
- Forklift training records for all authorized users on file.

Shop Tools and Equipment

- Bench grinders, hand grinders, and buffing tools equipped with proper guards and the wheels and grinding disc maintained.
- Air compressors maintained properly, protective guards in place, and proper labeling equipment starts automatically posted.
- Jack stands, jacks properly maintained, and capacity label marking posted on all pieces.
- Tire inflation cage, in-line pressure regulator w/ lock on chuck in proper working order.
- OSHA safety signage posted in close proximity of tire repair area.
- Accurate wheel safety manual available to all employees.
- Chains in good condition, slings clean and capacity marked.
- All ladders and rolling platforms-type ladders in good condition.

Maintenance



Security

- Facility secured properly - fire proof cabinets for sales contracts.
- Fire alarm, burglar alarms in use.
- Building access doors secured by locks.
- Fuel dispensers secured against after-hours use.
- Inventoried parts, tires, and oils secured after hours.

Safety Equipment and Posted Information Requirements

- Fall protection harnesses in good working order.
- Welding gloves, working gloves, safety glass and shield readily available.
- OSHA 200 log posted, EEO posters, worker compensation posters placed in areas frequented by employees regularly or daily.
- Right-to-Know Material Data Safety Sheets (MSDS) system in place and known by all affected employees.
- Certificate of Insurance for all vendors and contractors.

MERIDIAN WASTE MAINTENANCE DEPARTMENT
Facility Maintenance Requirements Checklist

		SATISFACTORY	NON-COMPLIANT	COMMENTS
HOUSEKEEPING — ADMINISTRATIVE AND MAINTENANCE BUILDINGS				
1	Restrooms clean and adequately equipped with hand towels.			
2	Tissue paper and soap adequately stocked.			
3	First Aid cabinets adequately stocked per OSHA guidelines.			
4	Emergency eye wash stations in place and maintained properly.			
5	Emergency exit lights working.			
6	Adequate lighting inside buildings and outside security lighting.			
7	Emergency contact names and phone numbers posted.			
8	Emergency evacuation procedures posted.			
9	Fire extinguishers located within 50 feet and annually inspected.			
FUEL ISLAND — OIL & LUBRICANT STORAGE AREA				
1	AST or UTS Registered with the State, and Documents posted.			
2	Valid Certificate of Liability posted.			
3	Fire extinguishers, spill kit present.			
4	Emergency Shut Off and signage posted nearby.			
5	Signage: No Smoking, Max Capacity, Product Descriptions.			
6	Recordkeeping: Daily tank inspection, Monthly tank inspection.			
7	Bulk oil storage area clean and all tanks labeled.			
MAINTENANCE SHOP AND SURROUNDING GROUNDS				
1	Cleanliness and organization of work and storage areas			
2	Spent shop rags kept in closed metal containers.			
3	Flammable materials properly stored.			
4	Parts room storage area organized and clean.			
5	Air hoses clean and in safe condition.			
6	Electrical cords in good condition and no primary wire exposed.			
7	Welding machine leads in good condition.			
8	No Smoking signs posted at areas required.			
9	Oxygen acetylene gauges and regulators in good condition and equipped with Back Flow protectors at regulators and torch handles.			
10	Batteries stored in non-smoking area			
11	Fire extinguishers located no more than 50 feet apart, with signage posted. Annual inspections maintained.			
12	Shop floors and working areas in compliance with all OSHA passageways regulations and lighting requirements.			

MERIDIAN WASTE MAINTENANCE DEPARTMENT
Facility Maintenance Requirements Form (cont.)

		SATISFACTORY	NON-COMPLIANT	COMMENTS
FORKLIFT AND OTHER MATERIAL HANDLING VEHICLES				
1	Seatbelt, horn, back-up alarm, and max lifting capacity posted.			
2	Parking brake and service brakes in proper working order and work light in proper working order.			
3	Forklift training records for all authorized users on file.			

SHOP TOOLS AND EQUIPMENT				
1	Bench grinders, hand grinders, and buffing tools equipped with proper guards, and the wheels and grinding disc maintained.			
2	Air compressors maintained properly, protective guards in place, and proper labeling equipment starts automatically posted.			
3	Jack stands, jacks properly maintained and capacity label marking posted on all pieces.			
4	OSHA safety posted in close proximity of tire repair area.			
5	Accurate wheel safety manual available to all employees.			
6	Chains in good condition, slings clean and capacity marked.			
7	All ladder and rolling platforms-type ladders in good condition.			

SECURITY				
1	Facility secured properly.			
2	Fire alarm, burglar alarm in use.			
3	Building access doors secured by locks.			
4	Fuel dispensers secured against after-hours use.			
5	Inventoried parts, tires, parts secured after hours.			

SAFETY EQUIPMENT AND POSTED INFORMATION REQUIREMENTS				
1	Fall protection harnesses in good working order.			
2	Welding gloves, working gloves, and safety glasses and shield readily available.			
3	OSHA 200 Log, EEO posters, Workers' Compensation poster placed in areas frequented by employees regularly or daily.			
4	Right-to-Know Material Data Safety Sheets (MSDS) in place and known by affected employees.			
5	Certificate of Insurance for all vendors and contractors.			



CONCLUSION

These guides and best practices may be revised at any time. If revisions occur, all managers will be notified immediately and revised copies forwarded.

Each topic mentioned has been briefly described. Further detailed explanations are available for any and all subjects.

CONCLUSION



MERIDIAN WASTE

5925 Carnegie Blvd., Suite 370
Charlotte, NC. 28209

MeridianWaste.com

Emergency Action Plan

29 CFR 1910.38

Jacksonville Hauling
(Company 31)
2078 Lane Avenue N
Jacksonville, FL 32254



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- **Introduction**

In order to minimize employee injury and property damage in the event a workplace emergency occurs, the Occupational Safety and Health Administration (OSHA) requires that Meridian Waste has in effect an Emergency Preparedness Program. A written action plan is a major part of this Emergency Preparedness Program, and this policy establishes written procedures to ensure uniform compliance with OSHA Standard 1910.38, Subpart E.

- **Scope**

This Emergency Action Plan applies to all employees at the **Jacksonville, FL** location. This plan will be reviewed on an annual basis or when there is a change in management.

- **Responsibilities**

The Emergency Response Commander has overall command of a workplace emergency.

The Responsibilities of the Emergency Response Commander:

- Assessing incidents to determine if it is necessary to order emergency response.
- Supervising Emergency Scene Coordinators' activities during an emergency.
- Coordinating the activities of professional responders such as ambulance, police, and fire departments.
- Directing shut down of critical workplace equipment, operations, or calling back vehicles when required.
- Determining if an evacuation is necessary and managing the evacuation.
- Call Meridian Waste's Risk Department and inform them of the situation.

EMERGENCY RESPONSE COMMANDER	
NAME:	Ed Mosley
TITLE:	Compliance & Safety Manager
PHONE:	904-370-0343

The Role of the Emergency Scene Coordinator:

Emergency Scene Coordinators are responsible for informing the Emergency Response Commander of emergency situations, coordinating other employee's activities during an emergency (guiding them to appropriate exits and safe areas during an evacuation, for example) and for other emergency-response tasks for which they have volunteered and been properly trained.

The Manager/Supervisor plays an important emergency contact role for all personnel. In the event of an emergency while on a route, the manager/supervisor is an employee's first line of contact. Once the manager/supervisor has been notified by radio of an emergency, he/she will alert either the Emergency Scene Coordinator or Emergency Response Commander depending on the severity of emergency.

EMERGENCY SCENE COORDINATOR	
DEPARTMENT(S)	Operations
NAME	Jon Hipp
TITLE	General Manager
PHONE	404-557-6896
DEPARTMENT(S)	Operations
NAME	Dave Shepler
TITLE	Area President
PHONE	904-237-6546
DEPARTMENT(S)	Operations
NAME	Ricky Rochester
TITLE	Operations Manager
PHONE	904-254-6113
DEPARTMENT(S)	Compliance & Safety
NAME	Ed Mosley
TITLE	Compliance & Safety Manager
PHONE	904-370-0343
DEPARTMENT(S)	Maintenance
NAME	Leroy Hulst
TITLE	Maintenance Manager
PHONE	904-716-8262

The above employees who have been designated to assist in emergency evacuation procedures have been trained in the workplace layout, various alternate escape routes, and how to use emergency equipment. The Emergency Scene Coordinator(s) have been made aware of employees with special needs and hazardous areas to avoid during an emergency evacuation.

- **Types of Workplace Emergencies**

A workplace emergency is an unforeseen situation that threatens our employees, customers, or the public; disrupts or shuts down our operation; or causes physical or environmental damage. Some examples of workplace emergencies are:

- Accidents.
- Medical.
- Fires.
- Chemical and Hazardous Waste Spills.
- Bloodborne Pathogens Exposure.
- Severe Weather.
- Explosions.
- Slop Slide.
- Threats of Violence; and
- Civil disturbance.

Employees are encouraged to report workplace hazards and unsafe work practices that could contribute to an emergency.

- **Action Plan Components**

This written action plan is tailored to this worksite and a hazard assessment was done to determine what, if any, physical or chemical hazards in the workplace could cause an emergency. Employees will receive training on the following:

- Types of workplace emergencies
- Chain of Command. Names, titles, departments, and telephone numbers of individuals both within and outside this location to contact for information and guidance.
- Emergency Alert Systems and their meanings
- Preventive measures for fire
- Recording of critical medical information
- Proper use of Personal Protective Equipment (PPE)
- An evacuation procedure.
- Procedures for employees who remain to perform essential services after an evacuation.
- Methods for reporting and responding to emergencies.

- **Emergency Alert System**

This site uses the following alarm systems to warn you of:

TYPE OF ALARM	WHAT IT MEANS	WHAT TO DO
Two-way Radio	VARIOUS EMERGENCIES	FOLLOW INSTRUCTIONS OF EMERGENCY COORDINATORS OR DETAILS OF PLAN.
Voice	VOICE ALARM ONLY	FOLLOW INSTRUCTIONS OF EMERGENCY COORDINATORS OR DETAILS OF PLAN

- **Evacuation Procedure**

In case of an emergency evacuation, all employees must report to the Designated Safe Assembly Area after evacuating the workplace. Employee who are assigned to assist with the evacuation will be easily identified and recognizable by the following:

RESPONSIBLE PARTY	MEANS OF IDENTIFICATION
Emergency Response Commander	Jon Hipp
Emergency Scene Coordinator	Ricky Rochester
Emergency Scene Coordinator	Ed Mosley

Follow the primary evacuation route immediately and wait at the Designated Safe Assembly Area for an Emergency Scene Coordinator to take roll call.

- **Safe Assembly Area**

Evacuation	At the Meridian Employee Parking Lot Front Gate
Tornado/Severe Weather	Interior Room of the Shop

- **Performance of Essential Duties**

Operation Shutdown: Normally, the **ERC** will shut down operations of the whole facility but if you have been designated to shut down a machine or power in your immediate working area, do the following:

- Listen to emergency alarms 2-Way Radios, Cell Phone, and intercom system for instructions on the type of emergency.
- Determine if you have adequate time to turn off your machine without risking your personal safety.
- Safely shut down your machine using the "Power off" button or level.
- Disconnect power supply from its source, if able to without risking personal safety.
- Evacuate building and or Landfill using the escape route; and
- Go directly to the designated safe assembly area and wait for roll call.

Fire Extinguisher Use: Employees whose job duties would include the use of extinguishers in an emergency must be trained in initial employment and at least annually thereafter. If you have been designated as a responder to fires in the workplace, follow these instructions.

- If you come upon a fire already burning:
 - o Listen for the emergency alarms.
 - o Listen for **ERC** instructions on the type and scope of fire.

- If a fire starts in your presence:
 - Sound the alarm and call the **ESC**, fire department, or 911, as appropriate.
- Identify a safe evacuation path before approaching the fire. Do not allow the fire heat, or smoke to come between you and your evacuation path.
- Perform a risk assessment to determine the stage of the fire and if it can be extinguished or controlled.
- If you have the slightest doubt about your ability to fight the fire, evacuate immediately.
- Use the P.A.S.S technique if it can be extinguished or controlled.
- After the fire is contained, immediately report it to supervisor.
- Evacuate immediately if the extinguisher is empty and the fire is not out or if the fire has progressed beyond the incipient stage.
- Report to the designated safe assembly area for roll call.

Medical Assistance: Only employees who have been trained in first aid response will be allowed to remain to offer medical assistance. This duty is appointed based on the employee's qualifications and their availability to perform the required duties. In the event of an emergency, first-aid responders should follow the procedures below.

- Eliminate any immediate danger or hazards to yourself, and others.
- Carry a first aid kit with you to be able to render treatment to casualties.
- Only administer first aid after doing PPE.
- If casualties and/or disabled employees are in an evacuation area, they should be moved to a safe area adjacent to the fire stairs or exits and remain there until all other employees are evacuated.
- First-aid responders shall remain with the casualties and/or disabled (provided it is safe to do so) until assistance to exit the building can be arranged or until an ambulance, other medical or emergency services personnel take over.
- If you are not sure of the severity of the injury or condition - and the employee is not in harm's way- DO NOT TRANSPORT- wait for the assistance of professional emergency responders.
- If the area is unsafe and you are unable to safely administer first aid, immediately evacuate building and notify the **ESC** or emergency responders of the victim's location; and
- Report to the Designated Safe Assembly Area to wait for roll call and to inform **ESC**, emergency responders, or authorities the victim's situation.

Cleaning up after an injury: Because of the risk of exposure to infectious diseases, if part of your job is cleaning up after injuries in the workplace, you may need special training.

Minor injuries with small amounts of blood or body fluids in the work area can be cleaned up by the injured worker. Small cleanup kits in the immediate work area minimize the risk of contaminating other workers. These kits can be very small and basic, containing a pair of latex gloves, adhesive bandages, and disinfectant towelettes.

When major injuries occur, decontamination and sanitization is critical for removing pathogenic substances such as blood and/or other body fluids. Once the injured worker has been safely removed from the area and any equipment or machinery involved has been shut down, the following steps should be taken:

- Contact a trauma or biohazard cleanup service for cleaning and sanitizing the area.
- All employees remaining in the area must use the appropriate personal protective equipment

(PPE). This may range from simple latex gloves for minor cleanups to full paper coveralls, heavy duty rubber gloves, shoe covers, and face shields for cleaning up an area after an incident involving blood or body fluids.

- While waiting for the cleanup service, secure the area to prevent employees from exposure to blood or body fluids.
- If immediate cleanup is necessary:
 - Remove items which can break the protective barrier of your PPE. These items should be placed in a leakproof container.
 - Apply disinfectant solutions liberally to the area, making sure that all contaminated equipment is decontaminated. Recommended solutions are a sodium hypochlorite (household bleach) solution of 1:10 dilution (1-part sodium hypochlorite to 10 parts water); or solutions of 70-90 percent alcohol.
 - Use disinfectant-soaked rags to clean up the blood/body fluids.
 - Dispose of contaminated PPE and cleanup materials in a properly marked biohazard bag or container.
 - Retain all cleaning items and coordinate disposal with the trauma or biohazard cleanup company. You may also contact your health and safety department at your company for proper disposal rules. Contaminated materials cannot just be thrown in the trash. Many states have different rules about how to dispose of bloodborne pathogen contaminated wastes. The health and safety department will know the rules for your state and be able to dispose of the waste properly.

- **Practice Evacuation Exercises**

Evacuation exercises form an important part of emergency training and ensure smooth operation of planned procedures. Only by conducting and participating in practice drills, can the effectiveness of the emergency response plan be measured. You will be notified of the date and time of expected practice drills. The period between full evacuations can vary between one and three years. The period between partial evacuations can vary between quarterly and yearly.

- **Responding to an Emergency**

This section highlights emergencies that could affect Meridian Waste workplaces and summarizes what to do when responding to them.

Accidents

Accidents can range from side-impact collisions to rear-end accidents to vehicle rollover to sideswipe accidents. They have varying degrees of damage to vehicles and victims.

Accident - On Route - Action

- Notify the office via dispatcher and inform him/her of the nature of the accident and your location. If you are unable to use the radio, use the nearest phone.
- Dispatcher will alert the ESC.
- In the case of a severe accident, the dispatcher will contact the ERC.
- ERC will contact the Safety Manager/Risk Management if necessary.
- If minor first aid is needed, drivers and route helpers may assist the injured.

- Do not attempt to transport the victim.
- Do not move injured person unless to protect them from further harm.
- If qualified, perform CPR or other first aid tasks after putting on PPE.
- Report back to office to complete an incident report as soon as possible.

Medical

Hazardous substances include solvents, pesticides, paint adhesives, petroleum products, and heavy metals – any substance hazardous to health.

Even if your workplace does not use hazardous substances, it could be affected by a nearby release or an accident.

Medical – Office, Shop, Landfill, Other Buildings – Action

- Eliminate any immediate dangers to the victim, yourself, and others.
- Call 911 and tell the 911 dispatcher the nature of the call and give directions to the workplace.
- Notify the ESC.
- Do not transport seriously injured employees.
- Do not move injured person unless to protect them from further harm.
- Report back to the office to complete an incident report as soon as possible.

Medical – On Route – Action

- Eliminate any immediate dangers to the victim.
- Notify dispatch via radio or phone and explain emergency.
- Dispatch will alert them, and alert ESC.
- Do not transport seriously injured employees.
- Do not move injured people, unless to protect them from further harm.
- If qualified, perform CPR or other first aid tasks after putting on PPE.
- Assist professional medical responders when they arrive.
- Report back to the office to complete an incident report as soon as possible.

Medical – Yard, Landfill Areas – Action

- Eliminate any immediate dangers to the victim, yourself, and others.
- If working alone, run to the nearest office building to notify personnel of the severity and location of fire.
- If working with a crew, notify supervisor, and supervisor will notify ESC.
- If you believe the emergency is critical and you have a mobile phone, call 911, then notify the office.
- Do not attempt to transport seriously injured employees.
- Do not move injured people, unless to protect them from further harm.
- Report back to the office to complete an incident report.

Fire

Fire safety refers to the procedures and infrastructures implemented to reduce the risk of fire and to limit its spread should it occur. As such, fire safety encompasses both actions to be taken and the use of construction materials and equipment. The objective is to reduce the risks for employees and anyone else accessing the premises.

Fire safety ensures the protection of the building and the people who are in it. It reduces the risks of accidents and damage caused by fire. As such, it is a legal requirement that must be implemented in buildings and should be thoroughly communicated to all employees.

Fire – Office, Shop, Other Buildings – Action

- Pull the nearest fire alarm.
- Alert the ESC
- If time is critical
- OR if the time is critical, immediately call 911.
- If trained in Fire Extinguisher Use, extinguish the fire if you can without risking personal injury.
- Shut off all non-essential equipment if time allows.
- If evacuation is necessary, the ERC will instruct the ESCs to begin the evacuation process.
- Leave the building by using the closest fire exit, closing the door behind you. DO NOT USE ELEVATORS.
- Proceed to the assigned safe assembly area where all evacuated personnel gather for roll call.
- If you believe your actions were the result of the fire, or you witnessed the source of the fire, contact your supervisor as soon as possible to complete an incident report.

Fire – Yard, Landfill Areas – Action

- If working alone, and it is safe to do so, run to the nearest office/building to notify personnel of the severity and location of the fire.
- If working with a crew, notify supervisor of fire – supervisor will notify ESC.
- If you believe the fire is serious and you have access to a mobile phone, call 911 immediately.
- If you have received Fire Extinguisher training, extinguish fires without risking personal injury.
- If the fire cannot be extinguished, evacuate to a safe distance, and wait for further instructions from the ESC.
- If you believe your actions were the result of the fire, or you witnessed the source of the fire, contact your supervisor to complete an incident report as soon as possible.

Chemical and Hazardous Waste Spill

Hazardous substances include solvents, pesticides, paint adhesives, petroleum products, and heavy metals – any substance hazardous to health.

Even if your workplace does not use hazardous substances, it could be affected by a nearby release or an accident.

Small Quantity Chemical & Hazardous Waste Spill – Office, Shop, Buildings, Yard, Landfill Areas – Action

- Contain and clean up the spill by using floor dry.
- Notify supervisor of spill.
- The shop manager will determine proper disposal.

Large Quantity Chemical & Hazardous Waste Spill – Office, Shop, Buildings, Yard, Landfill Areas – Action

- Notify the first available supervisor of the nature and severity of the spill.
- The supervisor will alert the ESC.
- If you cannot locate the supervisor, alert the ERC.
- Contain the spill by diking the material using: sand, floor dry, Hazardous Spill Kit, etc.
- The ESC will report the spill, if necessary to the ERC and in accordance with the Company's Environmental Compliance Policy and all applicable regulations.

Small Quantity Chemical & Hazardous Waste Spill – On Route – Action

- Contain and clean up the spill by using the spill kit located in the vehicle. Follow instructions carefully.
- Notify dispatcher to obtain instruction on how to dispose of the absorbed material in compliance with applicable regulations.

Large Quantity Chemical & Hazardous Waste Spill – On Route – Action

- Notify the dispatcher via radio or phone immediately of the nature, severity, location and if traffic control is needed.
- The dispatcher will contact the ERC and he/she will determine if outside emergency help of the Haz-Mat team is needed for containment, clean-up and/or disposal.
- Contain the spill by diking the material using sand, road gravel, dirt, or spill kit.
- ERC will report the spill, if necessary, in accordance with the Company's Environmental and applicable regulations.

Bloodborne Pathogen Exposure

Bloodborne Pathogen Spill Kits and Sharp Containers: Only employees trained in the use of these kits and containers are authorized to use them. Please refer to the company's Bloodborne Pathogen Exposure Control Program

Bloodborne Pathogen Exposure – Office, Shop, Other Buildings – Action

- If you come into contact with occupational exposure to blood or other infectious material, immediately notify your supervisor.
- Your supervisor will alert the ESC, who will contact you with the next steps to take and direct you to the nearest medical facility.
- Any major medical emergencies where blood borne pathogens may be present will be handled by trained emergency personnel only.

- If you choose to offer first aid or CPR as a "Good Samaritan Act", protect yourself first, treat the victim second.
- As soon as possible after the accident, contact your supervisor to fill out an incident report.

Bloodborne Pathogen Exposure – On Route – Action

- If you come into contact with occupational exposure to blood or other infectious material, immediately notify the dispatcher via radio or phone.
- The dispatcher will notify the ESC who will contact you with the next steps to take and direct you to the nearest medical facility.
- If you have come into contact with a sharp, isolate the sharp and wait for a trained employee to come recover the sharp.
- In an emergency when a trained employee cannot come to you, place the recovered sharp in a puncture resistant container for safe transport to the treating physician.
- As soon as possible, report back to the office to fill out an incident report.

Severe Weather

Floods, wind, thunderstorms, tornados, and snow are likely to be the cause of weather-related workplace emergencies. Many communities experience floods following warm spring rain. Winter storms often bring strong winds, freezing rain, and snow that could cause structural damage and power outages.

Severe Weather – Office, Shop, Buildings, Yard, and Landfill Areas – Action

- The ERC will notify all employees of severe weather conditions using the alarm system.
- Wait for instructions from the ERC - remember a power failure will slow communication.
- Tune a battery-powered radio to a station that broadcasts local news.
- Do not evacuate the workplace unless ordered to do so.
- If severe weather is reported and you are instructed to seek cover, proceed to your designated safe assembly area or to the nearest safe shelter.
- The ERC will notify all employees of an all-clear weather condition.

Severe Weather – On Route – Action

- If severe weather is reported or encountered with advance warning, report back to home base and await instructions from the ESC.
- If time does not allow, proceed to the nearest safe shelter.
- If there is no time and severe weather such as a tornado is imminent, find a ditch or culvert to lie in as far away from any objects that may endanger you such as trees, cars, trucks, buildings, etc.
- If the severe weather condition is a flood, do not drive into flooded areas. If floodwater rises around your vehicle, abandon the vehicle, and move to higher ground.
- Be aware of where floodwaters have receded. Roads may have weakened and could collapse under the weight of a truck.
- Do not walk through moving floodwater. The water may be contaminated by oil, gas or raw sewage and may be electrically charged.

Explosion

Explosion prevention by oxidant concentration reduction, also known as inerting, is a technique that involves the prevention of an explosion by substituting the air in the enclosure to be protected by an inerting gas to make flame propagation impossible.

Explosion – Office, Shop and Other Buildings – Action

- Try to establish communication with ESC.
- Exit the building ASAP, if able.
- Check for fire and other hazards while exiting.
- If you do not have time to safely exit, take shelter against your desk or a sturdy table.
- Proceed to designated safe assemble area for roll call. If the designated safe assembly area is now unsafe, go directly to the first available safe area away from dangerous and unstable structures.
- If you are trapped in debris, avoid unnecessary movement so that you do not kick up dust.
- Cover your nose and mouth with anything you have on hand.
- Tap on a pipe or wall so rescuers can hear where you are.
- Shouting only as a last resort. Shouting can cause a person to inhale dangerous amounts of dust.

Explosion – On Route – Action

- Try to return to home base. If the explosion makes it difficult to control the vehicle, pull over, stop the vehicle, and set the parking brake.
- If the physical stability of the roadway is compromised, avoid overpasses, bridges, power lines, signs, and other hazards.
- If a power line falls on your vehicle, stay inside until rescue personnel arrive.
- If your radio is working, contact the dispatcher to inform him of your situation. If you have a cell phone, try to contact the dispatcher, office, or ESC. If you cannot contact the office, dial 911.
- Listen to your radio for the information and instructions as they become available.

Explosion – Yard and Landfill Areas – Action

- Try to return to the office.
- If operating equipment and the explosion makes it difficult to control, stop the equipment and set the parking brake.
- If the physical stability of the roadway is compromised, avoid overpasses, bridges, power lines, signs, and other hazards.
- If you have a working radio, contact the dispatcher to inform him of your situation. If you have a cell phone, try to make contact with the dispatcher, office, or ESC. If you cannot make contact with the office, dial 911.
- If a power line falls on your equipment, stay inside until rescue personnel arrive.

- If you are trapped in debris, avoid unnecessary movement so that you do not kick up dust.
- Cover your nose and mouth with anything you have on hand.
- Tap on a pipe or wall so rescuers can hear where you are.
- Shouting only as a last resort. Shouting can cause a person to inhale dangerous amounts of dust.
- Listen to your radio for information and instructions as they become available.

Threats of Violence

A statement or conduct that causes a person to fear for his or her safety because there is a reasonable possibility the person might be physically injured, and that serves no legitimate purpose.

Threats of Violence – Office, Shop, Buildings, Yard, and Landfill Areas – Action

- If you witness disruptive, threatening, or violent behavior notify the ESC immediately.
- If you witness workplace crimes in progress, violent incidents, or specific threats of imminent violence call 911:
- Makes threats of physical harm toward you, others, or himself/herself.
- Has a weapon.
- Behaves in a manner that causes you to fear for your own or another's safety.
- If you are confronted with an angry or violent person, calmly listen and if the situation escalates, find a way to excuse yourself and immediately get help.
- Do not mention discipline or police if you fear a threatening response.
- Use a phone out of sight/hearing of the individual.
- Do not attempt to intervene physically or deal with a situation yourself.
- Get to safety as quickly as possible.
- Stay in a safe place until you hear an all-clear message from ERC or local authorities.
- If possible, keep a line open to police until they arrive.

Threats of Violence – On Route – Action

- If you witness disruptive, threatening, or violent behavior notify the ESC and/or dispatcher by radio or phone immediately.
- If you witness crimes in progress, violent incidents, or specific threats of imminent violence by a co-worker or customer, call 911.
- Makes threats of physical harm toward you, others, or himself/herself.
- Has a weapon.
- Behaves in a manner that causes you to fear for your own or another's safety.
- If you are confronted with an angry or violent co-worker or customer, calmly listen and if the situation escalates, find a way to excuse yourself and leave the area.
- Do not mention discipline or police if you fear a threatening response.

- Do not attempt to intervene physically or deal with a situation yourself.
- Get to safety as quickly as possible.
- If possible, stay in contact with the dispatcher or ESC until help is on the scene.

Chemical Threats

Chemical threats are poisonous vapors, aerosols, liquids, and solids that have toxic effects on people. They can be released by bombs or sprayed from aircraft, boats, and vehicles. They can be used as a liquid to create a hazard to people and the environment.

Chemical Threat – Office, Shop, Buildings, Yard, and Landfill Areas – Action

- Listen for instructions from the ERC. If available, turn on the radio, TVs, or internet connections for official instructions.
- If you see signs of a chemical attack, find clear air quickly.
- Quickly try to define the impacted area or where the chemical is coming from, if possible.
- If the chemical is inside a building where you are, get out quickly without passing through the contaminated area.
- If you cannot get out of the building or find clear air without passing through a contaminated area, move as far away as possible and “Shelter-In-Place.”
- If you are outside, quickly decide what the fastest way is to clean the air.
- If your eyes are watering, your skin is stinging and having trouble breathing, you may have been exposed to a chemical. If you have been exposed, strip immediately and wash. Look for a hose, fountain or any source of water and wash with soap if possible. Do not scrub chemicals into skin.
- If locations management and co-workers are unaware of your location, notify the office, as soon as is practical, of your status and whereabouts.

Chemical Threat – On Route – Action

- Distance yourself as far away from the chemical as possible. The farther you are away from the release of toxic gas the lower your exposure.
- Seek shelter if you are able and go inside a building that is not damaged or contaminated.
- Stay in the vehicle if you are unable to seek shelter. Roll up windows, shut vents and turn off air-conditioning. If you have a thick shield between yourself and the toxic gas, you will be exposed to less.
- If your radio is working, contact the dispatcher to inform him of your situation. If you have a cell phone, call the office.
- Listen to your radio for the information and instructions as they become available.

Blackouts

A blackout is a totally unexpected loss of power. Blackouts can last anywhere from a few minutes to a few days, or even weeks. A brownout is only a partial loss of power, where a system's capacity and voltage are reduced. Brownouts usually happen when there's high demand across the power grid.

Blackouts – Office, Shop, Buildings, Yard, and Landfill Areas – Action

- During a black out, the phone system, alarm system and intercom system may not be operating.
- Listen for verbal instructions from the ERC and/or ESC.
- If the lights are out and you cannot see, stay in voice contact with co-workers. Take turns yelling out your name and location.
- Turn off the electrical equipment you were using.
- Listen to a transistor radio for updated information.
- Only use a flashlight for emergency lighting, never candles.
- If instructed, evacuate the building, and proceed to your assigned safe assembly area to wait for roll call.

Blackouts – On Route – Action

- Be aware that during a power outage, traffic lights will not be working. Proceed with caution at every intersection.
- Notify the dispatcher or first available supervisor via radio or phone immediately of the nature, severity, location and if traffic control is needed.
- Listen to your radio for further instructions. If this is a national emergency, return to home base.

DUTIES OF THE EMERGENCY SCENE COORDINATOR (ESC)

Emergency Scene Coordinators (ESC) are volunteer employees who have been properly trained in emergency response. ESCs are responsible for coordinating other employees' activities during an emergency. Emergency Scene Coordinators must know how to respond to all emergencies identified in this plan, the evacuation procedures for the facility, and how to use emergency communication equipment. They should know CPR, first-aid and how to respond to threats of violence. Each coordinator should be responsible for about twenty employees within a designated work area. If you have volunteered to be an ESC your primary duties are:

1. Inform the emergency chain of command of specifics of emergency.
2. Take direction from Emergency Response Commander and professional responders.
3. Be familiar with the policy and this written action plan and be able to provide employee training on the procedures herein.
4. Warn employees about an emergency.
5. Conduct an orderly, efficient workplace evacuation.
6. Check rooms and other enclosed spaces for employees who may be trapped or unable to evacuate during an emergency.

7. Understand how employees will be notified during an emergency such as, plant intercom system, telephone intercom system, radios, and alarm systems and have knowledge of how to operate each system.
8. Keep an updated list of any employees who may need assistance during an emergency or evacuation due to a handicap or language barrier.
9. Ensure a system is in place where you can quickly access the home contact numbers and addresses of employees.
10. Shut down critical equipment, operate fire extinguishers, and perform other essential services during an evacuation.
11. Understand the emergency escape and exit route.
12. Direct employees to the nearest emergency clinic or hospital, if necessary.
13. Account for employees, customers, contractors after an evacuation and notify authorities if anyone is missing.
14. Report to the Emergency Response Commander any defects they notice in equipment, obstructed exits, misuse of fire doors and poor housekeeping.
15. Assist Emergency Scene Commander with employee training program.

LOCAL EMERGENCY CONTACT INFORMATION

NAME	CONTACT NUMBER
Emergency Responders	9-1-1
Fire Department	Headquarters 904-255-3280
Police Department	904-630-7600
Hospital	904-308-7300
Poison Control	1-800-222-1222

INTERNAL EMERGENCY CONTACT INFORMATION

NAME	CONTACT NUMBER
Jon Hipp, General Manager	404-557-6896
Dave Shepler, Area President	904-237-6546
Ricky Rochester, Operations Manager	904-254-6113
Ed Mosley, Compliance & Safety Manager	904-370-0343
Leroy Hulst, Maintenance Manager	904-716-8262

Meridian Waste

Item: **Approach for South Service District**

Attachments

Sarasota RFP - Approachd9 South Service District FINAL.pdf

Sarasota RFP - Supplemental Informationd5 Combined.pdf



SOUTH SERVICE DISTRICT



Approach
Section 6.5.4
a, b, c, d, e, f & g

RFP Response

BID #232452VG:

Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

APPROACH

Describe your approach to providing the scope of services required. Approach should clearly and succinctly describe how Respondent will perform the services requested in Part II Scope of Services. The County seeks proposals that aspire to maintain a high level of customer service while maximizing recycling, efficiency, and cost-effectiveness.

Collection Services

Respondent should explain how it plans to provide Collections Services as requested in Part II Scope of Services. At a minimum, descriptions must include the primary methods by which Residential Solid Waste, Recyclables, Yard Trash and Bulk Trash will be collected, a list of the types (year, make and model) and number of vehicles that will be used to provide collection services, number of drivers, workers, and customer service staff, as well as how materials will be handled following collection. Methods for each service option should be clearly identified.

The below is a listing of services to be provided by Meridian Waste to the **Class I**, **Class II** and **Commercial** customers in Sarasota County effective October 1, 2024.

- **Residential MSW Garbage – Class I Customer** – 1x week; County provided carts
- **Residential MSW Garbage – Class II Customer** – 1x week; Hauler provided carts
- **Residential RCY – Class I Customer** – 1x week; Single Stream; County current carts - Hauler to provide replacement carts going forward
- **Residential RCY – Class II Customer** – 1x week; Single Stream; Hauler provided carts or customer provided containers
- **Residential YW – Class I Customer** – 1x week; Unlimited collection
- **Residential YW – Class II Customer** – 1x week; May implement collection limits for Hauler or customer provided containers for Site Services
- **Residential Bulk/White Goods/Special Waste (including e-waste, used oil & filters, tires) – Class I & Class II Curbside Customer** – 10 cubic yds four times per year (40 cubic yards) annually
- **Residential Bulk / White Goods/Special Waste (including e-waste, used oil & filters, tires) – Class II Site Services Customer** – 20 cubic yards up to four times per year (80 cubic yds) annually
- **Residential Supplemental Collections**
 - 2nd day collection of MSW
 - Rear door collection for NON-Handicapped residents
 - In-ground container service
 - Collection of improperly prepared MSW or YW
 - Collection of additional carts beyond the included number of carts as described herein
 - Additional unscheduled collection of MSW, YW and RCY to **Class II Residential** Customers
- **Commercial Small Cart Small MSW** – Min. 1x week in hauler or customer provided container
- **Commercial Small Cart RCY Collection** – As requested by **Commercial** customer
- **Commercial FEL – MSW** – Min. 1x week; Hauler provided dumpster
- **Commercial FEL – RCY** – As requested by **Commercial** customer

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



- **Commercial RO – MSW** – Min. 1x week for putrescible waste and min. 1x every 14-days for non-putrescible waste
- **Commercial RO – RCY**
- **Commercial YW Collections for Small Cart, FEL or RO Customers** – As requested by **Commercial** customer
- **Commercial Supplemental Collections:**
 - Roll out and return of cart(s)
 - Opening & closing of doors/gates
 - Locks for containers
 - Unlocking / locking of containers
 - Moving customer-owned container upon customer request
 - Change out of collection container if more than 2x per year

VEHICLE TYPE	IN SERVICE	SPARE	TOTAL
ASL (Refuse)	23	2	25
Rear Load Packers (Yard Waste)	15	1	16
ASL (Recycling)	15	2	17
Rear Load Packers (Bulk)	4	1	5
Frontload	5	1	6
Roll Off	1	0	1
Claw / Knuckleboom Truck	2	0	2
Flat Bed Appliance / White Goods	1	0	1
FEL Container Delivery Truck	1	0	1
Supervisor(s) / Ops / Maintenance Manager Pickups	5	0	5

All chassis will be Mack, Freightliner or Peterbuilt depending upon availability upon award except for the ASL trucks which will utilize Battle Motor chassis.

TYPE OF VEHICLE (ASL, REL, ETC.)	BODY MAKE, YR. & MODEL	BODY MAX. CAPACITY	ENGINE MAKE, YR. & MODEL	TYPE OF FUEL	QUANTITY TO BE PURCHASED	DESCRIBE NORMAL USE (REFUSE, RECYCLE, SPARE, ETC.)
Residential Garbage ASL	2024 McNeilus Zero Radius ASL	32 CU YD	2024 Battle Motor	CNG	25	Refuse Collection
Residential Yard Waste REL	2024 McNeilus XC	32 CU YD	2024 Freightliner m2 or 114SD	CNG	16	Yard Waste Collection
Residential Recycle ASL	2024 McNeilus Zero Radius ASL	28 CU YD	2024 Battle Motor	CNG	17	Recycling Collection
Residential Yard Waste Claw Truck	2024 Petersen	28 CU YD	2024 Mack Engine	Clean Diesel	2	Yard Waste Collection

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



TYPE OF VEHICLE (ASL, REL, ETC.)	BODY MAKE, YR. & MODEL	BODY MAX. CAPACITY	ENGINE MAKE, YR. & MODEL	TYPE OF FUEL	QUANTITY TO BE PURCHASED	DESCRIBE NORMAL USE (REFUSE, RECYCLE, SPARE, ETC.)
Residential Bulk	2024 McNeilus XC	32 CU YD	2024 Freightliner m2 or 114SD	CNG	5	Bulk Collection
Residential Bulk/ Appliances/ Electronics/Tires	2024 CM Flatbed truck	24' Truck Bed	2024 Ford F-350 or 450	Diesel	1	Bulk / Appliance / Electronics / Tire Collection
Commercial FEL	2024 McNeilus Atlantic Series	32 CU YD	2024 Mack or Peterbuilt	CNG	6	Refuse Collection Recycling Collection
Commercial Roll Off	2024 Galbreath Hoist	20-40 YD	2024 Mack Granite	CNG or Diesel	1	Refuse Collection Recycling Collection
95-Gallon & 65-Gallon Garbage/ Recycling Carts	Rehrig Pacific – VisionA Software compatible	95 & 65 Gallons			5000	Garbage Collection Recycling Collection
FEL Containers	Lewis Steel or Iron Container	1-8 CU YD			1471	Garbage Collection
Roll Off/ Compactor Containers	Lewis Steel, Iron Container, Marathon	10-40 YD			Various	Garbage Collection

Cart Distribution & Maintenance Plan

A County-wide A&D program is not contemplated within this proposal submission due to the County contracting separately for this service. It is expected that all new MSW Rehrig Pacific carts will be in place at residential units prior to 10/1/2024 as will the existing recycling carts that were deployed a few years ago County-wide. Meridian Waste will be responsible for the replacement of cart as damaged by the contractor as well as the placement of carts (both MWS and RCY) for new units established within the County.

Deployment

The process to deploy replacement carts throughout the County will utilize a standardized approach which utilizes a program management process which prioritizes the safety of both residents and our deployment team above all else. Deployment will be based upon a work order received from the County for Recycling cart replacement.

Door-to-Door Delivery

Meridian Waste and its team will deploy needed number of carts that need replacement on a weekly basis.

- Crews will be deployed during the same hours that haulers are permitted to conduct operations in the community.
- Crews will head out to the first route planned for the day.
- The carts are pulled from the truck and wheels are assembled unless the carts come nested with wheels on.
- Carts are delivered to each residential home at end of driveway.
- The work order will be finalized with notification back to the County.

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

**Routing**

VEHICLE	# ROUTES M-F	PER ROUTE	AVG PER ROUTE	# OF SPARES
RESIDENTIAL GARBAGE – ASL	23	1 Driver	743 Units	2
RESIDENTIAL RECYCLING – ASL	15	1 Driver	1139 Units	2
RESIDENTIAL YARD WASTE – REL	15	1 Driver + 1 Helper	1139 Units	2
RESIDENTIAL BULK – REL	4	1 Driver + 1 Helper	1068 Units	1
RESIDENTIAL CLAW / KNUCKLE BOOM TRUCK	2	1 Driver	N/A	0
RESIDENTIAL BULK / APPLIANCE / ELECTRONICS / TIRES	1	1 Driver	N/A	0
COMMERCIAL FRONTLOAD	5	1 Driver	98.3 Lifts	1
COMMERCIAL ROLL OFF	1	1 Driver	6 Pulls	0

Community Service (FREE)

- Meridian Waste will conduct up to 15 community clean-ups per year. For each community clean-up, Franchisee shall provide and service a minimum of two roll-off containers each at up to four sites, and up to three additional roll-off containers per event for such items as Yard Trash, White Goods, and Tires. Meridian Waste will pull and empty each roll-off container up to three times per event. Franchisee shall deliver collected materials to the Designated Site(s). The County will be responsible for Drop-Off Charges associated with these services.
- Meridian Waste will provide Curbside Collection for up to 3,000 32-gallon bags of Solid Waste and up to 300 32-gallon bags of Program Recyclables collected annually during “Keep Sarasota County Beautiful” events or adoption clean-ups. Meridian Waste will deliver Solid Waste to the Designated Disposal Site and Program Recyclables to the Designated RMPF. The County will be responsible for Drop-Off Charges associated with this service.
- Meridian Waste will provide Collection for up to 24 events per year of illegal dumping in roads or rights-of-way upon request by the Administrative Agent. An event may be the Collection of debris along an entire street and/or may require the use of a claw truck. Franchisee shall deliver this material to the Designated Disposal Site. The County will be responsible for Drop-Off Charges associated with this service.

Pilot Programs

- Meridian Waste agrees to assist in implementing any pilot program to evaluate strategies that increase waste reduction/recycling, improve Collection efficiency, and/or reduce solid waste management costs, Meridian Waste shall cooperate with the County in conducting such pilot studies and shall enter good faith negotiations with the County, if deemed necessary, for additional services provided by Meridian Waste to carry out such pilot programs. This shall include any policy changes related to a contaminated cart removal program.

Hours

- Franchisee shall not conduct Residential Collection Service or Commercial Collection Service prior to 6:00 a.m. or after 8:00 p.m. unless otherwise authorized by the Administrative Agent.

Holidays

- Meridian Waste will not be required to provide Collection Services on Holidays.
- For the remainder of the week following all Holidays, Meridian Waste provide Collection Service to each Residential Customer on the day following its normally scheduled day, including Saturday.
- If Meridian Waste does not provide Commercial Collection Service on Holidays, Meridian Waste shall provide Commercial Collection Services normally scheduled for that Holiday during the next business day following such Holiday.
- Meridian Waste will notify all Customers whose Collection day has been changed due to a Holiday at least three business days and not more than ten business days prior to the Holiday. Said notice, approved by the Administrative Agent, shall be made through email, social media, advertisement in a newspaper of general circulation published within the County (size of ad to be approved), and other outlets as agreed upon between Meridian Waste and Administrative Agent, at Meridian Waste's expense.

Collection Procedures - General

- Meridian Waste will thoroughly empty Collection Containers and return them with lids closed in an upright position to their original location, unless conditions warrant otherwise, as approved by the Administrative Agent.
- Meridian Waste will handle Collection Containers in a manner to prevent damage. Meridian Waste's employees shall not trespass on private property, even to access an adjacent property, unless the resident or owner of said property has given permission in writing to Meridian Waste and the County prior to accessing the property.
- Meridian Waste's employees will take care to prevent damage to public and private property and roadways, including flowers, shrubs, and other plantings.
- Meridian Waste will immediately pick up any spillage occurring from Curbside Containers when caused by Meridian Waste. Overloaded Class II Containers (Site Service) and Commercial Containers shall not be considered spillage by Meridian Waste.
- Meridian Waste will pick up, haul and transport Solid Waste, Recyclable Materials, and Yard Trash in a manner that prevents materials from falling from, blowing off, or in any way escaping from the vehicle or device. Meridian Waste will immediately stop the vehicle and retrieve any material that was released or fell from the vehicle for any reason.
- Meridian Waste will not combine loads of Residential Waste, Yard Trash, or Program Recyclables or Commercial Waste collected within the Service District with loads of Solid Waste, Yard Trash, or Recyclable Materials collected outside of the Service District without prior written approval of the Administrative Agent.
- Meridian Waste will not combine Solid Waste, Yard Trash, Program Recyclables, Bulk Waste, White Goods, E-Waste, used oil, oil filters, or Tires, or other materials agreed by Meridian Waste to be collected separately.
- Meridian Waste will not combine Solid Waste, Yard Trash, or Program Recyclables generated by Residential Customers with Solid Waste, Yard Trash, or Program Recyclables generated by Commercial Customers without prior approval of the Administrative Agent.

Non-Collection Procedures

- Meridian Waste will develop a durable tag or sticker to be placed on any container or waste that has not been set out for Collection in accordance with the provisions of the Agreement or County Code which shall be known as a "Non-Collection Notice." The design and content of the Non-Collection Notice(s) used by Meridian Waste is subject to approval by the Administrative Agent. At a minimum, the Non-Collection Notice(s) shall provide the following information regarding the non-collection event: date, reason for non-collection, information that will allow the Customer to correct the problem for future collections, and Franchisee's telephone number for any further questions.
- Meridian Waste will record all non-collection events in a Non-Collection Notice Log and submit this log daily to the Administrative Agent in accordance with Section 17.2 unless otherwise specified herein.

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- In the event Class II Containers (Site Service), Commercial Container, Class II Recycling Container (Site Service), or Commercial Recycling Container is overfilled and cannot be safely dumped, Meridian Waste will place a Non-Collection Notice on the container, notify the Customer of the first offense, and reschedule service. Such rescheduling shall be considered a Supplemental Collection Service, which can be arranged between Franchisee and the Customer for an additional charge. In the event there is a second offense Meridian Waste will place a Non-Collection Notice on the container, notify Customer of the second offense and potential fines that may be levied, and report to County. Third and subsequent offenses shall be reported to the County for referral to Code Enforcement.
- Meridian Waste will refuse to collect Solid Waste from any Customer if Meridian Waste believes that such Solid Waste contains Hazardous, Radiological, or Biomedical Waste. If Meridian Waste believes a Customer is depositing such waste for Collection, Franchisee shall place a Non-Collection Notice on the container and immediately notify the Solid Waste Management Department. If the generator of such waste is unknown, Meridian Waste will work with the Solid Waste Management Department to identify the generator of such waste.
- If Class II Containers (Site Service), Commercial Container, Class II Recycling Container (Site Service), or Commercial Recycling Container is inaccessible or blocked, Meridian Waste will affix a Non-Collection Notice to the container and provide service on the Customer's next regular Collection day unless a special Collection is arranged.

Employee Conduct/Identification

- All Meridian Waste personnel will always maintain a courteous and respectful attitude toward the public. Meridian Waste will direct its employees to always avoid loud and/or profane language or gestures during the performance of duties.
- Meridian Waste will furnish each Collection employee with a uniform that identifies the employee and Meridian Waste and complies with Meridian Waste's Safety Program.

A copy of the Company's Employee Manual is included in the supplemental information section of the ITN.

Disposal

- Meridian Waste will deliver Solid Waste, Yard Trash, Bulk Waste, White Goods, E-Waste, used oil, oil filters, and Tires to the Central County Solid Waste Disposal Complex (CCSWDC) located at 4000 Knights Trail Road, Nokomis, FL 34275 (Designated Disposal Site) during normal operating hours. CCSWDC normal operating hours are 8:00 a.m. to 5:00 p.m., Monday through Friday and 8:00 a.m. to 2:00 p.m. on Saturday. If Collection Services occur on a Saturday due to a Holiday schedule, the hours of the Designated Facility will be extended from 8:00 a.m. to 5:00 p.m. on that Saturday. Designated Disposal Site hours of operation are subject to change.
- At the time of delivery, Meridian Waste will provide the operator of the Designated Site with a copy of the daily route sheet for that day upon request of said operator or the Administrative Agent.
- Meridian Waste will deliver all Program Recyclables generated by Residential Customers to the following Designated RMPFs during normal operating hours, which are 8:00 a.m. to 5:00 p.m. Monday through Friday and 8:00 a.m. to 12:00 noon Saturday. If Collection Services occur on a Saturday due to a Holiday schedule, the hours of the Designated RMPS will be extended from 8:00 a.m. to 5:00 p.m. on that Saturday. Designated RMPF hours of operation are subject to change.

Routes & Schedules

Collection Plan shall include the following:

- A. Schedule of routes by service type.
- B. Map for each route showing the day of the week, route boundaries, and the starting point(s) and ending point(s) for Collection Services. Collection routes shall be provided in Geographic Information System (GIS) format that is acceptable to the County's GIS Department.

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- C.** Vehicle/equipment list including the make, type, year, license number, and ID number for each vehicle. (ID & License - TBD upon Award/Order/Receipt of trucks)
- D.** Cart & Container equipment list including the make, type, size, year, and ID/RFID number for each cart/container (ID/RFID - TBD upon Award/Order/Receipt of carts/containers).
 - o Residential carts will be labeled: Sarasota County Solid Waste Services.
 - o Meridian Waste will maintain all Collection Containers that are not Customer-owned in good working order throughout the entire term of the Agreement.
 - o Meridian Waste, at its own expense, will repair or replace damaged, destroyed, or stolen Collection Containers that are not Customer-owned within three business days of notification by the County or Customer.

New Customers

- Meridian Waste will provide Collection Services to new Customers within seven calendar days of receiving notification from Customer or the Administrative Agent. The Solid Waste Management Department shall maintain a list of newly issued Certificates of Occupancy and shall notify Meridian Waste of the location of new units receiving a Certificate of Occupancy.
- New Customer shall receive collection guidelines and a service day schedule upon delivery of carts.

Maintenance Program**Transportation Fleet – All New Trucks**

Meridian Waste will be securing all new 2024/2025 collection and supervisory fleet vehicles to service the County. This equates to the newest, youngest fleet age possible for the County along with the added benefits of the most up-to-date safety mechanisms, 2024/2025 engine emissions standards and minimized fleet maintenance down time due to new equipment. Collection vehicles will be CNG fueled.

Fleet and Maintenance Summary

With the successful growth experienced by Meridian Waste over the past few years, it is vital that the Company's fleet be maintained in accordance with all State, Federal and DOT regulations as well as cosmetically suitable to the communities we serve. Meridian Waste maintenance programs include, but are not limited to:

PREVENTATIVE MAINTENANCE

Each vehicle is inspected on a preset hourly schedule to include visual inspection, lube and grease as required by manufacturer standards and replacement of wear items as needed. In addition, each vehicle is given a DOT required yearly inspection which is kept with the vehicle at all times.

DIAGNOSTICS

Each maintenance facility is equipped with the latest diagnostic testing computers available in the industry. Each technician has access to both in-house and factory personal to assist in keeping our fleet in top running condition.

SAFETY

Meridian Waste maintains the necessary safety tooling to allow our technicians to perform their work in a manner to reduce exposure to accidents and injury. Each technician receives monthly training and has access to the required Personal Protective Equipment (PPE).

TECHNOLOGY

Meridian Waste is currently implementing the Dossier Maintenance software system to better track fleet cost and technician productivity. The software will be used to identify possible equipment failures so repairs can be completed before major downtime affects higher repair cost and the availability of the unit to be on route.

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DRIVER INSPECTIONS

Each driver is required to complete both a Pre-Trip and Post-Trip inspection on their route vehicle daily. All necessary repairs are addressed daily with any safety related repairs given priority attention.

FACILITIES

Meridian Waste continues to invest in its maintenance facilities to provide our technicians a clean, safe, and optimal working environment. Each operating location is encouraged to make constant improvement while maintaining Meridian Waste standards of quality and safety.

A copy of the Company's Maintenance Manual is included in the supplemental information section of the ITN.

Safety Program

In order for Meridian Waste to become a leading provider of environmental services we must ensure that safety is an integral part of all that we do in our daily business operations. Why? Because it protects our most valuable assets:

- Our Employees
- Our Customers
- Our Communities

Our goal is to create and maintain a safety culture within the workplace which will minimize our risks and loss potential. We must operate our business with a proactive stance to minimize losses and accidents. Workplace safety is the foundation of every operation. For Meridian's executive and management team, safety is a core value and a priority at all levels of the organization.

Our workplace is not limited to Meridian locations - it includes our customer locations and areas utilized by the public. Because of our commitment to safety, Meridian integrates off-premises safety into its global program. Supervisors and managers are equipped with the tools and training for observing work practices as well as identifying/correcting unsafe conditions which may exist onsite or at customer locations.

We believe that, in a strong safety culture, employees at all levels must be comfortable with sharing safety concerns and that the concerns will be heard. For our global management team, safety calls are held monthly to discuss changes to policies as well as discuss safety performance company wide. In addition, employees have an open door to communicate with corporate management via a dedicated safety email account.

In addition to written programs and policies, weekly training and safety meetings are held to ensure all topics are covered and to ensure top of mind awareness that safety is critical to the success of the Company and security of the citizens we serve. The company provides mandatory training and safety meeting topics which encompass company safety requirements as well as ensures that we meet regulatory requirements.

A copy of the Company's Safety Manual is included in the supplemental information section of the ITN.

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**GENERAL:**

- Alcohol and Substance Abuse
- Management Commitment
- Safety Controls
- Safety and Health Training
- Employee Observations
- Reporting Unsafe Conditions or Hazards
- Primary Safety Rules
- Employee Loss Prevention Policy
- Safety Rules Violation Policy
- Injury and Accident Procedures

POST-COLLECTION OPERATIONS:

- Landfill Working Face
- MRF or Transfer Station Tipping Floor
- Traffic Control
- Heavy Equipment
- Powered Industrial Trucks and Equipment

HAULING AND COMMERCIAL DRIVING:

- Unsafe Work/Driving Activities
- Common Causes of Accidents
- Safe Aspects of Driving
- Avoiding the Rear-End Collision
- Backing Policy
- Rollover Prevention
- Securing Roll-Off Containers
- Truck and Equipment Fires
- Spill Response
- Driver's Daily Log and Hours of Service (HOS)
- Drivers Vehicle Inspection Report (DVIR)

MAINTENANCE & SHOP:

- Cranes, Hoists, and Slings
- Welding and Hot Work
- Compressed Gases
- Tire Safety

Office & Facility

- Meridian Waste will maintain a customer service office located within Sarasota County with a local number that is answered by staff located at the customer service office unless otherwise approved by the Administrative Agent. At a minimum, such office shall be open between the hours of 8:00 a.m. and 5:00 p.m. Monday through Saturday for the transaction of business, unless otherwise approved by the Administrative Agent.
- Meridian Waste will have personnel available for the purposes of dispatch, complaint resolution, and other matters between the hours of 6:00 a.m. and 5:00 p.m., Monday through Saturday. The office shall be equipped with a two-way communication system to contact the Collection Supervisors, all Collection vehicles, and Meridian Waste's dispatcher.
- The office shall be equipped with sufficient telephones, and shall have a responsible, experienced person in charge during Collection hours. Meridian Waste will provide an answering machine and taped messages when the office is closed.
- Meridian Waste will provide a process for receiving and handling emergency calls both during and after normal operating hours. Such process shall be subject to the Administrative Agent's approval.
- Meridian Waste will have an operations/vehicle maintenance facility located within Sarasota County unless otherwise approved by the County.
- Meridian Waste will develop a plan in the event that a storm event or emergency situation renders Franchisee's operations yard and/or equipment unusable for a period of time that would interrupt Collection Services (Contingency & Continuity of Operations Plan). The Plan shall outline the process by which Franchisee shall avoid interruption in Collection Services, including extra staffing, equipment, and resources to be utilized, backup generators for fueling and offices and backup procedures and locations should Franchisee's facility or offices be damaged. It will also outline measures to be taken to resume services defined within this Agreement.

Emergency Services

- Meridian Waste will attend emergency management/disaster meetings as requested by the Administrative Agent and shall provide any materials that may be useful to the discussion including, but not limited to, Collection schedules and routes and security codes to private community gates. The County shall notify Meridian Waste of the date, time, and location of the meetings, and any necessary materials to be provided by Meridian Waste.



- In the event the Administrative Agent determines that excessive amounts of debris have accumulated by reason of a hurricane, tropical storm, freeze, natural or manmade, severe disturbance, riot, or other calamity that is not declared an emergency by the Federal government, the State of Florida, or the Board (Non-Declared Event), or is to be collected as ineligible debris during a Declared Event, the County, in its sole discretion, may utilize Meridian Waste to assist with Collection of such debris. This debris does not include Solid Waste or Yard Trash that is properly prepared for normal Collection Services, but rather includes accumulations of debris that require Collection using a claw truck. The Administrative Agent may direct Meridian Waste to perform such work if Collection amounts exceed one hundred and ten percent (110%) of the 6 year trimmed average collected quantities. Charges for such Collection shall occur at the tonnage rate specified in Attachment E. However, nothing herein shall require the County to utilize the services of Meridian Waste, or to prevent the County from contracting with other parties to perform all or a portion of such work. The County reserves the right to utilize County personnel and equipment in the removal of debris of any kind.

A SAMPLE copy of the Company's Jacksonville, Florida Emergency Action Plan is included in the supplemental information section of the ITN.

Transition Plan and Customer Service

Respondent should explain how it would transition into providing requested services, and how it would maintain a high quality of customer service and satisfaction throughout the contract. Respondent should provide a basic transition timeline.

The Sarasota County Residential Solid Waste & Recycling Collections Services Agreement can be broken down into four (4) primary categories for ensuring a smooth transition and contract adherence throughout the term of the contract. This is the company's system-wide approach to all new projects of this magnitude.

Transition

This is best illustrated in the Transition Timeline. A smooth Transition requires detailed planning, open communication, access to capital, strong vendor relations, efficient routing, smart hiring, significant team member training, accurate data entry and a commitment to quality collections.

Accountability

It is imperative that Meridian Waste give our team members the right tools to do their jobs safely and effectively whether the position is a CDL driver, an accounting clerk, dispatcher, customer care representative or manager. Once the tools, the people and the training are in place, it's management's job to ensure that all team members are held accountable for performing their duties on time, safely and in compliance with the requirements of the contract.

Communication

Open and honest communication with the County is necessary to establish and maintain a partnership in creating a clean community for the County and for building trust with staff as well as the citizens we are to service. Reliable, quality collection services are the goal but in the solid waste industry, issue arise often whether its weather related, supply chain shortages, inflation, labor concerns and the like. These issues must be addressed together to find a workable solution.

Respect

Respect for our customers (the County and its citizens), our employees and our shareholders is equally important to the success of an individual contract as well as the company as a whole.

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Meridian Waste plans to meet the Transition Timeline utilizing industry contacts and purchasing leverage created through the growth of the company and years of industry networking. The access to capital is available for the procurement of **NEW** equipment and a facility as is the ability to manage the carrying costs of the start-up of the contract prior to initial payment by the County. Meridian Waste was successful in implementing a 78,000+-unit City of Jacksonville residential contract during the COVID pandemic in less than 60 days from award due to a dedicated and knowledgeable transition team – many of which will work the transition in Sarasota County. While many said it could not be done, failure was not an option and Meridian Waste launched its largest franchise in record time with minimal collection issues from the start and remains the lead hauler with significantly lower monthly liquidated damages due to missed collections and contract infringements.

Mitigation

In regard to risk mitigation for the procurement of vehicles, carts and labor, given the County's timeline, the Company does not believe this will be an issue except for the potential procurement of collection vehicles. Meridian Waste has secured letters of commitment for collection vehicles if the County can make an award to Meridian Waste by December 15, 2023. However, to address the County's concerns, Meridian Waste would be prepared to do the following if the award date was later than December 15, 2023:

- Rent collection vehicles to service the residents and/or commercial customers
- Pull human resources from existing location to assist with any labor shortages.

The transition plan is built out is greater detail in the Schedule / Timeline Section 6.5.4 (g) at the end of this portion of the ITN.

Customer Care Plan

Meridian Waste – Safety is a Verb! This is Step 1 in Customer Service.

In order for Meridian Waste to become a leading provider of environmental services, we must ensure that safety is an integral part of all that we do in our daily business operations. Why? Because it protects our most valuable assets:

- Our Employees
- Our Customers
- Our Communities

Our goal is to create and maintain a safety culture within the workplace which will minimize our risks and loss potential. We must operate our business with a proactive stance to minimize losses and accidents. Workplace safety is the foundation of every operation.

Weekly training and safety meetings are held to ensure all topics are covered and to ensure top of mind awareness that safety is critical to the success of the Company and security of the citizens we serve.

Starting at the Top – Customer Service Step 2:

OUR PHILOSOPHY

Meridian Waste is a company defined by our commitment to servicing our customers and employees with unwavering respect, fairness and care.

Our customers demand high quality service, and we deliver clean and clear results for your business, your home and your community.

Our senior leadership team is led by Wally Hall - CEO, who has 40 years of solid waste industry experience and who made the determination that there needed to be a well-financed, experienced but nimble solid waste company that focused equally on the customers, the employees and the shareholders. This three-pronged business approach has proven to be the soundest business model for company growth and success



Balanced Approach – Customer Service Step 3:



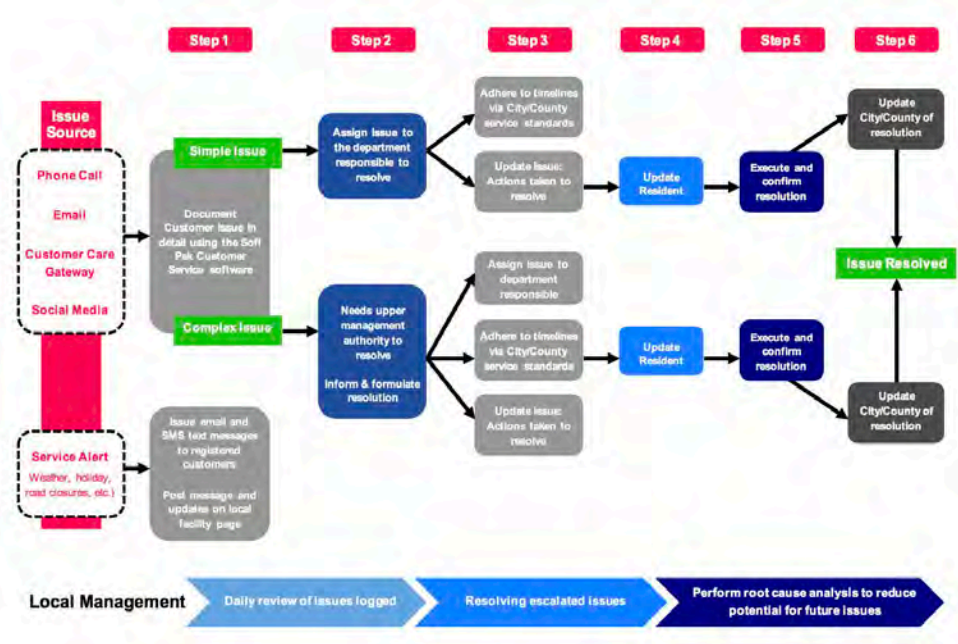
Issue Resolution – Step 4:

Meridian Waste has developed a formal customer resolution process to address issues quickly and efficiently. Please see flow chart below. In addition to our resolution process, our operations team also allocates time and resources to address any urgent and/or critical needs that may arise (back-up vehicles, second shift team availability, mutual-aid arrangements with other Meridian Waste facilities etc.).

Customer Care Software System & Equipment:

Meridian Waste currently utilizes Soft-Pak for all routing, billing and customer care issues and comments. Within this software, we are able to track all actions, requests or issues by customer utilizing their unique customer number. Reports can be pulled for one customer or multiple as requested. This software allows for imports of data utilizing several different formats to easily set up and start small or large projects.

Customer Care Resolution Flow Chart



RFP Response

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Website Services

Our goal is to make taking out the trash that much easier. The Meridian Waste website does just that!

24/7 Online Service

Our [MeridianWaste.com/MyAccount](https://www.meridianwaste.com/MyAccount) online service portal allow customers to:

- Request an extra pick up
- Find your pickup schedule (residential & commercial customers)
- Schedule an on-call bulk & white goods collection (residential customers)
- Schedule a roll-off pick up & return (commercial customers)
- Change account password
- Report a missed collection service
- Pay Online

Service Alerts

Another feature we provide our customers is [Service Alerts](#). We notify customers via email and SMS text about delays in collection schedule due to holidays, weather events, and road closures. Customers and municipal staff greatly value this service as it cuts down tremendously on call volume and hassle especially during holidays.



Local Facility Page & Find My Schedule

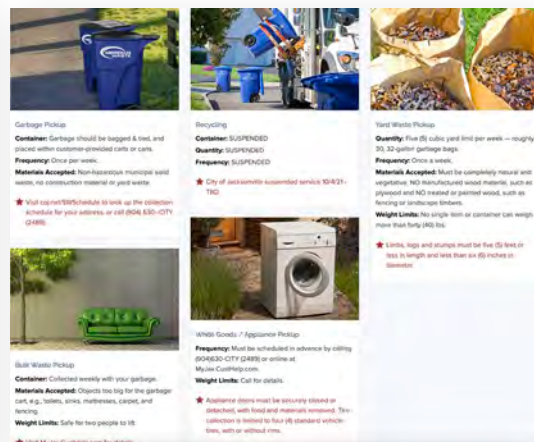
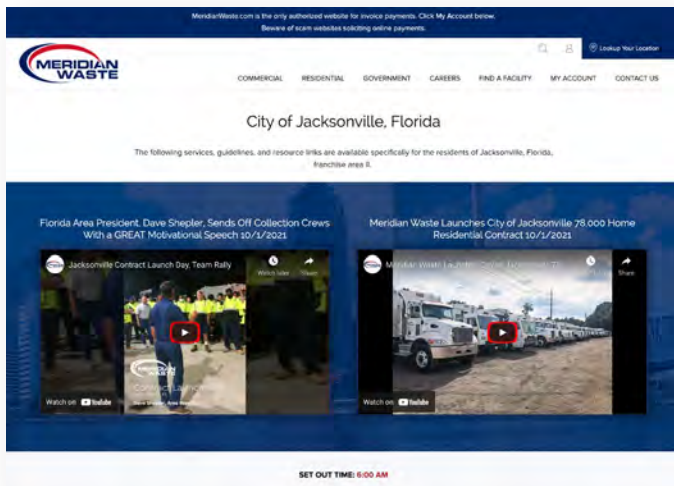
Every location has its own local facility page which contains facility contact information, holiday schedule and links to municipal contracts.

Garbage guidelines for residents include acceptable items, how to dispose of items not accepted at the curb, and cart placement information.

There's also a zip code lookup feature that will remember your local facility every time you visit.

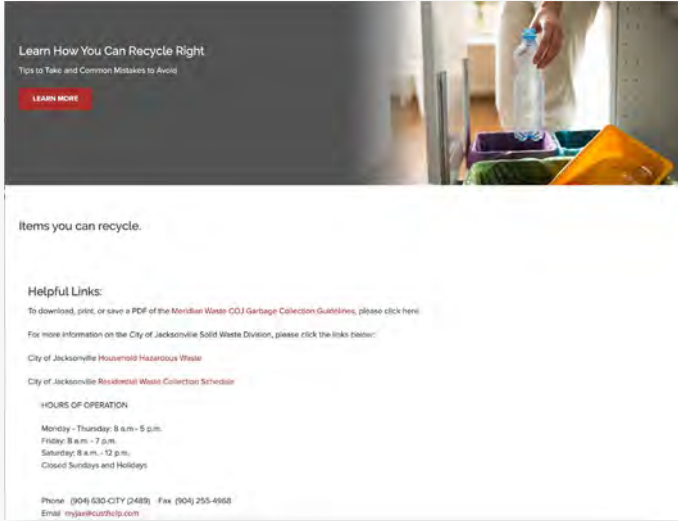
SAMPLE LOCAL FACILITY PAGE:

<https://www.meridianwaste.com/guidelines/meridian-waste-jacksonville-hauling/city-of-jacksonville/>



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Public Education

Meridian Waste believes that educating the residential customers (in particular) regarding the overall County solid waste collection program is vital. Thus, we would work in coordination with the County to design and deploy marketing collateral that is relevant, available 24/7 and accurate.

- Meridian Waste will participate in the County's solid waste program activities including, but not limited to, public appearances in support of the County's Mandatory Recycling Program; use of the County's recycling theme, colors, and logos on Collection vehicles and Recycling Containers, distribution of promotional literature; participation in special events, special educational presentations, and similar activities. All literature shall include the County Contact Center telephone number in accordance with the County's most current branding standard and shall be approved in advance by the Administrative Agent.
- Meridian Waste will distribute informational, promotional, and educational materials (brochures, newsletters, door hangers, etc.) provided by the County, with each new or replacement Recycling Container delivered to a Customer.
- Meridian Waste will include in notices to all Commercial Customers information regarding the County's Mandatory Recycling Program, waste reduction, conservation programs, and Hazardous Waste Collection programs. These notices shall occur in March and November of each year and Meridian Waste will issue this notice under the direction and to the satisfaction of the Administrative Agent.
- In addition to the above requirements, Meridian Waste support the County's education, promotion, and public awareness program by making a lump sum payment to the County of \$40,000 per year to be used for such purposes.

The following pieces have been designed for other customers and are a sample of the pieces we would develop to promote proper recycling and overall solid waste preparation and to help educate the citizens of their role in creating a clean recycling stream and proper solid waste collection & disposal.

WEBSITE RESOURCES: <https://www.meridianwaste.com/recycleright/>

RFP Response

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Jacksonville • Effective October 1, 2021

Collection Guidelines

Meridian Waste is proud to be your environmental services provider. Refer to this overview for basic information about our services and visit MeridianWaste.com/COJ for the latest news and updates to guidelines and collection schedules.

Prepare for Pick-up
Collection Day: Visit myjax.custhelp.com/app/hauler to look up the collection schedule for your address, or call (904) 630-CITY (3489)

Set Out Time: 7:00 AM
Weight Limits: Bags/cans **CANNOT** exceed forty (40) lb each.
Intermediary Cartage, yard waste, and recycling **MUST** be kept separate. Cartage should be bagged & tied, and placed either curbside or curbside bags and secondary items may be neatly placed alongside for collection.
Cartage will **NOT** be collected from recycling carts.
Do **NOT** put recycling in plastic bags. If the recycling cart is overflowed, please use extra space items for the next recycling collection day.
Recyclables include: newspapers and other printed materials, magazines, and other non-hazardous materials **NOT** to be collected.

Placement: Cars, carts, and items set out for collection must be visible, accessible, and placed **BEHIND** trees (2' from the curb), edge of pavement, and **AT LEAST** three (3) feet away from obstructions such as vehicles, mailboxes, fire hydrants, and utility.

Holiday Schedule
NO COLLECTION on THURSDAY, THURSDAY, NOVEMBER 11, 2021
Make-up day will be Saturday, November 20, 2021
NO COLLECTION on CHRISTMAS SATURDAY, DECEMBER 25, 2021

General Information: MeridianWaste.com/COJ
Help & Resources: MyJax.CustHelp.com (904) 630-CITY (2489)
Your Collection Schedule: MyJax.CustHelp.com/app/hauler

RECYCLING CART

APPROVED WASTE

- YES – Non-hazardous household waste
- YES – Small boxes and flat cartage
- YES – Electronics
- YES – Clothing
- YES – Tires (max 3 per household & separate)
- YES – Stumps

NOT ACCEPTED

- NO – Flammable, volatile, or toxic liquids
- NO – Gasoline, oil, or other petroleum products
- NO – Aerosols (e.g., cans of paint, spray foam, etc.)
- NO – Refrigerators, air conditioning units, or other appliances
- NO – Stoves, ovens, or other cooking appliances
- NO – Dishwashers, washing machines, or dryers
- NO – Freezers or ice makers
- NO – Washers or water filtration units
- NO – Lawn mowers, trimmers, or blowers
- NO – Lawn care equipment (e.g., sprayers)
- NO – Automobiles

ONLY these items should be in your recycling cart:

- MIXED PAPER (No Stinked Paper)
- CARDBOARD (Flatbed)
- FIBERBOARD & CARTONS
- PLASTIC # 1, 2, 3, 5, 6, 7 (NOT Accepted # 4, # 6, & black plastics)
- STEEL & ALUMINUM CANS
- CLEAR, BROWN, OR GREEN GLASS

NOT ACCEPTED FOR RECYCLING

Meridian Waste's Recycling Cart is a 32-gallon capacity cart. It is designed to hold household waste, including household appliances, lawn care equipment, and other household items. It is not designed to hold hazardous materials, such as oil, paint, or other liquids. It is also not designed to hold large items, such as refrigerators, air conditioning units, or other appliances. It is not designed to hold tires, stumps, or other yard waste. It is not designed to hold automotive parts, such as engines, transmissions, or other components. It is not designed to hold construction materials, such as bricks, blocks, or other masonry products. It is not designed to hold electrical appliances, such as televisions, computers, or other electronics. It is not designed to hold hazardous materials, such as chemicals, pesticides, or other toxic substances. It is not designed to hold flammable, volatile, or toxic liquids. It is not designed to hold aerosols, such as cans of paint, spray foam, or other products. It is not designed to hold refrigerators, air conditioning units, or other appliances. It is not designed to hold stoves, ovens, or other cooking appliances. It is not designed to hold dishwashers, washing machines, or dryers. It is not designed to hold freezers or ice makers. It is not designed to hold washers or water filtration units. It is not designed to hold lawn mowers, trimmers, or blowers. It is not designed to hold lawn care equipment, such as sprayers. It is not designed to hold automobiles. It is not designed to hold tires, stumps, or other yard waste. It is not designed to hold automotive parts, such as engines, transmissions, or other components. It is not designed to hold construction materials, such as bricks, blocks, or other masonry products. It is not designed to hold electrical appliances, such as televisions, computers, or other electronics. It is not designed to hold hazardous materials, such as chemicals, pesticides, or other toxic substances.

When in doubt, throw it out!
Find more recycling answers at MyJax.CustHelp.com or call (904) 630-CITY (3489)

NOT SERVICED

CUSTOMER: _____ DATE: _____

Our Meridian Waste team stopped by earlier but we fit a bag—we couldn't collect one for more of your items, so here's a quick note to explain. Please correct the problem mentioned here before our next visit!

WE COULD NOT PICK UP YOUR GARBAGE

- Bag or container is too heavy
- Improper/Broken container
- Yard waste mixed with garbage
- Garbage not properly contained or bundled
- Items not included in garbage program
- Construction materials are not allowed
- WET PAINT! **NOT** accepted
- Door locked

WE COULD NOT PICK UP YOUR RECYCLABLES

- Item not included in recycling program
- Garbage mixed with recyclables
- Yard waste mixed with recyclables

WE COULD NOT PICK UP YOUR WASTE

- A special pickup service must be scheduled for appliances and other bulk/large items.

OTHER ISSUES:

Visit MeridianWaste.com/Blacksburg to learn more about your local Garbage Guidelines

Please feel free to contact us with any questions or concerns!
(540) 251-1220
CustomerCare@BlacksburgVA@MeridianWaste.com

MERIDIAN WASTE
MeridianWaste.com

INSIDE THIS MAILER:

YOUR NEW WASTE PICKUP SCHEDULE, CUSTOMER RESOURCES, COLLECTION SCHEDULES AND MORE!

Discover Your Services
garbage • recycling • yard waste • appliances and tires

Help & Resources: MyJax.CustHelp.com (904) 630-CITY (2489)
Your Collection Schedule: MyJax.CustHelp.com/app/hauler

General Information: coj.net/departments/public-works/solid-waste.aspx

Meridian Waste is proud to be your environmental services provider. Refer to this overview for basic information about our services. For additional information, the latest news, and updates to guidelines and collection schedules, contact The City of Jacksonville or go online to explore the resources available.

Prepare for Collection
Collection Day: Visit myjax.custhelp.com/app/hauler to look up the collection schedule for your address, or call (904) 630-CITY (3489)
Collection Day: Contact the City of Jacksonville at (904) 630-CITY (3489)
Set Out Time: **NO later than 8:00 AM on collection day with no earlier than 7:00 AM the day prior.**
Weight Limits: Bags/cans **CANNOT** exceed forty (40) lb each.
Intermediary Cartage, yard waste, and recycling **MUST** be kept separate. Cartage should be bagged & tied, and placed either curbside or curbside bags and secondary items may be neatly placed alongside for collection.
Cartage will **NOT** be collected from recycling carts.
Do **NOT** put recycling in plastic bags. If the recycling cart is overflowed, please use extra space items for the next recycling collection day.
Recyclables include: newspapers and other printed materials, magazines, and other non-hazardous materials **NOT** to be collected.

Holiday Schedule
2022 Thanksgiving Collections regularly scheduled for Thursday, Nov. 24, 2022 will be moved to Saturday, Nov. 26, 2022
2022 Christmas Eve Collections will be moved to Friday, Dec. 23, 2022
2022 Christmas Day Collections will be moved to Saturday, Dec. 24, 2022
2022 New Year's Day Collections will be moved to Monday, Jan. 2, 2023

COLLECTION GUIDELINES

Garbage Service Standards

Garbage and Yard Waste are collected **REGULARLY** (frequency subject to any COVID-19 related changes).
2022 Thanksgiving Day Collections regularly scheduled for Thursday, Nov. 24, 2022 will be moved to Saturday, Nov. 26, 2022
2022 Christmas Eve Collections will be moved to Friday, Dec. 23, 2022
2022 Christmas Day Collections will be moved to Saturday, Dec. 24, 2022
2022 New Year's Day Collections will be moved to Monday, Jan. 2, 2023

Yard Waste Service Standards

Yard Waste is collected **REGULARLY** (frequency subject to any COVID-19 related changes).
2022 Thanksgiving Day Collections regularly scheduled for Thursday, Nov. 24, 2022 will be moved to Saturday, Nov. 26, 2022
2022 Christmas Eve Collections will be moved to Friday, Dec. 23, 2022
2022 Christmas Day Collections will be moved to Saturday, Dec. 24, 2022
2022 New Year's Day Collections will be moved to Monday, Jan. 2, 2023

Recycling Service Standards

Recycling is collected **REGULARLY** (frequency subject to any COVID-19 related changes).
2022 Thanksgiving Day Collections regularly scheduled for Thursday, Nov. 24, 2022 will be moved to Saturday, Nov. 26, 2022
2022 Christmas Eve Collections will be moved to Friday, Dec. 23, 2022
2022 Christmas Day Collections will be moved to Saturday, Dec. 24, 2022
2022 New Year's Day Collections will be moved to Monday, Jan. 2, 2023

Garbage

- Collected weekly
- NO single item or container can weigh more than 75 lbs (35 kg)
- NO man-made or natural materials such as tires, stumps, or other yard waste
- NO hazardous materials (e.g., paint, oil, etc.)
- NO large items (e.g., refrigerators, air conditioning units, etc.)
- NO construction materials (e.g., bricks, blocks, etc.)
- NO electrical appliances (e.g., televisions, computers, etc.)
- NO hazardous materials (e.g., chemicals, pesticides, etc.)
- NO flammable, volatile, or toxic liquids
- NO aerosols (e.g., cans of paint, spray foam, etc.)
- NO refrigerators, air conditioning units, or other appliances
- NO stoves, ovens, or other cooking appliances
- NO dishwashers, washing machines, or dryers
- NO freezers or ice makers
- NO washers or water filtration units
- NO lawn mowers, trimmers, or blowers
- NO lawn care equipment (e.g., sprayers)
- NO automobiles

Yard Waste

- Collected weekly
- NO single item or container can weigh more than 75 lbs (35 kg)
- NO man-made or natural materials such as tires, stumps, or other yard waste
- NO hazardous materials (e.g., paint, oil, etc.)
- NO large items (e.g., refrigerators, air conditioning units, etc.)
- NO construction materials (e.g., bricks, blocks, etc.)
- NO electrical appliances (e.g., televisions, computers, etc.)
- NO hazardous materials (e.g., chemicals, pesticides, etc.)
- NO flammable, volatile, or toxic liquids
- NO aerosols (e.g., cans of paint, spray foam, etc.)
- NO refrigerators, air conditioning units, or other appliances
- NO stoves, ovens, or other cooking appliances
- NO dishwashers, washing machines, or dryers
- NO freezers or ice makers
- NO washers or water filtration units
- NO lawn mowers, trimmers, or blowers
- NO lawn care equipment (e.g., sprayers)
- NO automobiles

Appliances & Tires

- Must be scheduled or arranged in advance
- NO single item or container can weigh more than 75 lbs (35 kg)

Recycling

Meridian Waste's Recycling Cart is a 32-gallon capacity cart. It is designed to hold household waste, including household appliances, lawn care equipment, and other household items. It is not designed to hold hazardous materials, such as oil, paint, or other liquids. It is also not designed to hold large items, such as refrigerators, air conditioning units, or other appliances. It is not designed to hold tires, stumps, or other yard waste. It is not designed to hold automotive parts, such as engines, transmissions, or other components. It is not designed to hold construction materials, such as bricks, blocks, or other masonry products. It is not designed to hold electrical appliances, such as televisions, computers, or other electronics. It is not designed to hold hazardous materials, such as chemicals, pesticides, or other toxic substances.

NOT ACCEPTED FOR RECYCLING

- Flammable, volatile, or toxic liquids
- Aerosols (e.g., cans of paint, spray foam, etc.)
- Refrigerators, air conditioning units, or other appliances
- Stoves, ovens, or other cooking appliances
- Dishwashers, washing machines, or dryers
- Freezers or ice makers
- Washers or water filtration units
- Lawn mowers, trimmers, or blowers
- Lawn care equipment (e.g., sprayers)
- Automobiles

Collection Schedule

2022

Month	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
JANUARY						
FEBRUARY						
MARCH						
APRIL						
MAY						
JUNE						
JULY						
AUGUST						
SEPTEMBER						
OCTOBER						
NOVEMBER						
DECEMBER						

2023

Month	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
JANUARY						
FEBRUARY						
MARCH						
APRIL						
MAY						
JUNE						
JULY						
AUGUST						
SEPTEMBER						
OCTOBER						
NOVEMBER						
DECEMBER						

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



A BRIGHTER, CLEANER JACKSONVILLE STARTS OCT. 1ST!

IMPORTANT CHANGES
Your **NEW** waste collection schedule

EFFECTIVE: October 1, 2023

SET OUT TIME: No later than 6:00 a.m. on collection day and no earlier than 5:00 p.m. the day prior.

DOWNLOAD the APP
City of Jacksonville Waste + Recycling app

- Calendar and reminders for trash and recycling collection
- Tips on what can be recycled

New Collection Days

Meridian Waste is proud to be your new solid waste collection services provider! As we bring you and your neighborhood better service and greater operational efficiencies, your collection days for solid waste items may be changing.

6720 12th Street West
Jacksonville, FL 32254

Your NEW SOLID WASTE COLLECTION DAYS Effective OCTOBER 1, 2023:

GARBAGE/BULK WASTE will be: **DAY**

RECYCLING (collected bi-weekly) will be: **DAY**

YARD WASTE will be: **DAY**

APPLIANCES/TIRES: Must schedule in advance for pick-up. Visit myjax.custhelp.com or call (904) 630-CITY (2489).

2023 HOLIDAY SCHEDULE:

NO COLLECTION on THANKSGIVING: Thursday, November 23, 2023. Make up day will be Saturday, November 25.

NO COLLECTION on CHRISTMAS: Monday, December 25, 2023. Make up day will be Saturday, December 30.

Questions? Call (904) 630-CITY (2489) or visit myjax.custhelp.com.

Recycling Cart Guide
City of Callahan
Effective October 2, 2023

CART PLACEMENT

CART CONTENTS

Accepted Items:

- Plastics (labeled 1, 2, 3, 5 and 7)
- Fibers and beverage containers, cleaning solution bottles
- Demolished Cardboard (Flattened, Pieces no larger than 2' X 4' X 5')
- Metals: Clean food trays, aluminum cans, automotive battery parts
- Cardboard: Clean boxes, milk and soap cartons
- Mixed Paper: Newspapers, magazines, office & school paper, phonebooks and yearbooks, paper bags, flattened boxes

NON-Accepted Items:

- Stumps, plastic bags, appliances, etc.—see Guidelines for full listing

HOLIDAYS (NO COLLECTION)
New Year's Day, Thanksgiving Day, and Christmas Day. All collection services are pushed back one day.

SET OUT TIME: 6:00 a.m.

RECYCLING
Pickup is **EVERY OTHER: Monday**

*Visit MeridianWaste.com/Callahan for a full listing of approved recyclables and to learn more about your garbage guidelines.

Customer Care
CustomerCare@MeridianWaste.com
(904) 649-5122

ALL FIREWORKS & SPARKLERS NEED TO BE SOAKING WET AND STAY WET IN THE TRASH.

How, Used, Misfired or "Duds" — All fireworks are dangerous when dry

More fires are reported on July 4th than any other day of the year. And 40% are started by dry used fireworks. Don't you know fireworks are just as dangerous if they're not just as dangerous?

How to Make Fireworks Safe for Disposal

- STEP 1: Soak in Water**
Fill a large bucket of water and soak each firework thoroughly. Soaking them overnight is best.
- STEP 2: Seal in Plastic**
Once saturated, fireworkers must then place in a plastic bag (BUT THEY CAN'T OPEN IT). Place in a non-leakable plastic bag or double wrap them in plastic wrap or tape up in two plastic bags.
- STEP 3: Place in the Right Container**
Fireworks must NOT be bagged and MUST be placed in a **FRAGILE** container, not placed in a trash bin.

Fireworks **CANNOT** be put in Recycling or Yard Waste.

MeridianWaste.com

Service Verification and Asset Management System

As identified in Part II Scope of Services, the County seeks access to a real-time service verification system. Respondent should describe the service verification system proposed, to include Radio Frequency Identification (RFID) based systems, if being utilized. In addition, Respondents should describe all asset management technology to be utilized.

Rehrig Pacific Vision A Software

Meridian Waste is proposing the purchase of replacement carts from Rehrig Pacific to maintain the County's current verification process utilizing RFID chips. This will include the Rehrig Pacific Vision A software license and corresponding chip reading truck equipment.

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



View an account quickly on the map from the Account Manager screen to determine latitude and longitude of the account and serial number of containers attached to the account. Leveraging the Service Verification Application will also provide the assets' last tip information and the distance the container moved from the original assigned latitude and longitude location.

Account #1913

4 ALLAN ST GREENVILLE NC 28047 GREENVILLE
 Lat: 35.22077 Long: 79.79777

3804 WINDYBROOK DR GREENVILLE NC 28047
 Lat: 35.22077 Long: 79.79777

3804 WINDYBROOK DR GREENVILLE NC 28047
 Lat: 35.22077 Long: 79.79777

3804 WINDYBROOK DR GREENVILLE NC 28047
 Lat: 35.22077 Long: 79.79777

3804 WINDYBROOK DR GREENVILLE NC 28047
 Lat: 35.22077 Long: 79.79777

Account Map View

All Work Order and Inventory data reports are available in the Vision platform and can be fully customized to fit the needs of any specific user. As work is completed by your maintenance driver, inventories are adjusted by container size, type, location and status. Work orders are closed in real time for immediate response time to customer concerns. Utilize widgets (pictured below) that can be customized by the user or chosen from a variety of predefined widgets to create a unique user experience and only display the information that is important to each individual user.

5 | P a g e

Vision **Rehrig Pacific Company** SINCE 1973

Rehrig Pacific focuses on developing innovative technologies to improve visibility in our customers' collection services operations. Rehrig Pacific's Vision Software Suite is a set of applications all designed to provide actionable business intelligence and improve workflow. The software was designed for scalability and high performance. Since 2006, Rehrig Pacific has implemented technology solutions to hundreds of customers across North and South America. Vision is a web-based software and is customizable based on the customers' needs. Vision has an Application Programming Interface (API) for back office data sharing.

Work Order + Inventory Application: Used for Residential and Commercial Asset (Non-Mobile) Tracking. A vital component to any technology program for tracking assets is creating and maintaining an accurate database. Rehrig's Work Order and Inventory application manages all asset transactions through a mobile application (which can be accessed from any customer provided Apple or Android device - picture below left) and desktop application (also pictured below right). The platform encompasses work order process flows as well as inventory monitoring of all asset types. Also included is a complete Dispatch program which allows for container asset maintenance route creation, optimization of stops, dynamic real time dispatching, and an interactive mapping layer. The maintenance driver experience includes pre-route loading requirements, optimized turn by turn directions, and real-time completion of work orders in the field. The driver and desktop solution combined automates the process for assigning assets to billable accounts, adjusting inventory availability (in yard), assigning LAT/LONG to service locations and closing out work orders in the system. Desktop users have access to all standard reports as well as customizable dashboards/widgets with notification alerts and interactive real time mapping center.

Driver Route Screen

Work Order Dispatch Screen

6 | P a g e

work order +inventory

Work Order + Inventory application's sophisticated account management capabilities enable both real-time confirmation and accurate inventory, eliminating the need for manual reporting.

How it Works

7 | P a g e

During the implementation of your program your customer's asset location and physical address will be set-up in the Vision system creating an accurate database that will be used to drive your program. This information will be kept up to date utilizing the Work Order + Inventory application in Vision which ensures for accurate reporting.

The Account Management function in Vision gives you all the account detail you need to manage your database. Quickly view account information by residential location, work orders, and assets. (Specifically: account numbers, address, route assignments, assets attached to the account, history of work orders performed at the account, add a new work order, view tip history, view account on route, edit account information, deactivate an account, and map assets). Through the Account Management tool in Vision you can manage all aspects of a customer account from one convenient location. With dynamically linked information, one click takes you anywhere and everywhere you need to go to satisfy your customers' needs.

Account Manager Screen

8 | P a g e

Service Verification Application - RFID Reader Technology: Rehrig Pacific created a simplistic approach, with minimal human interaction, to successfully track your assets and verify service completion. Our advanced technology, offer a solid platform to build an accurate database and actively maintain it through its robust software. Rehrig's technology offering provides the ability to achieve its goals by implementing a program designed to promote better visibility of container assets and track service verification. Service Verification reporting and Big Data Analytics delivers insights to increase operational efficiency, landfill diversion, and recycling participation.

Since 2006, Rehrig Pacific has been providing sophisticated collection data tracking solutions. Ultra-High Frequency (UHF) RFID hardware and software can be installed on any type of collection truck available, including commercial front and rear load, Currotto cans, semi-automated rear load, semi-automated side load, and/or fully automated collection vehicles. These systems allow the vehicle to read RFID enabled containers during collection and then communicate data in real time to our web-based software for reporting. Optional three button Observation Panels can also provide an easy and simple way for drivers to capture additional vital data while on their route. The panels three buttons can be configured to record data to support your operations, e.g. "container blocked", "container not out", "extra tip", etc. With RFID enabled trucks and containers, it is easy to proactively track lost or stolen containers, determine residential or commercial participation/collection verification and thus efficiently manage routes, collection programs, and targeted education programs.

vision **service verification**

Desktop Map View

9 | P a g e

service verification

Service Verification empowers your team to understand customers' behaviors, like detailed set-out rates by city, street, or residence. And, support the necessary actions to most effectively promote the community's needs.

How it Works

10 | P a g e

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Rehrig Pacific's RFID Reader

The Rehrig Pacific RFID Reader has simplified the use of RFID technology within the waste and recycling industry. Typical industry challenges such as down equipment/vehicles can cause the loss of valuable data due to the inflexibility of moving RFID systems from one truck to another. However, the Rehrig Pacific RFID Reader provides the flexibility our industry requires by being easily moved from one collection vehicle to another, or quickly installed on a spare vehicle. This flexibility allows our customers to always have an operating RFID system to capture valuable collection and GPS data for their programs when unexpected vehicle maintenance occurs. To date, Rehrig currently has 500+ RFID Readers actively deployed at 50+ customer locations.



The Rehrig Pacific RFID Reader incorporates all operating components such as a Patch Antenna (1 or 2 depending on application), GPS Module, and Cellular Modem all packaged into one easy to install solution.

Installation: Under Rehrig Pacific guidance, customer will provide all labor, tools and equipment required to install the RFID Reader onto their collection vehicles (unless otherwise agreed upon). Rehrig Pacific will provide the necessary mounting brackets and specifications for mounting the readers. Customer will utilize their mechanics to make a 12V power supply available in the area the reader will be mounted, as well as install the mounting brackets, any ancillary items (such as observation buttons, external GPS/GSM Antennas or sensors) and readers to the vehicles. Rehrig Pacific will provide all necessary parts and ancillary items required for this installation.

Performance: The Rehrig Pacific RFID Reader will be configured to read the UHF RFID tags on all containers targeted for data collection. Data collected will include the container ID being collected, the serial number, route, the date and time of the collection event, and the latitude and longitude of the truck at the time the container was collected. Equipment will also include LED lights and an annunciator (horn) that indicate the reader's status for troubleshooting purposes and to indicate when tags are read by the device in order to validate performance.

Data Management: The RFID readers are associated with the truck number in which they are installed. Throughout the collection day, the truck will capture container participation and will transmit collection data information via a cellular modem. Downloads of the RFID tag reads and other pertinent data transferred into the system allow for complete control of Customer's containers and collection operation. This information is transmitted to Rehrig Pacific's Vision System for viewing customizable widgets generating reports and analysis through the secure web-based software.


Side Load Single Installation

Big Data Analytics

Big Data Analytics is a new reporting feature designed to give our customers an interactive view into their collection, work order, and inventory data. Each report has the ability to drill down into specific data sets with just a few clicks to display the information most valuable to your waste and recycling management programs.


Collections Highlights:
The reports in the collections folder aggregates your cart tip information to report on participation, set out rates, and exception observations. These reports are helpful to identify your residents or customers that are involved in recycling, and target ones that need more recycling literature.

Historical Participation Percentage



Inventory Highlights:
Use the reports in the inventory folder to see your float of containers in the field and in inventory, and adjusted inventory based on open work orders. Locate potential lost or stolen assets by adjusting the distance threshold in the 'Assets by Distance Moved' report. For roll-off inventory, manage your last serviced location and container sizes for increased asset utilization.

Inventory Metrics:



Trucks highlights:
Truck Metrics will show you the total tips by truck on a specified date and display the collection time of each truck. Use this report to make decisions on route balance, truck usage, and check in on the health of your RFID readers.

Truck Metrics



Work Order Highlights:
Utilizing Closed and Open Work Order reports, monitor your productivity and plan your upcoming work orders to maintain your service level standards.



AMCS / Dossier Fleet Maintenance

In addition to cart asset management, truck management is of equal or quite honestly even greater important due to the capital investment of each truck and the potential danger associated with the size and weight of the trucks. Ensuring the safe and reliable management of the multi-million dollar investment in trucks for the County is of paramount concern and one in which Meridian Waste partners with AMCS/Dossier Fleet Maintenance to ensure consistent, compliant fleet operations. Dossier empowers the company to manage our equipment, employees, shop and resources in real-time resulting in greater productivity and quantifiable cost savings.

AMCS/Dossier Fleet maintenance is a scalable, cloud-based solution designed to simplify fleet operations. Combining multiple tools for enhanced efficiency, Dossier's integrated solution delivers real-time visibility and control of the company's assets, employees, shop and resources.

Benefits include:

- Reduce downtime and maintenance costs
- Extend life of equipment
- Reduce parts costs and inventory
- Increase productivity
- Reduce fuel and tire costs, and cost per mile
- Increase admin efficiency & regulatory compliance

Standard Features

- Daily Reminder Dashboard
- Predictive Scheduling & Maintenance
- Fuel Usage, Tracking, and Performance Analysis
- Personnel Management (Optional in Essentials)
- Vendor Management (Optional in Essentials)
- DOT and OSHA compliance
- VMRS Coding
- Reports

Optional Features

- Fuel and Meter Import
- Part Bar Coding
- Tire Management
- External Work Management
- Audit Trail (not available in Essentials)
- Customer Management

Information Management and Reporting

Respondent should describe in detail how it plans to record, manage and report information to satisfy all reporting requirements identified in Part II Scope of Services. Respondents are encouraged to submit examples of report formats. Sample formats shall not count toward the submittal page limit but should not exceed four pages total.

Meridian Waste utilizes Soft-Pak and multiple modules of Soft-Pak as described below.

Soft-Pak

Soft-Pak is a complete, business critical, integrated software solution that delivers an operating system using a secure web-based solution. All data access is securely controlled by Meridian Waste, so only company management or authorized administration have access. The cloud solution will prevent data loss, secure corporate information and ensure a redundant operation server.

Soft-Pak allows Meridian Waste to provide more services while managing our business with less worry and more efficiency:

- A comprehensive customer service package
- Online dispatching with route management
- Billing, accounts receivable & collections all integrated
- Productivity and profitability reporting per route
- Scale and landfill ticketing
- Inventory tracking, sales management, and fleet maintenance
- Commodity tracking and hazardous waste handling
- Extensive management reporting on all business segments

Many software packages offer service, billing or routing functions, Soft-Pak brings them all together in an integrated solution. You no longer require multiple databases for hauling and scale activities; Soft-Pak does it all while managing customer service, inventory, receivables and collections. Add value to your system with modules that are extensions of the core application.

Meridian Waste subscribes to many modules offered by Soft-Pak:

- **Sales-Pak Module** – Sales tracking, quotations, and prospect reporting
- **Vehicle Management** – Manage all aspects of your fleet
- **Scale-Pak** – Bringing the power of Soft-Pak our MRF, transfer station or landfill locations
- **Web-Pak** – Provide account information and secure credit card transaction online
- **Paperless E-Mail billing** – Automatically send invoices &/or statements via e-mail
- **Mobile-Pak** – Handheld electronic route sheets for driver efficiencies
- **Map-Pak** – View and optimize routes
- **Customized outsourced billing and mailing of invoices.**

The Soft-Pak system includes hundreds of standard features, the following is an example: secure Credit Card authorization, zip code validation, letter generation, collection module, Microsoft© Excel™, Word™, Google Maps and Outlook integration.

Mobile-Pak

With Mobile-Pak, drivers can easily view and scroll through their route list, update stop activity, and receive dispatched work in real time. Route information is easily entered via a drop-down selection that instantly transmits back to Soft-Pak. Driver activities and their GPS locations are sent to customer service or dispatching and displayed via Google Maps. All information flows back to Soft-Pak in real time with back-office functions like route productivity, work orders, billing, and route follow up completed instantly.

Mobile-Pak can be mounted in the cab for one-touch use or carried by the driver for mobility purposes. Drivers can easily take photos, update notes, and instantly verify additional services with two clicks. Truck locations are displayed via GPS (see Map Pak); thus, providing customer service and dispatching with an easy view of the entire fleet.

Mobile-Pak comes with:

- Real time GPS tracking on Google Maps™
- Scheduled and on call work sent instantly to drivers
- Mapping of local streets and highways
- Picture capabilities for overloaded / blocked containers
- All driver activity is recorded
- Recorded service time for each stop
- Geo code each stop for route management
- Enter scale information from disposal /transfer facility
- Capture signatures for customer verification
- Drivers can easily charge for and verify additional services
- GPS locations available for playback purposes w/ Map-Pak

Easily record an entire day's activity for playback purposes to ensure driver efficiencies. Improve your fleet's performance with the most cost-effective mobile application in the marketplace.

Map-Pak

Map-Pak works on the Google Map™ platform, the most powerful and cost-effective mapping application on the market. Easily view and display all routes and their stops from the Soft-Pak dispatching center. Click on any stop to verify account information and services performed. Select any criteria to view various route types, for example: same day routes, weekly routes, or different route types on different days. Visually identify overlapping stops and make the necessary changes to move stops and improve efficiencies. Take advantage of Google Map™ route optimization to re-sequence stops on a route list within Soft-Pak.

Map-Pak comes with

- Visually display routes in various colors
- Utilize Google Map™ viewing (terrain, traffic, or satellite views)
- Live traffic updates for drivers (via handheld Mobile-Pak)
- No software to load, manage, or update as streets are added
- Geo Code directly from handheld to "pinpoint" a stop for route management
- Easily route new customers by viewing surrounding routes of similar service
- Route optimization and re-sequence via Google Map™
- Display and record all driver activities for playback purposes
- Increased customer service with driver and route verification

Map-Pak works in conjunction with Mobile-Pak, by displaying the location of all active mobile devices on the Google Map™ display. Each driver's GPS location is sent to Soft-Pak in real time, providing instant verification of vehicle location for optimum efficiencies. Provide your clients with better service while reducing drive time and dispatching errors. View traffic in real time to help make judgment calls for on call dispatched work. Save time, save money and manage your

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



entire fleet while optimizing scheduled and unscheduled routes. Map-Pak and Google Map™, the smart choice for managing your routes and fleet.

Maptitude

Maptitude is simple mapping software that lets you create maps using your own data. Whether you store your data in Microsoft Excel, Access, and SQL Server, or as CSV, text, dBASE, Oracle, or any ODBC compliant data source, Maptitude can work with your data.

Create-a-Map Wizard™ provides start-to-finish assistance for locating (geocoding), geographically analyzing, and mapping your data. In a few easy steps, you can locate your customers, color code ZIP/Postal Codes with your sales data, build bands around your facilities, and much more.

Identify routes between points and choose whether to minimize distance or time. When a trip involves several stops, Maptitude can even help you decide the best order in which to visit them. The street layer included with Maptitude includes one-way streets and travel times allowing you to create the most accurate routes ever in Maptitude.

SAMPLE Soft-Pak Reports (excluded from page count):

Soft-Pak Route Activity for Dispatch and Manager to View Live

Allows management, dispatch and customer care to run reports for miss work orders, scheduled cart work and extra/bulk pick up work.

OBC Route Activity Current Record Type: Logon

Filters: (Add % for wild card. Ex: %trash% will show all entries with "trash") Click to Clear All Filters --> X

Record Type	Date	Co	Route	Rt Type	Vehicle	Driver	Day	Pics Only	Cust	Name			
Sorted by: Route Date desc													
Date	Day	Co#	Rout	Type	Vehic	Driver	Record Type	Start	Exit	Str	Odon	End Odon	Pic
2/09/17	THU	01	651	RL	1205	460	Logon/off	10:43	15:03				Y
2/09/17	THU	01	652	RL	1203	450	Logon/off	15:05	15:05				
2/08/17	WED	01	651	RL	1205	460	Logon/off	11:00					
2/02/17	THU	01	651	RL	1205	460	Logon/off	8:05					
1/31/17	TUE	01	653	RL	1212	459	Logon/off	11:43					
1/31/17	TUE	01	652	RL	1203	450	Logon/off	11:44					
1/31/17	TUE	01	654	RL	1211	457	Logon/off	11:55					
1/31/17	TUE	01	655	RL	1204	458	Logon/off	11:58					
1/31/17	TUE	01	656	RL	1206	153	Logon/off	12:05					
1/31/17	TUE	01	657	RL	1202	182	Logon/off	12:07					
1/31/17	TUE	01	658	RL	1210	455	Logon/off	12:27					
1/23/17	MON	02	631	RL	1310	DD	Logon/off	8:31	9:25	93806	93806		Y

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Soft Pak Route Activity Report in Excel

COMP DATE	ROUTE DRIVER VEHICLE DAY	START TIME	STOP TIME	START ODOMETER	STOP ODOMETER	TYPE	COMPANY	CUST NUMBER	CUST NAME	ADDRESS	CITY	#LIFTS	W/O	TICKET #	NOTE/COMMENT	DISPOSAL SITE	ACT DESC
02	01/23/17 631 DD	1310	1		93806	93806	ROUTE										
02	01/23/17 631 DD	1310	1	8:35	8:35	STOPS 02	67672		JEREMY OBERHAUS	15868 HWY UU	LOUISIANA						
02	01/23/17 631 DD	1310	1	8:35	8:35	STOPS 02	67672		JEREMY OBERHAUS	15868 HWY UU	LOUISIANA	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:37	8:37	STOPS 02	68243		JAMES KEMRY	12902 PIKE 142	LOUISIANA	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:37	8:37	STOPS 02	74253		TERRY WILSON	16736 PIKE 9226	BOWLING GREEN	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:37	8:37	STOPS 02	64760		NANCY SHOUGH	12775 PIKE 142	LOUISIANA	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:53	8:53	STOPS 02	64293		ALLAN BOLTON	12570 HWY NN	LOUISIANA	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:53	8:53	STOPS 02	69682		GENE SMITH D.O.	14872 HWY NN	LOUISIANA	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:53	8:53	STOPS 02	65351		KENNETH SKIRVIN	15405 HWY NN	BOWLING GREEN	1					COMPLETE
02	01/23/17 631 DD	1310	1	8:59	8:59	STOPS 02	73063		TOM JENSEN	17052 PIKE 9223	BOWLING GREEN	1					COMPLETE
02	01/23/17 631 DD	1310	1	9:09	9:09	STOPS 02	64349		KELLY MILLS	16350 HWY UU	LOUISIANA	1					BLOCKED
01	02/09/17 651 460	1205	4	9:09	9:09	ROUTE											
01	02/09/17 651 460	1205	4	10:49	10:49	STOPS 01	110296		HERTEL KATHY	157 HWY AB	ST. CLAIR	1					
01	02/09/17 651 460	1205	4	10:49	10:49	STOPS 01	110296		HERTEL KATHY	157 HWY AB	ST. CLAIR	1					
01	02/09/17 651 460	1205	4	10:49	10:49	STOPS 01	114684		R & S CUSTOM CA	260 HWY AB	ST. CLAIR	1					COMPLETE
01	02/09/17 651 460	1205	4	10:49	10:49	STOPS 01	111779		ANDERSON, RODGE	295 HWY AB	ST. CLAIR	1					COMPLETE
01	02/09/17 651 460	1205	4	10:49	10:49	STOPS 01	114028		MARTIN, CHRISTI	333 HWY AB	ST. CLAIR	1					COMPLETE
01	02/09/17 651 460	1205	4	13:52	13:52	STOPS 01	111400		DONNA HOWELL	345 ROBIN LN	ST. CLAIR	1					COMPLETE

Map-Pak

Online – Interactive Dispatch of Work Orders

Dispatch, Customer Service, and Management are able to log into a Live – Interactive dispatch board to view work orders and the progress of the work order, from NEW to DISPATCHED to COMPLETED. Drivers are able to complete work orders in real time using GPS enabled tablets and Mobile-Pak.

Soft-Pak™ SOFTWARE SOLUTIONS

4/21/17

Panel (2311)

On-Line Dispatching (Map Route)

Open Work Orders Sorted By Description

From Jan 01, 2017 To Apr 21, 2017

Currently Sorted By: Description

Sort Columns Below By Their Column Descriptions

Date	D	Time	Pty	Route	Vehicle	Driver	Description	Service Address	City	St	Zip	W/O#	Customer Name
04/17/17	0			033	DEFRU	DD	BULK PICK UP	570 GREEN HEDGE DR	FENTON	MO	63026	71889	DUSTIN BROWN
04/17/17	0			607	1307	128	BULK PICK UP	491 PEREGRINE CT	WINFIELD	MO	63089	70800	COOK BRUCE
04/18/17	0			622	4092	426	BULK PICK UP	1700 JODPHUR DR	FLORISSANT	MO	63033	72236	CHRYSYAL BURTON
04/18/17	0			632	1312	238	BULK PICK UP	3509 STATE HWY B	ELSBERRY	MO	63343	71980	ANITA HALE
04/19/17	0			801	1004	DD	BULK PICK UP	6656 FOOTHILLS CT	FLORISSANT	MO	63033	61202	MARSHALL FRENCH
04/19/17	0			893	DEFRU	DD	BULK PICK UP	16735 STANFORD PLACE	FLORISSANT	MO	63034	72979	CHARIS FERGUSON
04/19/17	0			825	4007	413	BULK PICK UP	905 CRAES CV	FLORISSANT	MO	63031	72970	LAMARR & CATHER
04/19/17	0			654	1211	457	BULK PICK UP	591 CONESTOGA TRL	HOUSE SPRINGS	MO	63051	72519	MORGAN LENHARDT
04/19/17	0			655	1204	450	BULK PICK UP	5420 KATRINA DR	HOUSE SPRINGS	MO	63051	71873	JUDY & DON EMIL
04/19/17	0			655	1204	450	BULK PICK UP	6174 TIMBER RIDGE DR	HOUSE SPRINGS	MO	63051	68612	MELVEY BARBARA
04/20/17	0			012	4019	424	BULK PICK UP	19119 WHISPERING TIM	PACIFIC	MO	63069	73566	EMILIO TELLINI
04/20/17	0			913	4006	180	BULK PICK UP	17433 RADCLIFFE PLAC	EUREKA	MO	63025	73553	GREG WILSON
04/20/17	0			113	DEFRU	DD	BULK PICK UP	23 S CLUB GROUNDS DR	FLORISSANT	MO	63033	73303	FRANK LIGHTFOOT
04/20/17	0			611	1307	128	BULK PICK UP	608 N ETHELYN RD	WINFIELD	MO	63309	72721	BALTZELL BRUCE
04/20/17	0			611	1307	128	BULK PICK UP	70 BLUEBIRD LN	WINFIELD	MO	63309	70480	HARPER KRISTEN
04/20/17	0			653	1212	459	BULK PICK UP	149 FLASH CREEK RD	ROBERTSVILLE	MO	63072	67901	KATHERINE RIGGS
04/21/17	0			001	1004	DD	BULK PICK UP	528 CROWN PASSAGE DR	ST CHARLES	MO	63303	74434	JIM OSTERHOL
04/21/17	0			001	1004	DD	BULK PICK UP	728 WILLOW WOOD CT	ST CHARLES	MO	63303	47992	LINDA BECKER
04/21/17	0			001	1004	DD	BULK PICK UP	623 RIVER BEND ESTAT	ST CHARLES	MO	63303	64131	SARAH ZEHR

Legend: New/Un-Dispatched Dispatched Completed In Process Cancelled by Driver At Scales +

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Route Status Display

The Route Status Display Screen allows users to track information such as 'In Route', 'Broke Down', 'Traffic Delay', etc. as well as what sequence number and/or address the driver has last serviced. The Route Status Display can be updated manually or via OBC interface.

Date	Coll	Route	Type	Truck	Driver	Stop	Status	Seq	Last Serv. Add.	Notes	OBC
7/04/11	01	H01	RES	MEL	BB	55	IN ROUTE	22	14 MARGORAM WAY		
6/22/11	01	BT	REL	ABCD		1	BROKE DOWN	15	5225 W MAIN ST, SAN DIEGO	MECHANIC ON WAY .5 H	
6/22/11	01	B01	REC			1					
6/22/11	01	CH	RES			1					
6/22/11	01	CH2	RES			1					
6/22/11	01	C01	CD			1					
6/22/11	01	C1	FEL	FLT1	RA	1					
6/22/11	01	C1	FEL	FLT1	RA	1					
6/22/11	01	C101	ROLL			1					
6/22/11	01	F01	FEL	203	DW	1					
6/22/11	01	F02	FEL	202	DW	1					
6/22/11	01	H01	RES	MEL	BB	1					
6/22/11	01	R01	REC	204	RA	1					
6/22/11	01	V01	REC		LJ	1					

Customer Notes Reporting

Reports any notes added to an account by a user. In addition to showing the customer info and note detail, report will user, time, and date stamp each note.

COMPANY	CUST #	SERV FIRST NAME	SERV LAST NAME	CYCLE	NOTE CODE	NOTE DATE	NOTE TIME	NOTE	USER	CUST STOF
1	27		GERALD'S PHARMACY	CA	A/R91	38937	0.5794213	COLLECTION LETTER COMMERCIAL 91 + AGING	BETHV3	00/00/0000
3	26		FLUFF & FOLD	CA	A/R91	38937	0.5794213	COLLECTION LETTER COMMERCIAL 91 + AGING	BETHV3	00/00/0000
4	96		ABC CONSTRUCTION	JA	A/R91	38937	0.5794213	COLLECTION LETTER COMMERCIAL 91 + AGING	BETHV3	00/00/0000
5	27		GERALD'S PHARMACY	CA	A/R91	38975	0.5847338	COLLECTION LETTER COMMERCIAL 91 + AGING	DAWNV3	00/00/0000

Service Level Reporting

Reports current service levels by customer's address. Option to be produced in detail or condensed. Report used to summarize number of homes with each type of service, trash, recycle, yard waste, etc.

COMPANY	CUST #	SERV FIRST NAME	SERV LAST NAME	CYCLE	ROUTE	DAY	RTE	SEQ	QTY	SIZE	CHG CODE	FREQ	SCHEDULE	BIN #	P/U#	BIN AMTS	OVERRIDE	START
1	CW	2	GALINA	BESPECHNY	R1	H01	THU	0	1		CS		---H---	1	1	15		39759
2	CW	2	GALINA	BESPECHNY	R1	Y01	THU	0	1		YW		---H---	2	1	13	N	39759
3	CW	3	MANNY	BETRO	R1	H01	MON	0	1		CS		M-----	1	1	15		39759
4	CW	3	MANNY	BETRO	R1	Y01	MON	0	1		YW		M-----	2	1	15		39759
5	CW	4		FIREHOUSE GLASS	CA	F01	MON	0	2	4F	TW		M-W-F--	1	3	390		39759
6	CW	4		FIREHOUSE GLASS	CA	F01	WED	0	2	4F	TW		M-W-F--	1	3	390		39759
7	CW	4		FIREHOUSE GLASS	CA	F01	FRI	0	2	4F	TW		M-W-F--	1	3	390		39759
8	CW	6		CONROY'S FLORIST	CA	F02	WED	0	1	2F	TW		--W----	1	1	65		39759
9	CW	7		CONSTRUCTION EQUIPMENT CO	DA	1	WED	12	1	4F	CW		--W----	1	1	40		39759
10	CW	8		LOUIES	R1	H01	MON	0	1	96	GS		M-W----	1	2	7.69		40189
11	CW	8		LOUIES	R1	H01	WED	0	1	96	GS		M-W----	1	2	7.69		40189
12	CW	11	TEST	CREDIT LIMITS	R1	H01	MON	0	1	95			M-----	1	1	16		40275

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Maptitude – Drive Time Territories

Partition streets into zones so that each link is assigned to a feature based on the time or distance to that feature. For example, you can divide the streets in a city/county so that each is assigned to the nearest disposal facility.

- Optimizes your delivery routes to minimize your logistics costs
- Supports dynamic routing
- Provides fleet management tools
- Supports multiple stops
- Is the most affordable route optimization software
- Integrates with dispatch software.



SAMPLE Commercial Invoice (excluded from page count):

Understanding Your Invoice

Commercial

To help you become more familiar with your account, let's look at a few sections and terms we think you'll find helpful in understanding your invoices.

- 1** Your **Account Number**—you'll need this when referring to your account, via the telephone and when setting up online bill pay at MeridianWaste.com/MyAccount.
- This line reflects your **Services** (DESCRIPTION and QTY) and the charge for those services.
- The **Environmental Fee** helps offset costs associated with the regulations, collection and disposal of waste in a safe and environmentally responsible manner.
- The **Fuel Fee** helps offset fluctuations in the cost of fuel.
- The **Administrative Fee** helps offset costs associated with customer billing, collection functions, print mail, lock box services, bank charges, and bad debt.
- Total New Charges** is the amount due for the current billing cycle. It does not include any past balances.
- Please Pay Balance Due** is the amount due for all outstanding balances.
- Check the **Insert** area for important information such as special updates, holiday schedules and promotional news from the Company.
- The **Important Messages** area is for any written information we need to pass along, such as changes of address, billing information or upcoming holiday schedules.
- Save your **Access Code**—you'll need this (as well as your Account Number) to set up online bill payments at MeridianWaste.com/MyAccount.

Page 1 of 1

PG BOX 7050205
CHARLOTTE, NC 28276-0205
(704) 435-7562 • (704) 435-7563 (FAX)
Questions? Call (704) 435-7560 or
Visit www.MeridianWaste.com

YOUR OCTOBER 2021 INVOICE

Billing Date: 09/15/2021 Location:
Account Number: 01-123456743 YOUR BUSINESS
Due Date: 10/15/2021 BELLFLOWER, MD 20833

CHANGES IN DETAIL: for billing period 10/01/2021 - 10/31/2021

DATE	DESCRIPTION	QTY	AMOUNT
10/01/2021	ONE 6-WHEELER COMPASS	10	\$120.00
10/01/2021	ENVIRONMENTAL FEE		\$15.00
10/01/2021	FUEL FEE		\$23.00
10/01/2021	ADMINISTRATIVE FEE		\$0.00
10/01/2021	LATE FEE		\$0.00
	TOTAL NEW CHARGES		\$158.00

Holiday Schedule

Date	Service Day	Thru	Hours of Day
10/01/2021	Service Day	10/01/2021	7:00am - 6:00pm

3 days of the above schedule set as a regular business day. Billing through Friday, ALL COMMERCIAL SERVICE FROM THE WEEKDAY only found will be stopped on the day.

Current	30 Days	60 Days	90 Days
\$158.00	300.00	80.00	82.00
Please Pay Balance Due \$219.00			

FIRE DANGER:
LITHIUM BATTERIES

Lithium batteries - do not put in your cell phone, laptop, tablets, or in other devices - they are NEVER in your garbage OR recycling containers.

They could catch fire or explode if damaged. Do not throw them away. Call 1-800-4-A-BATTERY for more information.

IMPORTANT MESSAGES

ONLINE BILL PAY IS AVAILABLE 24/7
VISIT WWW.MERIDIANWASTE.COM
YOUR ACCESS CODE IS: 1234567

THIS INVOICE MAY REFLECT A CHANGE IN RATE

The order needs and specified payment processing, please refer to this contract with payment terms which appear in Meridian Waste

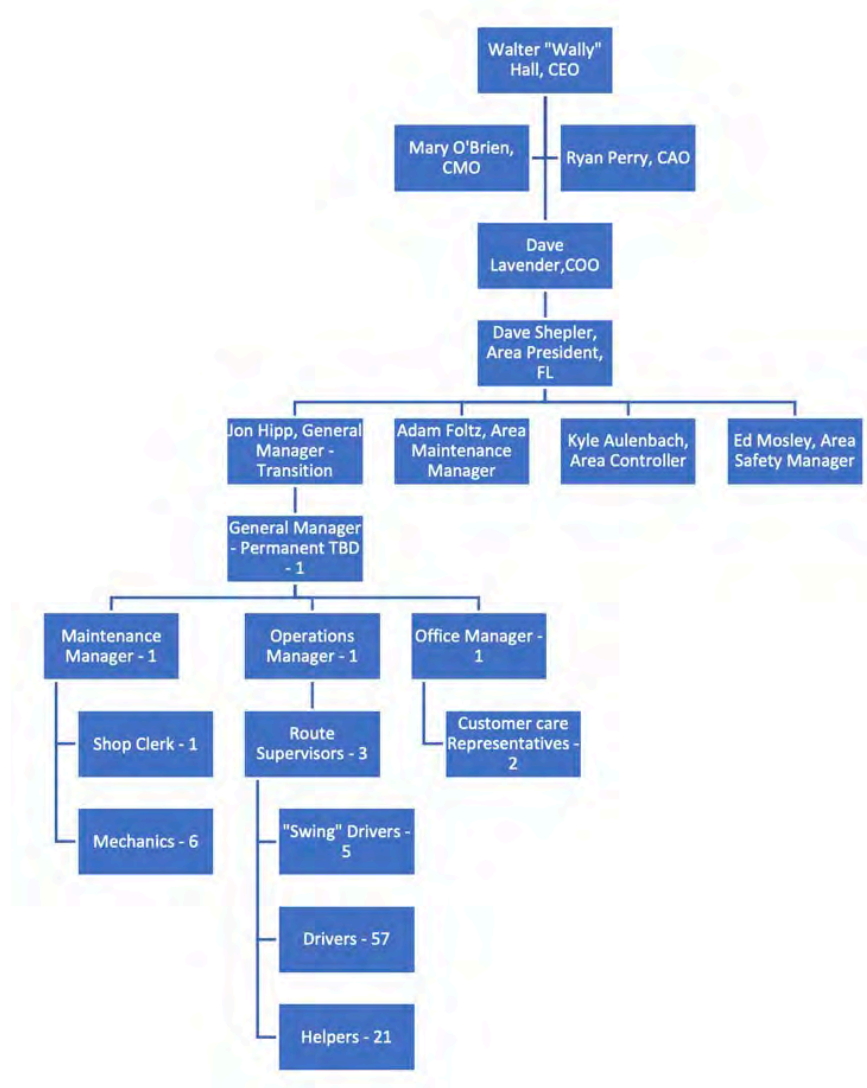
Billing Cycle: 09/15/2021	Due Date: 10/15/2021	
Account Number: 01-123456743		
Billing Period: 10/01/2021 - 10/31/2021	Please Pay: \$219.00	
Date Paid	Check Number	Account Paid

Send to: MERIDIAN WASTE, 1234567890, CHARLOTTE, NC 28276-0205
011010100000000000009579

Organization

Respondent should include an organizational chart indicating titles and total number of personnel that would be devoted to work resulting from this ITN. Any subcontractors to be utilized should be clearly identified in the chart with a description of the specific work to be performed. Organization for each service option should be clearly identified. The chart should identify the structure of the company and the County's day-to-day point of contact for the contract.

The Sarasota County residential and commercial services contract would be a contract under the legal entity of Meridian Waste Florida, LLC, a wholly-owned subsidiary of Meridian Waste Acquisitions, LLC. It would be managed under the reporting structure of all hauling locations with the ultimate decision maker of the company's being the CEO who will be involved in the start up and financial oversight of this important contract. However, the managerial hierarchy of the contract will follow the below organizational chart. All team members listed below from the GM level and down will be 100% committed to the County's contract.



Staffing

Provide staffing information, including, but not limited to:

- Identify team members who are not 100% dedicated to this contract. Provide their percentage of dedication and other responsibilities.
- A detailed staffing plan for the operation including the number of employees in each position.
- A description of the process for hiring, selecting, and retaining employees.
- A proposed staffing ratio plan for drivers which identifies any part-time employees. Describe proposed staffing ratio for road supervisors to routes.
- Identify other positions such as safety manager, maintenance manager, road supervisors, dispatchers, schedulers, operators and mechanic.

Contract Commitment – Shared Resources

DAVE SHEPLER <i>Area President – Florida</i>	75% committed to contract from award – first 3 months of service.	Will remain engaged for all contract discussions, pilot projects, storm/emergency events and other projects that are either requested of him by the County or are deemed of significant impact to the success and continued implementation of the contract.
ADAM FOLTZ <i>Area Maintenance Manager – Florida</i>	30% committed to the specification and procurement of collection vehicles until arrival then his commitment will increase to 50% committed to outfit, test and brand vehicles.	Will remain engaged to ensure overall maintenance is conducted per company policy and training for all mechanics takes place as required.
ED MOSLEY <i>Area Safety Manager – Florida</i>	50% committed from contract award – 3months of service for team recruitment, hiring, training and add'l safety training.	Will remain engaged to ensure overall safety regulations are met in regard to personnel and facility management.
KYLE AULENBACH <i>Area Controller – Florida</i>	20- 25% committed to assist with the upload of customer information within Soft-Pak, establish the monthly , quarterly and annual accounting reporting criteria.	Will remain engaged to ensure proper monthly, quarterly and annual financial reporting.
MYRON LONG <i>Director – IT</i>	10% committed upon award – implement Vision A software, outfit new facility with needed connectivity and IT hardware	Will remain engaged as needed for troubleshooting purposes.
ZACK MESSINGER <i>Director – Safety & Risk</i>	20% committed upon award – assist with bonding, insurance and hiring of staff	Will remain engaged to implement company-wide safety and risk avoidance measures.
CINDY GREENBAUM <i>Director – Human Resources</i>	15% - will assisting with employee recruitment, hiring, onboarding & retention.	Will remain engaged to implement company HR policies, programs & training.
CHARLIE GRAY <i>Vice President – Operations</i>	15% committed upon award – special projects	Will only be engaged as needed to address specific needs of the contract.
RYAN PERRY <i>CAO</i>	10% - will assist with finding of capital vehicle/equipment and facility lease/ purchase.	Will remain engaged regarding annual audit report and additional reporting criteria.

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MARY O'BRIEN CMO	10% committed upon award to assist with public education and communication collateral.	Will remain engaged for community service efforts, updating marketing collateral including the website landing page specific to the County, service alerts for holidays and so forth.
DAVE LAVENDER COO	25% committed upon award – contract start to ensure proper capital investment, equipment procurement, safety overview, etc.	Will remain engaged to monitor financial and service performance.
WALLY HALL CEO	5% committed upon award for project financing and company-wide support of transition.	Will remain engaged as needed for capital decisions and over quality of performance.

Staffing Plan

POSITION	# OF PERSONNEL	JOB DESCRIPTION
GENERAL MANAGER	1	Oversee all operations, safety, financial P&L, personnel and service
OPERATIONS MANAGER	1	Manage day to day operations, customer service and drivers/helpers
ROUTE SUPERVISOR	3	Supervise collection routes out in field, manage driver/helper labor
CSR	2	Handle service calls, reception desk, and reporting requirements
OFFICE MANAGER	1	Manage office duties
DRIVERS	57	CDL route truck drivers, collect garbage, yard waste, recycle, bulk. We will use driver/helper trained crew to perform either duty as needed.
SWING DRIVERS	5	CDL drivers trained on all routes to train others and to fill in for regular drivers or helpers as needed
HELPERS	21	Ride on garbage and yard waste routes to dump carts & collect yard waste. Will have multiple driver/helpers trained.
MAINTENANCE MANAGER	1	Oversee entire fleet, truck shop, mechanics, and maintenance of route trucks
MECHANICS	6	Perform all needed and daily required maintenance, preventive maintenance on fleet
SHOP CLERK	1	Assist shop team, order parts, track inventory, complete reporting
TOTALS	99	

Recruiting/Hiring Process

- Location/Dept. determines the open position.
- Hiring Manager creates requisition for job posting to Indeed, Company website and other job boards.
- Hiring Manager to contact and extend opportunity to working with exiting franchisee hauler to offer application/employment opportunities to personnel currently servicing the collection routes.
- Source applicants

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- Screen applicants
- Shortlist applicants
- Interview candidates
- Extending contingent job offer
- Conduct Pre-employment background and drug screens

Hiring/Onboarding Process

- Through the ATS (Paycom), the new employee will complete all new hire documents, read, and acknowledge employee handbook and policies. Complete I-9 form, W-4 federal and state along with many other documents for the employee file.
- Once hired and on site, the employees experience onboarding such as introduction to staff, exposure to the building, where the important rooms are (rest room, lunchroom, Supervisor office, Time clock etc.)
- The hiring supervisor will manage the training portion to allow the new employee to become acclimated to his new role. Assign a trainer, mentor, coach.

Retention Strategies

- Build and design comprehensive benefits that attract and retain employees
- Provide various recognition programs such as:
 - Shout outs – recognition of employees by our customers
 - Incentives – motivates the employees by incentivizing their daily production.
 - Celebration of Service Anniversaries and employee birthdays
- Build trusting relationships between all levels at each site. We encourage transparency and create clear communication pathways, so our employees always learn important information firsthand, building a perspective of being a valued part of the organization. We believe in having an Open Door.
- Taking a total rewards approach to compensation
- Work with communities and higher learning institutions to offer development opportunities for our employees by apprenticeships, scholarships etc.

Staffing Ratio Plan

Swing/Substitute Drivers to Drivers

56 Drivers / 5 Swing/Substitute Drivers = 11.2 Swing/Substitute Drivers per Driver

Supervisors to Routes

53 Routes / 3 Supervisors = 9 Routes per Supervisor

Other Positions

As identified in the above staffing plan and organizational chart, Meridian Waste is proposing for this service district the following full time positions:

- **Maintenance:** Maintenance Manager, Shop Clerk and 6 Mechanics who will work within the shop as well as assist with roadside calls.
- **Office:** Office Manager and 2 Customer Care Representatives

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As identified in the Shared Resources section above, Meridian Waste is proposing for this service district the following shared resources of full-time staff:

- **Area Staff:** Area President, Area Maintenance Manager, Area Safety Manager, Area Controller
- **Corporate Staff:** CEO, COO, CMO, CAO, Vice President – Operations, Director – HR, Director – Safety & Risk, Director - IT

A copy of the Company's Employee Manual is included in the supplemental information section of the ITN.

Schedule / Timeline

Provide a master timetable that is comprehensive and achievable for the transition of services as described in Part II Section 7.1.3.

Sarasota Transition Plan

Contract Start Date: 10/1/24

Executive Milestones Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
1/1/24	Key Personnel (Transition Team & Contract Management) Responsible for Tasks Dave Lavender, Chief Operating Officer Mary O'Brien, Chief Marketing Officer Cindy Greenbaum, Director – Human Resources Zach Messinger, Director – Risk & Safety Myron Long, Director – IT Dave Shepler, Area President Jon Hipp, District Manager Adam Foltz, Corp Fleet Director Ed Mosely, Safety Manager Kyle Aulenbach, Area Controller Ricky Williams, Sr. Operations Manager General Manager (TBD upon contract award)			
1/1/24	Order Carts and RFID	JON HIPP		
1/1/24	Meet with County with Transition Update <ul style="list-style-type: none"> • Review Initial Routing • Truck Order and Delivery Update • Employee Hiring Update • Draft Citizen & Commercial Customers Announcement Plans 	DAVE SHEPLER & TEAM		

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
3/1/24	Meet County with Transition Update <ul style="list-style-type: none"> Truck Update Employee Hiring Update Facility Update and Plan tour - Office & Maintenance Location 	DAVE SHEPLER & TEAM		
4/1/24	Finalize Shop/Truck Yard location <ul style="list-style-type: none"> Obtain Construction Permit Hire Contractor for Remodel 	ADAM FOLTZ		
5/1/24	Move into New Facility <ul style="list-style-type: none"> Internet Service Level 365 Phones 	ADAM FOLTZ		
8/1/24	Meet County with Transition Update <ul style="list-style-type: none"> Tour Facility and Equipment Employee Update Plan Ribbon Cutting event Support Team Arrival Drive Routes for Safety and Service Concerns (Adjust as Needed) 	DAVE SHEPLER & TEAM		
9/1/24	<ul style="list-style-type: none"> Plan and Assign Routes and Responsibilities Brief on Goals of Start Up Review Contract Requirements Review Service Standards 	RICKY WILLIAMS		
	<ul style="list-style-type: none"> Cart A&D/Swaps (See Operational Plan) Utilize RFID Tracking in SoftPak System Review Service Standards 	RICKY WILLIAMS / STAFF		
10/1/24	<ul style="list-style-type: none"> First Day of Collection All Hands on Deck Update County Throughout the Day 	DAVE SHEPLER & TEAM		
10/11/24	Celebrate Successful Start up	DAVE SHEPLER & TEAM		

Equipment Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
12/1/23	Order Trucks from Equipment Vendors Based on Contract Award	ADAM FOLTZ		
1/1/24	Determine MSW & Recycling Cart Inventory and Delivery Needs	JON HIPP		

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
4/1/24	<ul style="list-style-type: none"> Order Safety and Support Equipment for Trucks Uniforms Driver PPE Bags: Gloves, Vests, Hardhats, Safety Glasses, Air Gauge Brooms and Shovels Radios Spill Containment and Cleanup Kits First Aid Kits 	ED MOSELY		
8/1/24	<ul style="list-style-type: none"> Receive Trucks from Manufacturer Register and Tag Trucks Ensure Proper Tablet Mounting Dry Run All Trucks Inspect 	ADAM FOLTZ		
9/1/24	Commercial Dumpsters/Containers <ul style="list-style-type: none"> Receive, Brand and Begin Delivery of Commercial Dumpsters/Containers 	RICKY WILLIAMS / STAFF		

Business Systems and IT Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
4/1/24	Systems Setup <ul style="list-style-type: none"> Training with the County for Vision A Requests and Other Work Order Needs the County Requests Soft-Pak Database & Import of Addresses Intacct Entity Easy Route Import from Soft-Pak 	MYRON LONG		
8/1/24	Routing team to finalize routing plan	RICKY WILLIAMS		

Safety & Risk Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
4/1/24	Start Background Checks on Interviewed and Qualified Candidates <ul style="list-style-type: none"> MVR Drug Test Load into Concorde 	ED MOSELY		
8/1/24	New Route and Shop Employee Training <ul style="list-style-type: none"> OSHA Smith System Defensive Driving System Company/Industry Specific Safety Training Service Standard Training 	ED MOSELY		

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Employee Recruiting and Training Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
1/1/24	Hire/Designate Site Management Team <ul style="list-style-type: none"> • General Manager • Supervisors • Driver Trainer 	DAVE SHEPLER, JON HIPPI, RICKY WILLIAMS		
2/1/24	Advertise Job Openings on Website <ul style="list-style-type: none"> • Create Recruiting and Onboarding Schedule 	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
4/1/24	Driver Interviews Begin	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
4/1/24	Host "Job Fair"	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
5/1/24	Driver Interview Appointments to be Set	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
8/1/24	Job Offering to Qualified Candidates	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
9/1/24	New Hire Paperwork <ul style="list-style-type: none"> • HR Paperwork, Benefits, Emergency Contact, I-9's and W-2's • Obtain Employee Measurements for Uniforms 	CINDY GREENBAUM, ZACH MESSINGER, ED MOSLEY / STAFF		
9/1/24	Driver Route Training Plan and Calendar	ZACH MESSINGER, ED MOSLEY, RICKY WILLIAMS		
9/1/24	Advertise Routes	MARY O'BRIEN		
9/1/24	Driver Route Training <ul style="list-style-type: none"> • Assign Drivers to Training Routes • Routing Maps with Drivers • Supervisor and Management Ride Alongs 	ZACH MESSINGER, ED MOSLEY, RICKY WILLIAMS		
8/1/24	Customer Service Training <ul style="list-style-type: none"> • Service Standard Training • Contract Specific Services 	JON HIPPI 6 OFFICE MANAGER		

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



Shop & Supplies Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
4/1/24	Order Shop Supplies and Equipment <ul style="list-style-type: none"> Spare Part Kits Tire Inventory Miscellaneous Shop Tools and Equipment Fuel and Oil Vendor 	ADAM FOLTZ		

Public Education & Outreach Subtasks Schedule

EST. TASK START DATE	ACTION ITEM	RESPONSIBLE PERSON	DATE STARTED	DATE COMPLETED
6/1/24	Submit Draft Materials to County for Review <ul style="list-style-type: none"> Service Day Change Notifications Collection Guidelines Website Landing Page - Contract Specific 	MARY O'BRIEN		
7/1/24	Update & Finalize Design of Public Education Materials	MARY O'BRIEN		
9/1/24	Issue Education / Transition Materials to Residential & Commercial Customers <ul style="list-style-type: none"> Mail Residential Service Day Change Postcards Mail Commercial Notification of Commercial Container Swap Out Details + Service Day Notification Go LIVE with Sarasota Website Landing Page: (www.MeridianWaste.com/Sarasota) Add New Service Zip Codes to Service Zip Code Database for Website Form Submission and SEO 	MARY O'BRIEN		



NORTH SERVICE DISTRICT



Supplemental Information

RFP Response

BID #232452VG:

Solid Waste, Recyclable Materials & Yard Waste Collection Franchise

SUPPLEMENTAL INFORMATION

The following information supports the proposal provided by Meridian Waste Florida, LLC to Sarasota County for its Bid# 232452VG: Solid Waste, Recyclable Materials and Yard Waste Collection Franchise.

Truck Manufacturer Specifications

- **McNeilus® Zero Radius Side Loader with Battle Motors (Crane Carrier) Low Entry Tilt 2 Chassis** — Residential MSW Collection Class I & Class II (Curbside)
- **McNeilus® Extra Compaction Rear Loader with Freightliner® M2 106 or 114SD Chassis** — Residential MSW Collections Class II (Site Services) + Residential Yard Waste Collection + Residential Bulk Waste Collection
- **McNeilus® Atlantic Series Front Loader with Mack® or Peterbilt® Chassis** — Commercial Frontload Dumpster Collections
- **Mack® Granite Roll Off Truck Chassis with Galbreath® U5-OX-174/194 Cable Hoist** — Commercial Open Top Roll Off Collections + Compactor Collections
- **Petersen® BL-3 Lightning Loader® Knuckle Boom** — Excess Residential Yard Waste Collection + Storm Debris
- **Mack® MD7 Chassis with CM Truck Beds 24' Flatbed** — Appliance/Bulk/Electronic Collections/Tires
- **Ford Chassis Cab F-350 or F-450 with CM Truck Beds 24' Flatbed with Split Railing** — Appliance/Bulk/Electronic Collections/Tires
- Flatbed Container Delivery truck (No spec sheets needed)
- Flatbed Supervisor Truck (No spec sheets needed)

Cart Manufacturer Specifications

- **Rehrig Pacific 95 Gallon EnviroGuard Roll Out Cart** — Residential MSW Collection

Container Manufacturer Specifications

- Iron Container Front Load Dumpsters and Front Load Containers
- Iron Container Roll-Off Dumpsters & Roll-Off Containers
- Lewis Steel Works Roll-Off Containers
- Lewis Steel Works Front Load Containers

Meridian Waste Internal Manuals

- Employee Manual

RFP Response

Bid #232452VG: Solid Waste, Recyclable Materials & Yard Waste Collection Franchise



- Safety Manual
- Maintenance Manual
- Emergency Action Plan (SAMPLE)

McNeilus

ZERO RADIUS SIDE LOADER



The ultimate in accessibility. Navigate narrow streets, tight alleyways and low clearance obstacles with ease.

- Maximizes efficiency with the largest hopper available industry-wide and an extremely fast pack cycle, keeping the hopper clear at all times
- Exclusive McNeilus® Excalibre™ packing cylinders feature a hardened tool steel shaver that keeps refuse debris out, drastically reducing hydraulic contamination
- Full-eject body keeps the driver in the cab during load ejection, increasing safety, reducing chassis wear and simplifying operations
- Load-sense hydraulics provide significant cost savings on fuel use, and system provides integrated protection sensors
- Smooth, operate-at-idle arm improves driver comfort and dramatically reduces body sway and noise
- Grabber assembly grasps cans from 30 to 110 gallons easily, and side-of-body arm mounting, rather than over the hopper, reduces stress on the vehicle frame

Model Year Updates

- Guarded Midship Lights

PERFORMANCE SPECIFICATIONS (in seconds)*

WORKING RPM @ IDLE

Arm Out	2-1/2
Arm In	2-1/2
Arm Up	3
Arm Down	3
Grabber Open	1-1/2
Grabber Closed	1-1/2
Pack Cycle	16 (+/- 10%)
Ejector Extend (to end of body)	27
Ejector Retract (to home position)	13
Top Door Up	1-1/2
Top Door Down	1-1/2
Tailgate Open	16
Tailgate Closed	18

*Cycle times may vary slightly

ARM ASSEMBLY

Arm Construction Tube	Grade 500B tube
Arm Style	Zero Radius (ZR)—ideal for demanding commercial routes riddled with tight spaces and tough obstacles

Arm Lifting Capacity = 550 lb

Arm Reach = 6 ft (standard), 12 ft (optional)

HOPPER SPECIFICATIONS

Hopper Capacity (w/top door down)	Largest in the industry at 4.8 useable cubic yards
Hopper Walls	3/16 in. AR400
Hopper Floor	1/4 in. AR400

PACKER/EJECTOR SPECIFICATIONS

Lower Packing Face	1/4 in. AR200
Packing Panel Follower	10-gauge grade 50 high-strength steel
Track and Wear Strips	Chromium carbide X-Wear

BODY SPECIFICATIONS

Body Floor	3/16 in. AR200
Body Walls	AR450 and AR200
Roof	12-gauge GR50

TAILGATE SPECIFICATIONS

Tailgate Rear and Side Walls	1/4 in. AR450
Eight-Point Automatic Locking Tailgate	

OPERATIONS

McNeilus CODE™ simplified CAN-based controls offer the best technology in the business (smart fuse panel, complete diagnostics, vehicle status messages, pre-trip reminders and much more!)

Electronic proportional controls

HYDRAULICS

Pump	Piston type: pressure-flow compensated, PTO-mounted
Control Valves	Proportional electric/hydraulic
Oil Reservoir Capacity	50 gallon
Return Filter	5 micron-in tank
Suction Strainer	100 mesh stainless steel

CYLINDERS

Ejector Cylinder	Multistage
Arm Cylinder	Hydraulic motor driven
Tailgate Cylinder	25 in. x 38 in. stroke

PAINTING

Packer and components steel shot blasted prior to priming with high solids epoxy primer

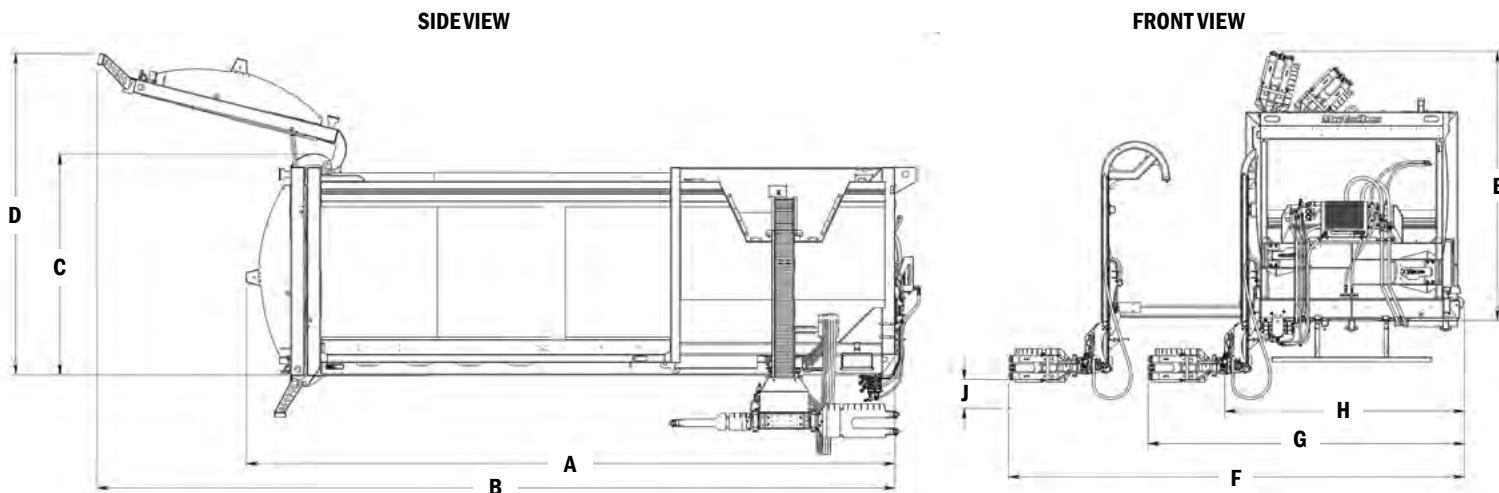
Finish: Sikkens' Autocoat BT LV650 Topcoat, a high-performance, high solids polyurethane

McNEILUS WARRANTIES

Contact your McNeilus representative on warranty details. For more information, go to www.mcneiluscompanies.com

ZERO RADIUS SIDE LOADER

- Industry's best factory-direct service and support network, with mobile service trucks ready to answer your call
- McNeilus CODE™ CAN-based controls are the most advanced, easiest to use in the industry, with operator status display and full diagnostics at your fingertips
- Highest-quality abrasion-resistant steel in all high-wear areas for added strength and durability
- NGEN CNG (Compressed Natural Gas) systems available on a range of chassis choices and engine configurations
- Proudly made in the USA



DIMENSIONS

DESCRIPTION	22 YD ³ (16.8 M ³)		24 YD ³ (18.4 M ³)		26 YD ³ (19.9 M ³)		27 YD ³ (20.6 M ³)		28 YD ³ (21.4 M ³)		31 YD ³ (23.7 M ³)	
(A) Body Length: Tailgate Closed	240 in.	6096 mm	260 in.	6604 mm	280 in.	7112 mm	294 in.	7468 mm	300 in.	7620 mm	314 in.	7976 mm
(B) Body Length: Tailgate Open	307 in.	7798 mm	307 in.	7798 mm	347 in.	8814 mm	361 in.	9169 mm	347 in.	8814 mm	361 in.	9169 mm
(C) Height: Tailgate Closed	101 in.	2553 mm	101 in.	2553 mm	101 in.	2553 mm	101 in.	2553 mm	101 in.	2553 mm	101 in.	2553 mm
(D) Height: Tailgate Open	145 in.	3683 mm	163 in.	4128 mm	145 in.	3683 mm	145 in.	3683 mm	163 in.	4128 mm	163 in.	4128 mm
(E) Max Height When Dumping	122 in.	3099 mm	122 in.	3099 mm	122 in.	3099 mm	122 in.	3099 mm	122 in.	3099 mm	122 in.	3099 mm
(F) Body Width: Arm Out, Grabber Closed 6 ft Reach (12 ft Reach)	206 in. (269 in.)	5232 mm (6833 mm)	206 in. (269 in.)	5232 mm (6833 mm)	206 in. (269 in.)	5232 mm (6833 mm)	206 in. (269 in.)	5232 mm (6833 mm)	206 in. (269 in.)	5232 mm (6833 mm)	206 in. (269 in.)	5232 mm (6833 mm)
(G) Body Width: Arm In, Grabber Closed	143 in.	3620 mm	143 in.	3620 mm	143 in.	3620 mm	143 in.	3620 mm	143 in.	3620 mm	143 in.	3620 mm
(H) Body Width: Arm In, Grbr Open	115 in.	2921 mm	115 in.	2921 mm	115 in.	2921 mm	115 in.	2921 mm	115 in.	2921 mm	115 in.	2921 mm
(J) Grabber Height from Ground**	12 in.	305 mm	12 in.	305 mm	12 in.	305 mm	12 in.	305 mm	12 in.	305 mm	12 in.	305 mm

**Dimension based on 40-inch chassis frame rail height. Actual dimension will vary depending on chassis measurement.



We offer a complete line of parts and services for all makes and models. View and purchase at www.StreetSmartParts.com or call 888.686.7278.



Learn more at www.mcneiluscompanies.com

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SPECIFICATIONS AND PERFORMANCE

Class	GVWR Range	Horsepower	Output Torque
6 - 8	46,000 - 72,000 lbs	300 - 430 hp	860 - 1,650 ft lbs

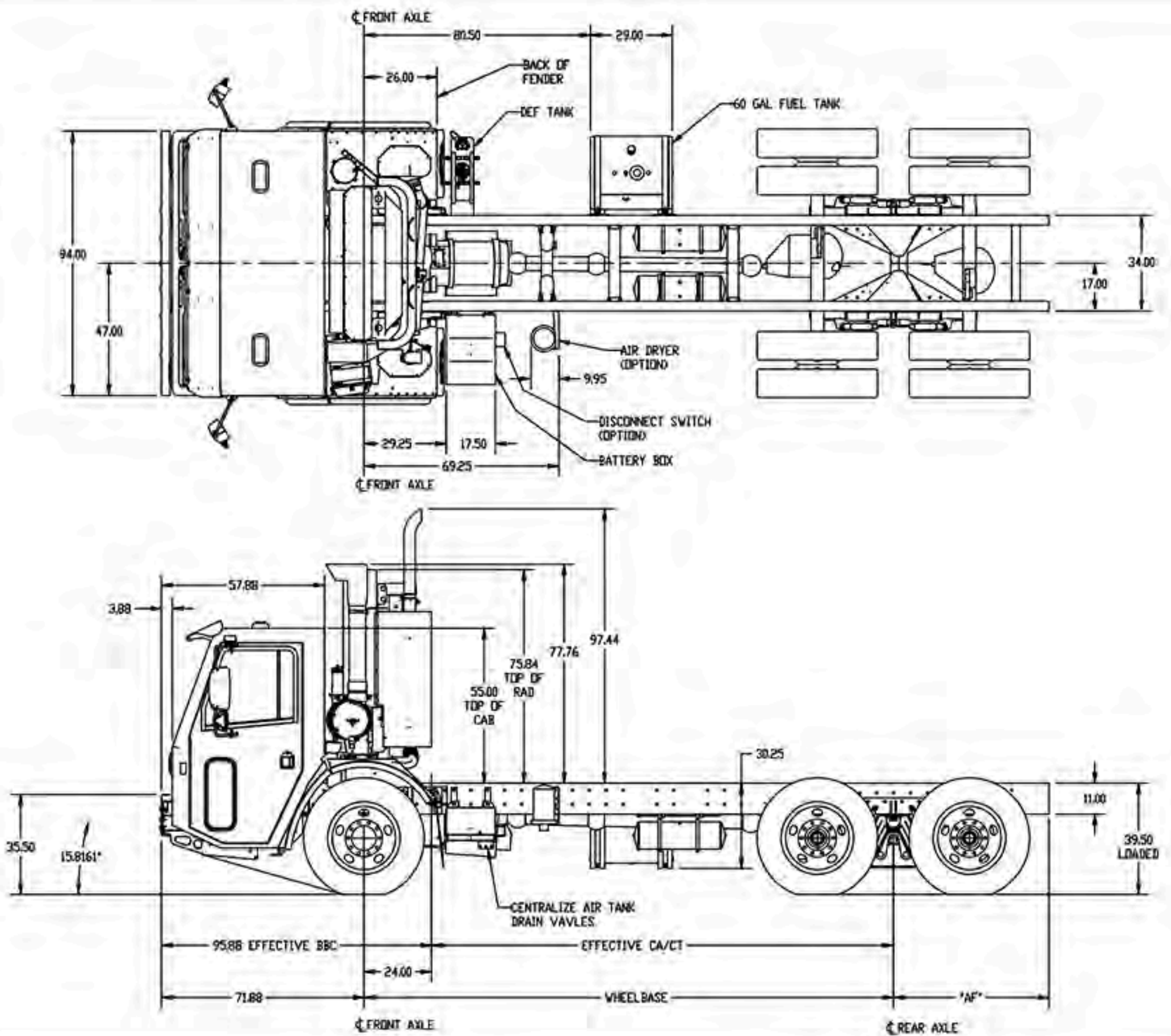
POWERTRAIN

Engine	Transmission	Drive Axle	Front Axle
Cummins L9	5th Generation Allison 450Q RDS	Single Dana S26-190	Tandem Dana D46-170HP Dana D2000F
Front Suspension	Rear Suspension		
CCC 20k Taper Leaf Springs	Single Reyno 102CC	Tandem Hendrickson HMX	

CAB

Width	Seating	Doors	Steering
94 inches	Two seats	Standard	Right Hand Tilt and telescopic steering column
Exterior Features	Interior Features		
All steel severe-service cab shell Large flat glass windshield Remote mounted 1,814 in ² radiator	18" low step-in height on both sides LED lights	16" steering wheel Tilt and telescopic steering column Bluetooth and USB enabled radio	Integrated HVAC Power windows 5 electric variable speed fans

TECHNICAL DRAWINGS



OPTIONS*

Engine	Transmission	Drive Axle	Front Suspension
Cummins X12	Allison 3000 RDS Allison 3500 RDS	Single Dana S30-190	CCC 14.6k Taper Leaf Springs CCC 17k Taper Leaf Springs
Doors	Steering	Seating	
Standard Bi-fold Flip	Right-hand Left-hand Dual	Two seats (Standard) Four seats (Crew Cab)	

* Additional customizations available upon request.

DOWNLOADS

[LET 2 Diesel Brochure](#)

Download

McNeilus

EXTRA COMPACTION REAR LOADER



Powerful rear loader with more capacity and more compaction to take on the toughest routes.

- Larger tailgate and hopper allow for more volume from residential to heavy commercial routes
- More powerful hydraulic cylinders have the ability to crush refuse at up to 1,200 pounds per yard
- Slide panel tracks of 1/4-inch high-strength steel, combined with quick-change slide shoes, mean higher compaction and low maintenance
- Top-quality, abrasion-resistant steel featured in the hopper—the highest-wear area—increasing durability
- Optional McNeilus® Excalibre™ cylinders feature a hardened tool steel scraper that drastically reduces hydraulic contamination
- XXC package available for even more demanding routes that includes a thicker body floor, reinforced load edge, splash guard and extended tailgate

2015 Model Year Updates

- LED Trap Lights
- LED Hopper Work Light

PERFORMANCE SPECIFICATIONS (in seconds)*

WORKING RPM @ IDLE			
Dump Cycle	25-27		
Sweep Extend	7		
Sweep Retract	4		
Slide Extend	5		
Slide Retract	11		
Tailgate Open	30		
Tailgate Closed	18		
Compaction = 1,200 lb/yd			
Quick Change UHMW Polyethylene Slide Shoes			
	25 YD ³	28 YD ³	32 YD ³
Ejector Extend	20	27	33
Ejector Retract	28	30	40

*Cycle times may vary slightly

STANDARD BODY SPECIFICATIONS

Body Floor	3/16 in. AR200 5/16 in. AR200 (XXC)
Side Walls, Front Section	10-gauge AR200
Side Walls, Rear Section	1/8 in. AR450
Roof	10-gauge AR200

HOPPER SPECIFICATIONS

Hopper Capacity	3.5 cu yd
Hopper Floor	1/4 in. AR200
Hopper Sides	Top: 3/16 in. grade 50 high-strength steel, Bottom: 1/4 in. AR200
Hopper Liner	1/4 in. AR200

PACKER/EJECTOR SPECIFICATIONS

Slide Face Plate	3/16 in. grade 50 high-strength steel
Sweep Face Plate	1/4 in. AR200
Packer Edge Strip	1/4 in. grade 50 high-strength steel

TAILGATE SPECIFICATIONS

Tailgate Walls	3/16 in. AR200
Wear Strips	1/2 in. x 3 in. 1044 steel
Tailgate Seal Height	50 in

OPERATIONS

Mechanical controls with integrated control panel

HYDRAULICS

Pump	Single gear or vane with pack-on-the-go flow control system
Control Valves	Primary; Parker VA35 with Smart-Pak®
Oil Reservoir	20 yd ³ : 40 gallon 25–32 yd ³ : 50 gallon
Filter	Parker 40 CN, 100 mesh suction strainer

CYLINDERS

Ejector Cylinder	25 YD³ : 7-1/2 in. bore x 7 in. rod x 119-1/2 in. stroke (4-stage) 28 YD³ : 7-1/2 in. bore x 7 in. rod x 138 in. stroke (4-stage) 32 YD³ : 8-3/4 in. bore x 8-1/4 in. rod x 163 in. stroke (5-stage)
Slide Cylinder	5-1/2 in. bore x 4-1/2 in. rod x 39 in. stroke
Sweep Cylinders	5 in. bore x 4 in. rod
Tailgate Cylinder	3-1/2 in. bore x 3 in. rod x 42 in. stroke

PAINTING

Packer and components steel shot blasted prior to priming with high solids epoxy primer

Finish: Sikkens' Autocoat BT LV650 Topcoat, a high-performance, high solids polyurethane

POPULAR OPTIONS

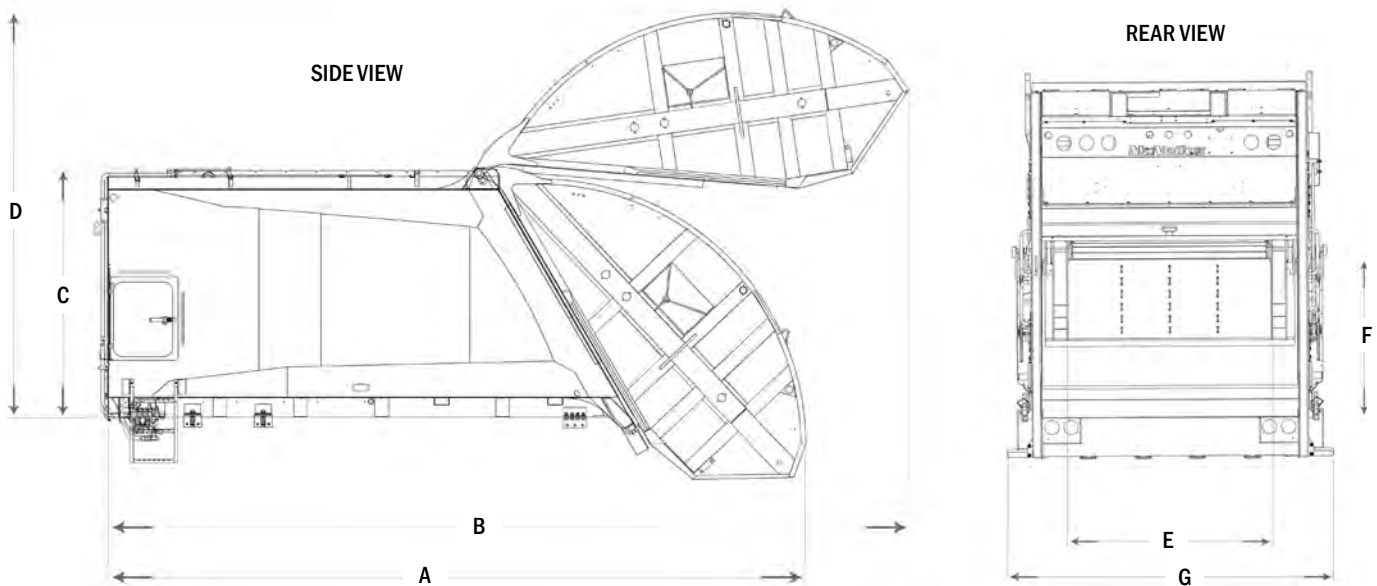
Spool Winch or Reeving Cylinder
Guides and Latches
Container Lift Bar

McNEILUS WARRANTIES

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EXTRA COMPACTION REAR LOADER

- Industry's best factory-direct service and support network, with mobile service trucks ready to answer your call
- Proudly made in the USA
- NGEN CNG (Compressed Natural Gas) systems available on a range of chassis choices and engine configurations



DESCRIPTION	DIMENSIONS					
	25 YD ³ (19.1 M ³)		28 YD ³ (21.4 M ³)		32 YD ³ (24.5 M ³)	
(A) Overall Length, Tailgate Closed	285 in.	7239 mm	304 in.	7722 mm	329 in.	8357 mm
(B) Overall Length, Tailgate Raised	314 in.	7976 mm	333 in.	8458 mm	358 in.	9093 mm
(C) Overall Height, Tailgate Closed**	99 in.	2515 mm	99 in.	2515 mm	99 in.	2515 mm
(D) Overall Height, Tailgate Raised**	170 in.	4318 mm	170 in.	4318 mm	170 in.	4318 mm
(E) Inside Hopper Width	80 in.	2032 mm	80 in.	2032 mm	80 in.	2032 mm
(F) Hopper Opening Height	58 in.	1473 mm	58 in.	1473 mm	58 in.	1473 mm
(G) Overall Width w/Steps	102 in.	2591 mm	102 in.	2591 mm	102 in.	2591 mm
Overall Width w/o Steps	96 in.	2438 mm	96 in.	2438 mm	96 in.	2438 mm

**Dimension with no winch. Adding a spool winch or reeving cylinder winch will increase height dimension to between 100-108 inches depending on the option chosen.



We offer a complete line of parts and services for all makes and models. View and purchase at www.StreetSmartParts.com or call 888.686.7278.



Learn more at www.mcneiluscompanies.com

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Freightliner M2 106 Plus Specs

Specifications

The Freightliner M2 106 Plus is designed to get any job done.

Base Specifications

Class	Horsepower
6-8	200-360 HP
GWPT	Torque
66,000 lbs.	520 to 1150 lb-ft

Cab Configurations

Engines

Axles

Suspensions

Transmissions



Freightliner 114SD Plus Specs

Specifications

The Freightliner Trucks 114SD Plus is built for severe duty; packed with power and ready for work.

Base Specifications ^

Class	Horsepower
7/8	260-525 HP
GVW	Torque
92,000 lbs. (independent of lift axes)	720 to 1850 lb-ft

Cab/Sleeper Configurations v

Engines v

Axles v

Suspensions v

Transmissions v

Features v



Freightliner 114SD Plus Specs

Specifications

The Freightliner Trucks 114SD Plus is built for severe duty; packed with power and ready for work.

Base Specifications ^

Class	Horsepower
7/8	260-525 HP
GWV	Torque
92,000 lbs. (independent of lift axles) 720 to 1850 lb-ft	

Cab/Sleeper Configurations v

Engines v

Axles v

Suspensions v

Transmissions v

Features v

BidSync

McNeilus

ATLANTIC SERIES FRONT LOADER



It's rugged. Heavy duty. And built to take on your toughest commercial routes.

- Maximizes efficiency with a fast pack cycle that keeps the 12-cubic-yard hopper clear at all times, saving time on densely populated routes
- Exclusive McNeilus® Exc calibre™ cylinders feature a hardened tool steel scraper that drastically reduces hydraulic contamination
- Compaction force of 118,800 psi crushes almost any type of refuse you can throw at it

- 10,000-lb-rated arm capacity does the heavy lifting for you
- Eight-point locking tailgate ensures it stays shut and eliminates leakage

2015 Model Year Updates

- LED Trap Lights
- LED Hopper Work Light
- LED Camera Assist Lights

PERFORMANCE SPECIFICATIONS (in seconds)*

WORKING RPM	IDLE	1350 RPM
Arm Down	11	6
Arm Up	10	6
Fork Down	4	3
Fork Up	3	3
Packer Extend	N/A	20
Packer Retract	N/A	9
Ejector Extend	28	N/A
Ejector Retract	10	N/A
Top Door Open	8	7
Top Door Closed	7	6
Tailgate Open	28	N/A
Tailgate Closed	31	N/A
Seal Height	50 in	

Compaction Force = 118,800 psi

*Cycle times may vary slightly

ARM ASSEMBLY

Arm Side Plate	1/4 in. grade 80
Arm Construction	Internal reinforcement

FORKS

Fork Construction	A36, 1.5 in x 60 in
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HOPPER SPECIFICATIONS

Hopper Capacity	12 cu yd
Hopper Floor	1/4 in. AR400
Upper Hopper Sides	3/16 in. AR200
Lower Hopper Sides	3/16 in. AR400
Hopper Width	84 in

PACKER/EJECTOR SPECIFICATIONS

Lower Face Plate	5/16 in. AR200
Upper Face Plate	3/16 in. AR200
Packing Panel Floor Tracks	3/8 in. grade 50 high-strength steel
Top and Side Wear Strips	1/4 in. AR400
Bottom Wear Strips	1/4 in. X-Wear

BODY SPECIFICATIONS

Body Floor	3/16 in. AR200
Body Roof	10-gauge AR200
Body Side Walls	1/8 in. AR450

TAILGATE SPECIFICATIONS

Tailgate Rear and Side Walls	1/8 in. AR450
Eight-Point Automatic Locking Tailgate	

OPERATIONS

Multiplexed and distributed CAN-based controls offering the best technology in the business (sealed keypads, backlit screens, operator status lights and diagnostic display)

Air or Rabbit Ear Joysticks

HYDRAULICS

Pump	Vane or gear with pack-on-the-go flow control system
Control Valves	Parker VA35, MRV setting—2,500 psi
Oil Reservoir Capacity	50 gallon
Return Filter	5 micron
Suction Strainer	100 mesh stainless steel with magnets

CYLINDERS

Ejector Cylinder	(36-40 yd) 6-1/4 in. 3-stage 164 in. (43-45 yd) 6-1/4 in. 3-stage 181 in.
Arm Cylinder	4-1/2 in. bore x 2-1/2 in. rod x 46 in. stroke
Fork Cylinder	3-1/2 in. bore x 2 in. rod x 26 in. stroke
Tailgate Cylinder	3-1/4 in. bore x 2 in. rod x 38 in. stroke

PAINTING

Packer and components steel shot blasted prior to priming with high solids epoxy primer

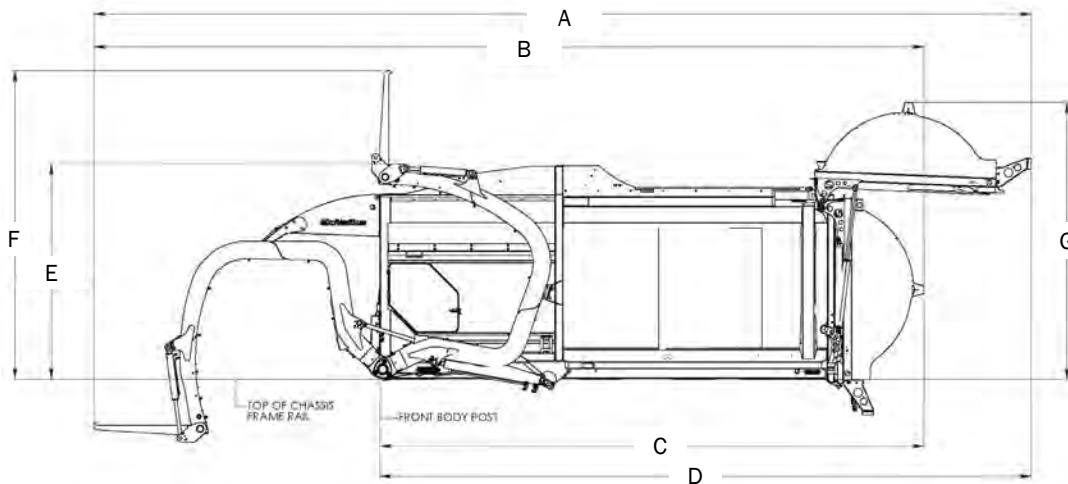
Finish: Sikkens' Autocoat BT LV650 Topcoat, a high-performance, high solids polyurethane

McNEILUS WARRANTIES

Contact your McNeilus representative on warranty details. For more information, go to www.mcneiluscompanies.com

ATLANTIC SERIES FRONT LOADER

- Industry’s best factory-direct service and support network, with mobile service trucks ready to answer your call
- NGEN CNG (Compressed Natural Gas) systems available on a range of chassis choices and engine configurations
- Highest-quality abrasion-resistant steel in all high-wear areas for added strength and durability
- Multiplexed and CAN-based controls, offering the best technology in the business (sealed keypads, backlit screens, operator status lights and diagnostics display)
- Proudly made in the USA



DIMENSIONS								
DESCRIPTION	36 YD ³ (27.5 M ³)		40 YD ³ (30.6 M ³)		43 YD ³ (32.9 M ³)		45 YD ³ (34.4 M ³)	
(A) Length: Arms Down, TG Open	487 in.	12,362 mm	487 in.	12,362 mm	521 in.	13,226 mm	521 in.	13,226 mm
(B) Length: Arms Down, TG Closed	437 in.	11,105 mm	454 in.	11,54 mm	471 in.	11,968 mm	488 in.	12,398 mm
(C) Length: Arms Stowed, TG Closed	277 in.	7,043 mm	294 in.	7,473 mm	311 in.	7,907 mm	328 in.	8,336 mm
(D) Length: Arms Stowed, TG Open	327 in.	8,301 mm	327 in.	8,301 mm	361 in.	9,164 mm	361 in.	9,164 mm
(E) Height: Arms/Fork Down	119 in.	3,012 mm	119 in.	3,012 mm	119 in.	3,012 mm	119 in.	3,012 mm
(F) Height: Arms Stowed/Forks Up	171 in.	4,349 mm	171 in.	4,349 mm	171 in.	4,349 mm	171 in.	4,349 mm
(G) Height: Tailgate Raised	182 in.	4,610 mm	182 in.	4,610 mm	182 in.	4,610 mm	182 in.	4,610 mm
Overall Body Width	102 in.	2,591 mm	102 in.	2,591 mm	102 in.	2,591 mm	102 in.	2,591 mm



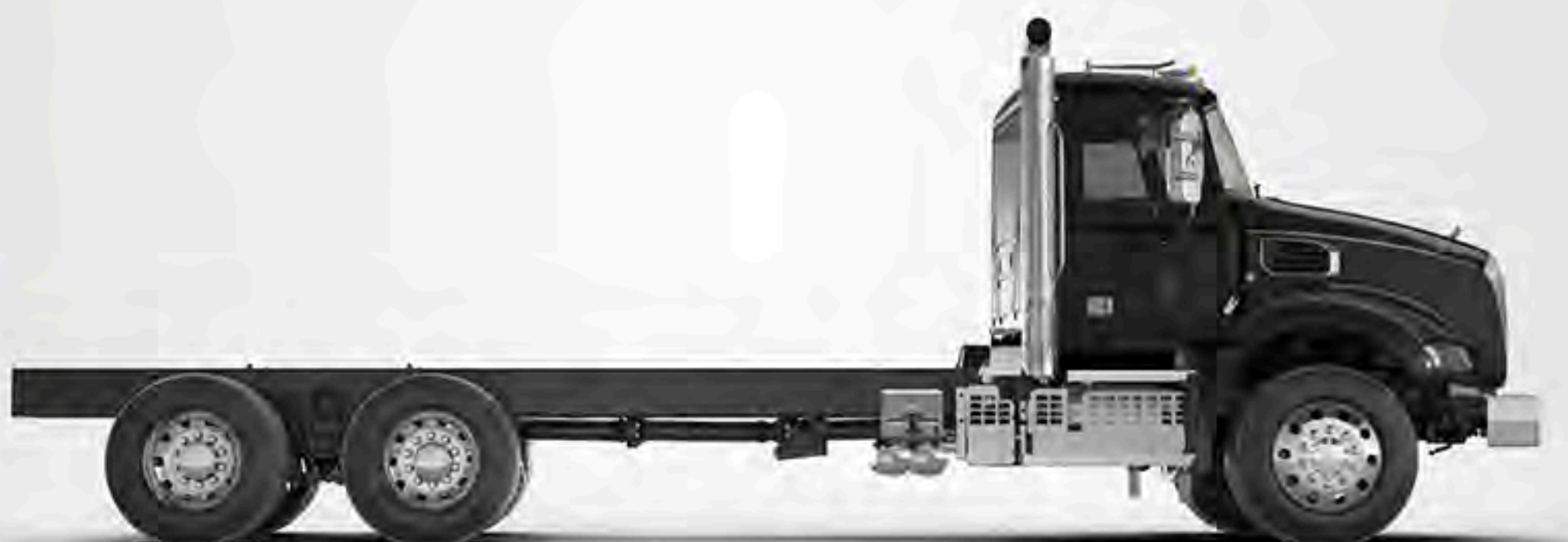
We offer a complete line of parts and services for all makes and models. View and purchase at www.StreetSmartParts.com or call 888.686.7278.



Learn more at www.mcneiluscompanies.com

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Granite®



Base Configurations

Class
8

Horsepower
325-505 HP

Torque
1260-1860

GVW
35,000-92,000

GCW
80,000+

Cab Configurations

Day Cab

36-inch Sleeper

Engines

MP7 ▶
- 11 Liter
• 325-405 HP
• 1200-1560lb.ft.

MP8 ▶
- 13 Liter
• 415-505 HP
• 1460-1860lb.ft.

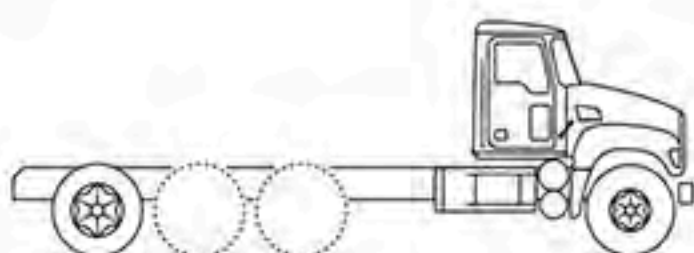
Transmissions

Manual
Eaton-Fuller Manual Transmissions

Automated Manual
mDRIVE

Automatic
Allison RDS Series

Axles



Front Axles
Mack UniMax Axles with Integrated Hub

Drive Axles
Meritor® "S" Cam Q-Plus Brakes

U5-OX-174/194 ROLL-OFF CABLE HOISTS

LEGACY U-SERIES



Tel: 800.285.0666 | sales@wastequip.com
www.galbreathproducts.com



U5-OX-174 shown with Pioneer tarping system. Rear wing skid plates with outboard supported side rollers, fold down over the cylinder & flip up/down recessed in-frame auxillary stops and steel toolbox options

Extra Long Extendable Tail (OX) roll-off cable hoists are the perfect option when low loading angles are needed. The OX hoist model offers the lowest loading angle of any Galbreath product at 23 degrees¹. The OX, offering a standard air assist ICC bumper, combines the standard features of an OR model hoist with the flexibility and versatility of the 48" stinger tail from the EX model.

- » **Tandem axle trucks**
- » **60,000 lb. capacity**

Standard Features

Ease of Operation

- Centered cab mount - Power Tower with standard air controls
- Plug n' Play wiring system
- Pintle-ready rear aprons
- Hydraulic oil tank manual shut off valve
- Low loading angles w/ additional 48" of tail extension

Safety

- Split bumper with LED lighting and back-up alarm
- Heavy duty rear apron assembly
- Fixed rear hold downs
- Heavy duty safety stops
- Air assist fold-up ICC bumper
- Backup & hoist up alarm with signal light in cab
- Minimal truck chassis modification required

Durability

- All pivot joints, roller assemblies & sheave blocks easily accessed for service and grease
- Frames are huck-bolted to chassis (factory mounted units)
- 3 micron hydraulic return oil filtration
- 10 micron breather filter on hydraulic oil tank
- 100 micron mesh screen suction strainer inside tank
- Limited lifetime warranty on frame
- 2 year limited hydraulic system warranty

Quality

- Lean manufacturing processes
- Engineered with solid modeling to ensure maximum product quality
- Stress analysis testing
- Customized engineering layouts ensure the exact fit for each customers' chassis
- Phosphorous wash before the two-part epoxy primer and paint (factory mounted units)

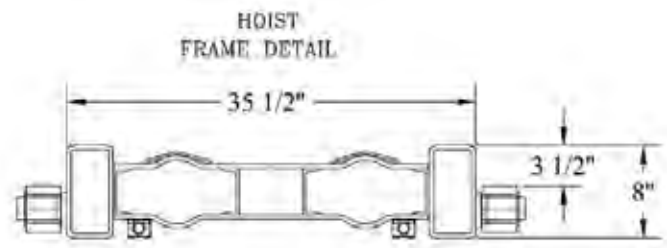
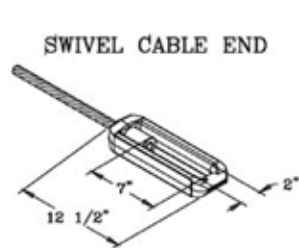
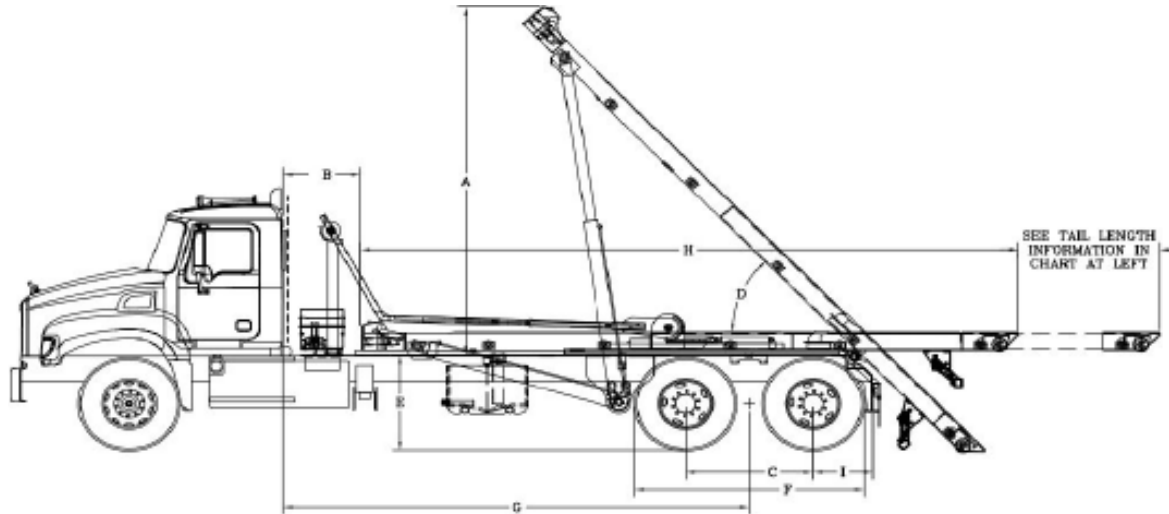
Available Options

- Steel, aluminum or poly fenders
- Pioneer tarping systems
- Reverse mount & telescopic lift cylinders
- Auxiliary stops & hold down systems
- Lift axles
- Pintle hook applications
- Speed-limiting parameters for hoist-up
- Scale systems
- Outside/inside rail (OR, IO models)
- Special model and option configurations available upon customer request
- 75,000 lb. capacity model also available

¹ Depends on chassis setup and configuration, suspension, and frame height.

U5-OX-174/194 ROLL-OFF CABLE HOISTS

Figure 1



FEATURE	TANDEM AXLE
Hoist main frame / sub-frame	MF - 8" x 4" x 1/2" / SF - 3" x 2" x 3/16" A500 Grade-C structural steel tubing
Front stops	1 1/2" steel plate
Front safety lock	Automatic spring loaded (driver's side only, curb side option available)
Hinge shaft	2 1/2" solid steel
Cable anchors	4 cable clamps
Cable / cable end	7/8" XIP steel cable / swivel eye cable end 79,600 lbs. test
Cable sheaves	10" OD (outside diameter) grease grooved with bronze bearings
Working points	Greasable
Outside rollers	4" OD with bronze bearings (5 per side)
Rear hold downs	3/4" steel plate located for standard Wastequip containers
Oil reservoir	50 gallon with 3 micron return filter / 10 micron tank breather filtration / 100 micron mesh screen suction strainer
Hydraulic pump	Gear type 35 gpm @ 1,500 rpm
Hydraulic valve	2 - spool / 45 gpm with safety bypass
System operating pressure	1,850 psi
Lift cylinders	(2) - Dual acting, rod type
Winch cylinders (reeving system)	(2) - Dual acting, rod type

Notes for Figure 1

- 1 When recommending container lengths, weight distribution, fender interference and overhang will all be factors
- 2 Factory tested with recommended container length and water level load
- 3 Frame = top of truck chassis frame
- 4 Use 22.5" tires only; for larger tires, consult representative
- 5 Request additional tail length for spring suspensions higher than 45"

Truck Specifications

Front axle: 18,000 lbs. (minimum) capacity
 Rear axle: 44,000 lbs. (minimum) capacity
 50,000 psi or more chassis frame
 Minimum section modulus = 24 in.³

	U5-OX Model		U75-OX Model	
	174" CA/CT	194" CA/CT	174" CA/CT	194" CA/CT
Recommended container size ¹ (see note above)	18' - 22'	20' - 24'	18' - 22'	20' - 24'
Rated hoist capacity ² (see note above)	60,000 lbs.	60,000 lbs.	75,000 lbs.	75,000 lbs.
Lift cylinders	6" x 4" x 72"	6" x 4" x 72"	7" x 4" x 72"	7" x 4" x 72"
Lift cylinder hinge pin size	2 ½"	2 ½"	2 ½"	2 ½"
Winch cylinders	7" x 4" x 80"	7" x 4" x 90"	7" x 4" x 80"	7" x 4" x 90"
<i>For references below use drawing pictured above (figure 1)</i>				
A - Height above truck frame ³ (see note above)	161 ¾"	180 9/16"	161 ¾"	180 9/16"
B - Back of cab to front of hoist	6"	6"	6"	6"
C - Axle spread	50 - 55"	50 - 55"	50 - 55"	50 - 55"
D - Raised dump angle	47°	48°	47°	48°
Loading angle	23°	24°	23°	24°
E - Top of truck frame to ground ^{3,4} (see notes above)	42"	42"	42"	42"
F - Tire OD to OD	96" Max.	96" Max.	96" Max.	96" Max.
G - Cab to axle (CA), cab to trunnion (CT) (add 12" for tarper and/or hard plumbing)	174"	194"	174"	194"
H - Hoist length ⁵ (see note above)	280"	298 ¾"	280"	298 ¾"
Tail length (fully extended)	Add 48"	Add 48"	Add 48"	Add 48"
I - After frame (add 2" for air ride)	23"	25"	23"	25"
Air activated ICC bumper is standard on OR, IO, OX, XI and SI models)	Std.	Std.	Std.	Std.
Approximate weight with standard features	7,520 lbs.	7,830 lbs.	7,870 lbs.	8,180 lbs.



MACK® MD7

BUILT FOR GROWTH.



MACK MD SERIES

Dependability, durability and steadfast support—everything you've come to expect from Mack is now available in a medium-duty truck: the Mack MD Series. The MD Series is packed from the exterior to the driver environment with features that ensure a smooth, stress-free ride—backed by our unmatched local dealer support when you need it. We've taken care of the details so you can focus on growing your business.

BORN READY.

MACK® MD7

KEY FEATURES

Cab air suspension (standard)

Full-width aluminum grated steps for easy entry and egress, horizontally offset for visibility (standard)

50-gallon fuel tank (standard), 90-gallon (optional)

Frame rails rated at 120,000 psi yield strength (standard)

34-inch assembled frame width (standard)

Rear leaf spring suspension (standard), Mack Maxlite AirRide (optional) on 206-inch wheelbases and longer

Tires 11R22.5 (standard)

Steel powder coated white disc wheels (standard), aluminum wheels (optional)

Passenger door lower peep window (standard)

Flat back-of-cab and clear frame platform for easy body installation (standard)

8 wheelbases to accommodate short to long body lengths of various types

Clear side frame space for customer add-ons



Comfortable Interiors

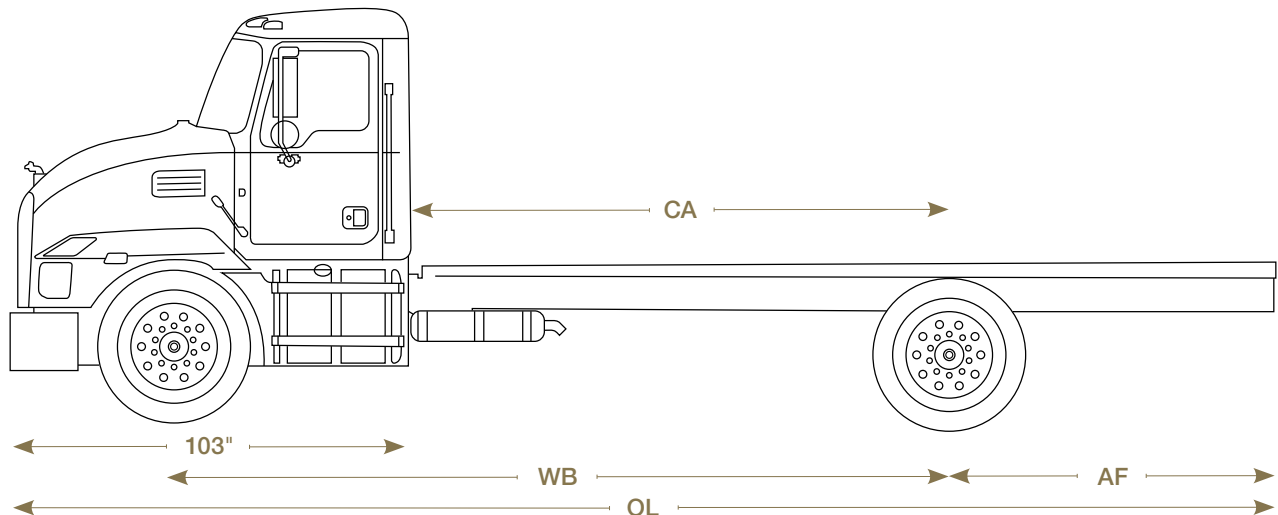
The Mack MD7 brings heavy-duty levels of driver comfort and functionality to medium-duty trucks, to keep drivers comfortable and safe all day. Tilt/telescoping steering column, air suspension driver seat and all controls within reach keep drivers in control.

All Day Uptime

The MD7 is standard with Geotab providing basic telematics and upgradeable for enhanced fleet management. MD Series customers also have access to Mack's industry-leading Uptime Services. Mack's ASIST platform streamlines and shares service communications among the customer, dealer and Mack's 24/7 Uptime Center.

Typical Dry Van Body Length	(ft.)	10	12/14	16	18	20	22	24	26*
Wheelbase*	WB (in.)	150	166	186	206	221	236	251	270
Cab-to-Rear Axle	CA (in.)	87	103	123	143	158	173	188	207
After Frame	AF (in.)	50	55	60	65	70	80	90	100
Chassis Overall Length	OL (in.)	240	261	286	311	341	356	381	410
GVWR**	(lb.)	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Front Axle Capacity (standard)	(lb.)	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Rear Axle Capacity (standard)	(lb.)	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Front Axle Weight**	(lb.)	6,180	6,235	6,275	6,340	6,375	6,400	6,450	6,500
Rear Axle Weight**	(lb.)	3,450	3,465	3,495	3,525	3,575	3,620	3,665	3,715
Total Chassis Weight***	(lb.)	9,630	9,700	9,770	9,865	9,950	10,020	10,115	10,215

*Wheelbase selection should be based on specific weight distribution.
 **Base model GVWR, ratings and chassis weights
 ***Total Chassis Weight is for standard specifications excluding driver and fuel.



MACK® MD7

ENGINE	Cummins B6.7 Inline 6-cylinder, Turbo/Intercooled Diesel
Horsepower/Torque	220 hp/600 lb. ft. EPA (std)/CARB (opt)
	240 hp/560 lb. ft. EPA (std)/CARB (opt)
	250 hp/660 lb. ft. EPA (std)/CARB (opt)
	260 hp/660 lb. ft. EPA (std)/CARB (opt)
	280 hp/660 lb. ft. EPA (std)/CARB (opt)
300 hp/660 lb. ft. EPA (std)/CARB (opt)	
Air Cleaner Type	12 in.
Alternator	Delco 12V, 145 amp
Batteries	Dual 760CCA (1520 total CCA)
Engine Brake	Cummins, with dash switch
Fuel Filter	Filter and Water Separator
	Heated, Fuel and Water Separator
Starter	Melco12V

TRANSMISSION	STANDARD	OPTIONAL
	Allison 2500HS	Allison 2500RDS Allison 3000RDS
6-speed, double OD rated up to 660 lb. ft. torque, w/Fuel Sense and Neutral-at-Stop		

Rear Axle Ratios	4.88*	5.29	5.57	5.83
-------------------------	-------	------	------	------

*4.88 R/A ratio not available with MS-17-13X or 14x rear axle

*4.88 R/A ratio not available with 11R22.5 tires

FRONT AXLE

GAWR	12,000 lbs.
Axle Type	Meritor MFS-12, I-Beam
Suspension	Mack Taper-leaf, 12,000 lbs.
Shock Absorbers	Telescopic type

CHASSIS FRAME

Rail Dimensions	10.24 in. x 2.75 in. x 0.315 in. (260 x 70 x 8 mm)
Yield Strength and RBM	120k psi, 1.547m RBM
Assembled Width	34 in. (864 mm)

REAR AXLE	STANDARD	OPTIONAL
	GAWR (lb.)	21,000
Axle Type—Meritor	MS-21-13x	MS-21-14x*
Suspension—Taper-leaf (lb.)	21,000	
Suspension—Optional (lb.)	Mack Maxlite 210 21,000**	

Shaded areas indicate optional equipment.

*Rear axle option equipped with driver controlled differential lock.

**Rear air suspension available on 206-, 221-, 236-, 251- and 270-inch wheelbases only.

CAB	Steel cab with premium trim level
Air Conditioning	Standard
Audio	AM/FM with Bluetooth
Body Builder Prep	Harness and 12 pin RP140a connectors for body lighting connection
Cab Lighting	Interior courtesy lights (2)
Cab Mirrors	Black finish with lower convex mirror
Cab Suspension	Dual airbag cab suspension
Cruise Control	Standard
Cup Holders	Two large cup holders in console
Passenger Door Window	Lower door peep window with lens
Power Outlets	12 volt and USB
Power Steering	Standard
Power Windows and Locks	Standard
Pro Dash	Premium dash cluster
Seat Driver	High back, air suspension w/vinyl trim
Seat Passenger	High back, fixed base w/vinyl trim
Steering Column	Tilt and telescopic
Steering Wheel	Flat-bottom steering wheel
Sun Visors	Driver and passenger

BRAKE SYSTEM

Front Brakes	Bendix Antilock Braking System "S" Cam Air Brake System
Rear Brakes	Meritor S CAM Q+, 16.5 in. x 5 in.
Parking Brake	Meritor S Cam Q+, 16.5 in. x 7 in.
Air Dryer	Rear axle, spring brake Wabco SS1200HP

FUEL TANK

Round 22 in., driver-side. 50 gallons
Round 22 in., driver-side. 90 gallons

DEF TANK

25 liter, passenger-side

WHEELS

Accuride steel disc, powder coated white wheels 8.25 in. x 22.5 in., offset 6.6 in., 5-hole
Accuride aluminum wheels 8.25 in. x 22.5 in., offset 6.59 in.; 10-hole

TIRES—Front

Bridgestone R268 Ecopia radials, 11R22.5 (G)
Bridgestone R268 Ecopia radials, 11R22.5 (G)
—Rear Bridgestone M760 Ecopia radials, 11R22.5 (G)

MACK® MD7



WARRANTY SUMMARY	MD Series
Typical Vocations	Distribution, Short Haul or P&D
Axle Configuration	4 x 2
Basic Coverage	24 months/unlimited miles*
Batteries	12 months/unlimited miles*
Chassis Towing	90 days or 5,000 miles (8,047 KM), whichever occurs first*
Air Conditioning	24 months/unlimited miles— air conditioning (sealed system only)
Engine/Emissions	Warranty coverage provided by Cummins — both EPA and CARB
Transmission	Warranty coverage provided by Allison
Driveline, Rear Axle, Front Steer Axle	12 months/unlimited miles*
Cab Structure and Internal Cab Corrosion	60 months/unlimited miles*
Frame Rail/ Cross Members	60 months/unlimited miles*
Noise Emission	Life of vehicle*

*See complete warranty certificate for details.

Shaded areas indicate optional equipment.

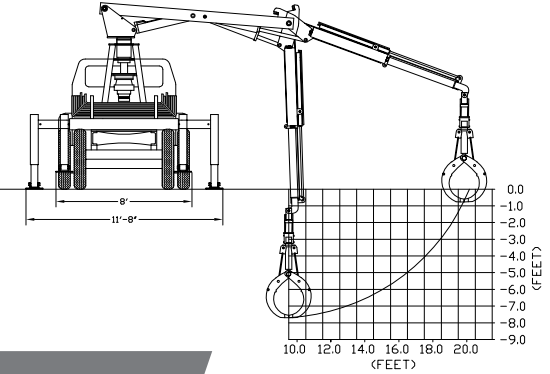
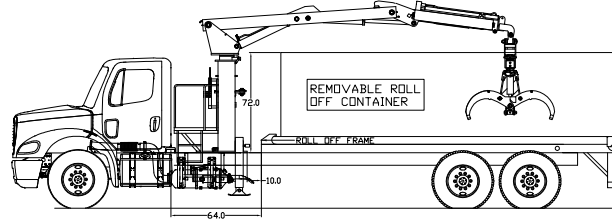
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UPTIME SUMMARY	MD Series Models
Mack OneCall™	12 months
Mack ASIST	12 months
Geotab Basic	12 months
PURCHASE OPTIONS	
Mack OneCall	24–60 months, in 12 month increments
Mack ASIST	24–60 months, in 12 month increments
Geotab Basic	24–60 months, in 12 month increments
Geotab Plus	12–60 months, in 12 month increments
OTHER OPTIONS	
Allison Upgrade	Fuel Sense Premium w/Dynactive and NAS
Battery Shut Off	Under cab, passenger side
Bumper/Grille	Chrome bumper and grille combination
Cab Mirrors	Black finish w/convex mirror, heated and motorized
	Chrome finish w/convex mirror, heated and motorized
Drivers and Passenger	Modura cloth upgrade seat upholstery
Engine Block Heater	120V–750W (0.75KW)
Passenger Seat	Two-person bench seat w/vinyl and under seat storage
PTO Prep	Harness and switch kit
Seat Belts	Orange driver and passenger belts



GENERAL SPECIFICATIONS

Reach	20 ft. 7 in.
Main Boom & Tip Boom	16 ft. 7 in.
Tip Extension	4 ft.
<hr/>	
Outrigger Span	11 ft. 8 in.



SYSTEM DESCRIPTION

- Loader is mounted to a chassis between the cab and the cable roll-off hoist
- Designed to swap containers and prevent loader from going to the landfill

CONTROL OPTIONS

- Dual manual controls for outriggers and loader on both sides of truck
- QUADSTICK® mechanically linked dual joystick controls
- Stationary top-mount control seat

ROLL-OFF HOIST

Please contact Petersen Industries for roll-off recommendations and requirements.

RECOMMENDED CHASSIS (MINIMUM)

Body Style	Conventional Cab
Clear Space: Cab to Roll-off Hoist	64 inches
GVW Rating	54,000 lbs. (tandem)
Frame	1,500,000 RBM

CONTACT PETERSEN INDUSTRIES FOR COMPLETE SPECIFICATIONS.

SCAN TO LEARN MORE



4000 SR 60 West
Lake Wales, FL 33859
1.800.930.LOAD (5623)

LIFT CAPACITY

Radius	Load Capacity
10 ft. radius	7,100 lbs.
16 ft. radius	4,400 lbs.
20 ft. radius	3,200 lbs.

HYDRAULIC REQUIREMENTS FOR LOADER

The BL-3 Lightning Loader® requires 18 GPM with a maximum system pressure of 2500 psi. This can be accomplished with an air controlled valve section from the hoist control valves fitted with a flow controller set to 18 GPM. The pump can also be upgraded to a tandem and the second pump section can be sized to flow 18 GPM at a preset engine rpm. Please consult a Petersen representative to determine which method best suits your truck.



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Contact Us Today To Learn More



Specifications



Highlights

Fuel Capacity

26.5 gallons (F-350 SRW w/68D Payload Downgrade Pkg.)

40 gallons (F-350 SRW/F-350 DRW/F-450/F-550/F-600; NA with 68D Payload Downgrade Pkg. on F-350 SRW)

66.5 gallons (DRW - dual diesel tanks)

Drive Type

4x2

4x4

Available Engines

6.7L Power Stroke[®] V8 Turbo Diesel (optional on all models)

7.3L PFI V8 (standard on all models)

Horsepower | Torque

330 HP @ 2,200 rpm | 950 TQ @ 1,800 rpm (6.7L Power Stroke[®] Turbo Diesel)

335 HP @ 3,750 rpm | 468 TQ @ 3,750 rpm

Transmission

TorqShift[®] 10-Speed SelectShift[®] Automatic

Wheelbase

Regular Cab: 145.3"/169.3"/193.3"/205.3"

SuperCab: 167.9"/191.9"

Crew Cab: 179.7"/203.7"

Warranty

Bumper to Bumper: 3 years / 36,000 miles

Powertrain: 5 years / 60,000 miles

Commercial Powertrain Warranty: 5 years/100,000 miles. Fleet only for vehicles purchased with a valid Fleet I.D. Number (FIN) Code.

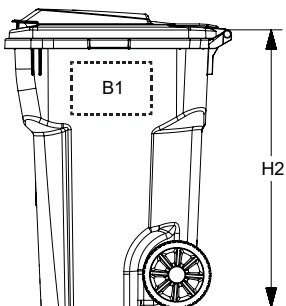
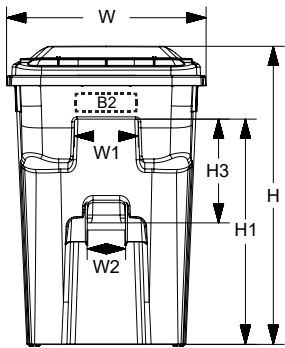
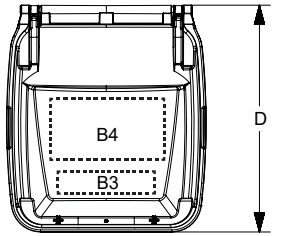
Safety Restraint System: 5 years / 60,000 miles

Corrosion (Perforation only): 5 years / Unlimited miles

Roadside Assistance Program: 5 years / 60,000 miles

95 Gallon EnviroGuard Roll Out Cart Specifications

Meets and/or exceeds all ANSI Standards for Type B & G containers



Specifications	IN/LB	CM/KG
Capacity (Gallons / Liters)	95 Gal	360 L
Overall Depth (D)	33.3	84.5
Overall Width (W)	29.2	74.1
Overall Height With Lid (H)	43.5	110.4
Lift Skirt Height (H1)	33	83.8
Upper Lift Skirt Width (W1)	9.5	24.1
Catch Bar Width (W2)	5.6	14.2
Handle Height (H2)	40.6	103.1
Distance Between Skirt & Catch Bar (H3)	15.2	38.7
Resin Weight	32	14.5
Assembled Weight	35	15.8
Gripping Diameter	28.1	71.4
Nest Increment	5.7	14.4
Carts Per Stack	13	
53' Trailer Quantity	702	

Decoration Areas	WIDTH (IN)	HEIGHT (IN)
Side Brand - Hot Stamp (B1)	11.5	7.5
Barcode & Serial Number (B2)	9.75	1.25
Lid Hot Stamp Brand (B3)	11	2.25
4 color In Mold Label or Hot Stamp (B4)	8	12

Specifications

- Manufacturing Process - Injection Molding
- Material - High-density polyethylene resin (HDPE) Manufacturer: Exxon or Dow Type: HD-6605 Recycled Content of up to 30% PCR Color pigment and ultraviolet inhibitor compounded at 1.5% - 2% by weight
- Wall Thickness - Cart Nominal: 0.165" Cart Critical Wear Points: 0.19" (Drag Rail and Axle Box) Lid Nominal: 0.140"
- Branding - Hot stamp process permanently imprints logos on cart side body and lid. IML capabilities for the lid
- Visible Bar Code/Serial Number when stacked
- Lid Opening - 270 degrees
- Lid Assembly - Carts are shipped with the lids already attached
- Catch Bar - 1" corrosion resistant zinc plated steel allows favorable nesting ratios. Fully enclosed and doesn't penetrate the cart body.
- Axle - High strength, low alloy steel, 3/4" x 22.625", zinc plated or powder coated equivalent for corrosion protection
- Wheels - 10" Wheels, snap-on with 1.4" integrated spacers. Treaded wheel options are available and subject to additional cost and lead time.
- Handle - Handle attachments are integrally molded part of the container body with a gripping area of 16". Clearance between the cart body and the inside edge of the handle has been maximized to provide optimum control of a fully loaded cart
- Lift System Compatibility - American semi-automated bar-locking lifters and fully automated arm lifters.
- ANSI load rating = 332.5 lbs. (3.5 lbs. Per gallon)
- RFID Enabled Option
- 10 Year warranty
- Decoration Areas: Brands are subject to one time set up fees and IML pricing is dependent on size and the number of colors.



Corporate Headquarters:
4010 East 26th St., Los Angeles, CA 90058
(323) 262-5145

Web: www.rehrigpacific.com



A FAMILY TRADITION OF GROWTH, SERVICE AND INNOVATION
p. 1570



Front Load Dumpsters & Front Load Containers

Front Load Dumpsters For Every Application

Iron Container’s Front Dumpsters & Front Load Containers are built to last. We use first grade material and ensure our standard line of containers provides all the options that today’s haulers demand. Features like a full blunderbuss, true bumpers, full length gussets, heavy gauge top rails, and industrial primer in every nook and cranny mean longer trouble free container life. Multiple Front Load Container Options Available!

Containers 4 cubic yards and smaller come in a nest-able design to reduce transportation costs and minimize required storage space. We also offer custom manufacturing to meet your specific requirements.



Iron Container Front Load Dumpster & Frontloader Refuse Container Specifications

Container	Floors	Walls	Lift Pocket	Nominal Dimensions LxWxH	Side Door	48' Trailer Quantities
2 Cubic Yard Box	10 Gauge	12 Gauge	10 Gauge	72"x 38"x 41"	NA	53
2 Cubic Yard Slant	10 Gauge	12 Gauge	10 Gauge	72"x 35"x 46"	NA	49
3 Cubic Yard Box	10 Gauge	12 Gauge	10 Gauge	72"x 41"x 50"	NA	34
3 Cubic Yard Slant	10 Gauge	12 Gauge	10 Gauge	72"x 41"x 56"	NA	31
4 Cubic Yard Box	10 Gauge	12 Gauge	10 Gauge	72"x 56"x 51"	NA	25
4 Cubic Yard Slant	10 Gauge	12 Gauge	10 Gauge	72"x 47"x 64"	NA	28
6 Cubic Yard Box	10 Gauge	12 Gauge	10 Gauge	72"x 65"x 64"	30"x30" Single Wall	12
6 Cubic Yard Slant	10 Gauge	12 Gauge	10 Gauge	72"x 71"x 68"	NA	12
8 Cubic Yard Box	10 Gauge	12 Gauge	10 Gauge	72"x 75"x 73"	30" x30" Single Wall	7
8 Cubic Yard Slant	10 Gauge	12 Gauge	10 Gauge	72"x 82"x 76"	NA	7



Roll-Off Dumpsters & Rolloff Containers

Iron Container Roll-Off Dumpsters & Rolloff Containers

Iron Container manufactures a wide range of open and closed top roll-off dumpsters & rolloff containers using first grade material and heavy duty parts. Strict quality controls mean our Rolloff containers give you longer trouble free service. Beyond typical standard and heavy duty options, we also manufacture to custom specifications. Looking for something special? We offer specialized Roll-Off Dumpsters & custom designs!



Just a few of our Roll-Off Dumpsters Available:

- Tub Style Roll Off Containers
- Rectangular Style Roll Off Containers
- Cable Hoist Roll Off Containers
- Hook Lift Containers
- Recycling Roll Off Containers
- Concrete Washout Rolloff Containers
- Standard Duty Or Heavy Duty Available
- Custom Configurations On Each Container Type

[View All Waste Containers For Sale](#)

Iron Container Rolloff Dumpster & Container Specifications

	Bathtub Standard	Rectangle Standard
Understructure	3" channel 3.5 # per foot on 18" center	3" channel 3.5 # per foot on 18" center
Cross members Gussets	2 gussets per cross member	2 gussets per cross member
Main Rails/Floor Sills	2" x 6" tubing 3/16" wall with solid bull nose	2" x 6" tubing 3/16" wall with solid bull nose
Pull Hook	2" x 6" tubing 3/16" wall with solid bull nose	2" x 6" tubing 3-16" wall with solid bull nose
Floor	3/16" steel plate	3/16" steel plate
Rear Rollers/Wheels	8" dia. x 6" long with grease fitting	8" dia. x 6" long with grease fitting
Nose / Guide Rollers	4" dia. x 4" long with recessed grease fitting	4" dia. x 4" long with recessed grease fitting
Sides and Front Walls	10 ga	12 ga (Rectangles)
Top Rails	4" x 3" tubing 3/16" wall	4" x 3" tubing 3/16" wall
Side Braces / Wall Post	Optional 10 ga	12 ga side post on 36" centers
Hinges	2 heavy-duty hinges with grease fitting	2 heavy-duty hinges with grease fitting
Door Sheet	10 ga	12 ga (Rectangles)
Rear Door	2-point latch and safety chain	2-point latch and safety chain
Canvas Tie Down	Each side - front and door	Each side - front and door
Paint	Primer inside and outside 2.0 mils	Industrial enamel finish to 2.0

Typical Heavy Duty Upgrade Options - Bathtubs:

- Floor -1/4", Sides 3/16", 3rd Hinge on 30/40 YD, Main Rails 6" x 2" x 1/4", Heavy Duty Top Rail

[View Tub Roll-Off Container Brochure](#)

Typical Heavy Duty Upgrade Options - Rectangle:

- Floor -3/16", Sides 3/16" steel plate, 3rd Hinge on 30/40 YD, 10 or 7 Gauge Side Post on 24" Centers, Main Rails 6" x 2" x 1/4", Heavy Duty Top Rail

[View Rectangular Roll-Off Container Brochure](#)



PRODUCTS

FRONT-LOADING CONTAINERS

LEWIS STEEL COLOR CHART

REQUEST A QUOTE

Lewis Steel offers front loading containers in 4 sizes (2, 4, 6, and 8 cubic yards) and 4 styles (standard, notchback, slant, and recycle).

STANDARD SPECIFICATIONS:

- Walls - 12 gauge material (with "V" crimps)
- Sleeves - 7 gauge pressed steel with non step cover
- Bumper Plate - 3/8"x4"x18" flat bar
- Bottom - 10 gauge material
- Lids - Polyethylene double wall and ribbed construction
- Side Doors - Sliding style. 14 gauge material
- Drain - 1 1/2" pipe coupling
- Paint - All containers primed and painted (enamel)
- 100% weld inside, skip weld outside
- 14 gauge top side on notchback containers

OPTIONAL FEATURES:

- Heavy Duty Specifications
- OCC Recycle Cardboard Slots
- Metal Lids
- Plastic Side Doors

	Size	Height	Width	Length
Standard	2 yd.	36"	72"	36"
	6 yd.	64"	72"	66"
	8 yd.	81"	72"	66"
Slant	6 yd.	69"	72"	66"
	8 yd.	72"	72"	79"
Notch Back	4 yd.	48"	72"	57"
	6 yd.	64"	72"	66"
	8 yd.	70"	72"	79"

PRODUCTS

ROLL-OFF CONTAINERS

LEWIS STEEL COLOR CHART

REQUEST A QUOTE

Lewis Steel offers roll-off containers in rectangle and tub designs with capacities ranging from 10 to 40 yards. These containers are available in two configurations (Standard and Heavy Duty) and two styles (Rectangle and Tub).

STANDARD SPECIFICATIONS:

- Understructure – 3" channel on 18" centers, with gussets on each cross member
- Main Rail – 2"x6"x 3/16" tubing
- Pull Hook – 1" thick pull plate with 11/2" hook
- Floor – 3/16" steel plate
- Ground Rollers – 8.5/8" x 8" long on the rear with grease fitting
- Sides and Front – 12 gauge (rectangle) 10 gauge (tubs)
- Top Rail – 2" x 4" x 11" gauge tubing
- Side Braces – 4"x6" formed channel on 32" centers
- 2 heavy duty hinges with grease fitting and 3 hinges on 40 yard only
- Tie down road/ladder – .25"x1.5" flat bar located front left

HEAVY DUTY SPECIFICATIONS:

- Floors – 1/2" steel plate
- Sides – 7 gauge steel
- Side Braces – 4"x6" on 24" centers
- Understructure – 12" centers

TUB DESIGN SPECIFICATIONS:

- 10 gauge body and 3/16" floor
- Tapered sides provide clean, easy dumping
- Smooth sides provide nice surface for graphics
- Continuous welds on all inside seams

	Long	Wide	Side Height
10 yd	12'6"	93"	44"
15 yd	12'6"	93"	60"
20 yd	22'6"	91"	54"
30 yd	22'6"	91"	78"
40 yd	22'6"	91"	96"

Update 2023-A

EMPLOYEE HANDBOOK & **CODE OF CONDUCT**



For more information, contact:
HR@MeridianWaste.com

General HR Policies and Guidelines
Employee Benefits & Resources
Commitment to Workplace Safety

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- 1** Welcome
- 3** Acknowledgment of Receipt Form
- 5** Employee Handbook
- 59** Code of Conduct



WE DO GARBAGE.

And we love it.



Human Resources

HR@MeridianWaste.com

HELLO!

Welcome to Meridian Waste!

We are delighted that you have chosen to join our organization and hope you enjoy a long and successful career with us.

As you become familiar with our culture and philosophy, we hope you take advantage of opportunities to enhance your career and further Meridian Waste's goals.

You are joining an organization that has a reputation for outstanding leadership, innovation, and expertise. Our employees use their creativity and talent to invent new solutions, meet new demands, and offer the most effective services and products in the industry.

With your active involvement, creativity, and support, Meridian Waste will continue to achieve its goals. We sincerely hope you take pride in being an important part of Meridian Waste's success.

Please take time to review the policies in this handbook. If you have questions, feel free to ask your supervisor or contact the Human Resources Department.

Great to have you on board!

Walter "Wally" Hall, Jr.

CEO



EMPLOYEE HANDBOOK & CODE OF CONDUCT ACKNOWLEDGMENT OF RECEIPT

I hereby acknowledge receipt of both the Employee Handbook and Code of Conduct of Meridian Waste and all its subsidiaries. I understand and agree that it is my responsibility to read and comply with the policies in the handbook.

I understand that the handbook and all other written and oral materials provided to me are intended for informational purposes only. Neither it, Company practices, nor other communications create an employment contract or term. I understand that the policies and benefits, both in the handbook and those communicated to me in any other fashion, are subject to interpretation, review, and change by management at any time without notice.

I further agree that neither this document nor any other communication shall bind the Company to employ me now or hereafter and that my employment may be terminated by me or the Company without reason at any time. I understand that no representative of the Company has any authority to enter into any agreement for employment for any specified period of time or to assure any other personnel action or to assure any benefits or terms or conditions of employment, or make any agreement contrary to the foregoing.

I also understand and agree that this agreement may not be modified orally and that only the CEO of the Company may make a commitment for employment. I also understand that if such an agreement is made, it must be in writing and signed by the duly-authorized executive of the Company.

Further, I understand that this document will become a part of my personnel file.

Employee's Name in Print

Signature of Employee

Date Signed by Employee

Please sign and date one copy of this notice and return it to Human Resources.
Retain a second copy for your reference.

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SECTION I.

Employee Handbook



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EMPLOYMENT RELATIONSHIP



Employment at Will

Employment at Meridian Waste is on an at-will basis unless otherwise stated in a written individual employment agreement signed by the duly-authorized executive of the Company.

This means that either the employee or the Company may terminate the employment relationship at any time, for any reason, with or without notice.

Nothing in this employee handbook is intended to or creates an employment agreement, express or implied. Nothing contained in this or any other document provided to the employee is intended to be, nor should it be, construed as a contract that employment or any benefit will be continued for any period of time.

Any salary figures provided to an employee in annual or monthly terms are stated for the sake of convenience or to facilitate comparisons, and are not intended and do not create an employment contract for any specific period of time.

Nothing in this statement is intended to interfere with, restrain, or prevent concerted activity as protected by the National Labor Relations Act. Such activity includes employee communications regarding wages, hours, or other terms or conditions of employment. Meridian Waste employees have the right to engage in or refrain from such activities.

Introductory Period

Every role at Meridian Waste is important, so every effort is made to ensure that each job offer is based on wise and informed decision-making. Meridian Waste considers it equally important that each person finds satisfaction in their decision to join the Company. To allow time for both parties to evaluate a new employment situation, the first ninety (90) days of employment with Meridian Waste are considered an introductory period focused on training and evaluation.

During the introductory period, the Company will provide the newly hired employee with the information and assistance necessary for a qualified person to fill the position in a satisfactory manner. The newly hired employee is expected to become proficient in their responsibilities, as well as the philosophy, equipment, routines, policies, and procedures used at Meridian Waste.

Completion of the introductory period is not a guarantee of continued employment, as employment at Meridian Waste is always considered "at will."



Employment Classification

In order to determine eligibility for benefits and overtime status and to ensure compliance with federal and state laws and regulations, Meridian Waste classifies its employees as shown below. Meridian Waste may review or change employee classifications at any time.

Exempt. Exempt employees are paid on a salaried basis and are not eligible to receive overtime pay.

Nonexempt. Nonexempt employees are paid on an hourly basis and are eligible to receive overtime pay for overtime hours worked.

Regular, Full-Time. Employees who are not in a temporary status and work a minimum of 30 hours weekly and maintain continuous employment status. Generally, these employees are eligible for the full-time benefits package and are subject to the terms, conditions, and limitations of each benefits program.

Regular, Part-Time. Employees who are not in a temporary status and who are regularly scheduled to work fewer than 30 hours weekly, but at least 20 hours weekly, and who maintain continuous employment status. Part-time employees are not eligible to participate in the Company's benefits plan. Part-time employees also are not entitled to vacation or paid time off.

Temporary, Full-Time. Employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project and who are temporarily scheduled to work the Company's full-time schedule for a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status.

Temporary, Part-Time. Employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project and who are temporarily scheduled to work fewer than 30 hours weekly for a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status.

Job Postings

Open positions will be posted on the Meridian Waste website (see Careers section) and on Indeed.com.

Employees who are demonstrating satisfactory performance are eligible to respond to a job posting. Employees on a Performance Improvement Plan (PIP) are NOT eligible to request consideration for another position through the job posting system.

Employee Referral

Meridian Waste is always looking for great people—and you can help. Research has shown (and our own experience supports) that hires who come into our organization through employee referrals are excellent contributors, stay with us longer, and are more cost-effective to recruit. If you know someone you think would be a great addition to our organization (and they meet the qualifications for the position), you may be eligible for a \$250 (less taxes) bonus if you refer them for employment and they are hired.

Referral Bonus Program Requirements

- The hiring of a referred employee must occur within six (6) months of the initial referral date.
- Management, HR, and Supervisors are excluded from receiving referral bonuses.
- The referral must represent the candidate's first contact with our organization. Temporary contract and former employees are not eligible candidates for referral.
- To be eligible for an award, the referrals must first be submitted to Human Resources and must include a Candidate Referral Form AND a resume or employment application.
- Once a referral is hired and completes six (6) months of service, the employee responsible for the referral will receive the referral bonus. Referral must be in good standing with the Company and not on any type of performance improvement plan.
- The first employee to refer a candidate will be the only referring employee eligible for payment.
- All candidates will be evaluated for employment consistent with our organization's policies and procedures and all information regarding the hiring decision will remain strictly confidential.

Open Door Policy

Effective communication with all employees has been an important objective and a factor contributing to our success. Employees have always been encouraged to discuss questions, problems, ideas, or employment-related issues with their supervisor.

Most problems can and should be solved in discussion with your immediate supervisor; this is encouraged as your first effort to solve a problem. But an open-door policy means that you may also discuss your issues and concerns with the next level of management up through the chain of command at your location.

Please advise the appropriate manager at your location if you feel that your questions, problems, or concerns have not been responsibly considered/and or resolved to your satisfaction. After working through these steps, you are encouraged to speak with the Director of HR, who will provide support for employee issues and concerns.



COMMITMENT TO DIVERSITY



Meridian Waste is Committed to

Creating and Maintaining a Workplace
in which **all employees:**

Are valued for their skills, experience, and unique perspectives.

Have opportunities to participate and contribute to the success
of the business.



Our commitment to diversity is embodied in the way we do business and in our company policies. We consider it one of the most important principles of sound business management.

Equal Employment Opportunity

Meridian Waste provides equal employment opportunities to all employees and applicants for employment without regard to race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, military service, age (40 or older), disability (physical or mental), or genetic information. Equal employment opportunity applies to all terms and conditions of employment, including hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, and training.

The nondiscrimination policy extends to all terms, conditions and privileges of employment, as well as the use of all company facilities, participation in all company-sponsored activities, and all employment actions such as recruitment, hiring, promotions, compensation, benefits, transfers, training, demotions, layoff, recall and termination of employment.

Meridian Waste expressly prohibits any form of unlawful employee harassment or discrimination based on any of the characteristics mentioned above. Improper interference with the ability of other employees to perform their expected job duties is not tolerated.

Americans with Disabilities Act (ADA) and Reasonable Accommodation

Meridian Waste is committed to complying with the Americans with Disabilities Act (ADA), as amended, and state and local laws that ensure equal opportunity in employment for qualified persons with disabilities. All employment practices and activities are conducted on a non-discriminatory basis.

The Company will provide reasonable accommodations to qualified employees with disabilities to enable them to perform the essential functions of their job and to enjoy equal benefits and privileges of employment, in accordance with any applicable state and federal law, so long as the accommodation does not create an undue hardship for the Company or threaten the safety or health of the employee or others. This includes requests for accommodations caused or contributed to by pregnancy where required by state law.

Employees who may require a reasonable accommodation should contact the Director of Human Resources.

Retaliation against an applicant or employee for asserting his or her rights under the ADA and any other state and local disability laws will not be tolerated.



WORKPLACE GUIDELINES



Work Week and Hours of Work

Our **standard workweek** is Sunday 12:01 a.m. until Saturday 12:00 p.m. (midnight).

Office hours are 8:00 a.m. to 5:00 p.m. (may vary by location, depending on operating efficiencies and contract requirements).

Individual work schedules may vary depending on the needs of each department.

Attendance

An employee's contribution to the success of our Company is important, and we need employees at work on their scheduled days. Absenteeism and tardiness cause a loss of efficiency and place an undue burden on fellow employees.

If you are unable to arrive to work on time or will be absent for an entire day, you must contact your supervisor as soon as possible. Voicemail and email messages are **NOT** acceptable, except in certain emergency circumstances.

Excessive absenteeism or tardiness will result in disciplinary action up to and including termination of employment.

If an employee fails to report to work or call in to inform the supervisor of the absence for three (3) or more consecutive days, the employee will be considered to have voluntarily resigned from employment.

Meal and Rest Breaks

Breaks for meals and rest will depend upon your job function and the facility or department where you are employed. Break times and duration will be posted or communicated to you by your supervisor. Due to variable workload and assignments, you may be required to vary the time and duration of your break.

It is the Company's policy that employees subject to the regulations of the U.S. Department of Transportation who work at least six (6) hours per day, non-exempt employees who work eight (8) hours per day, as well as any employees whose primary duties take them outside of the workplace during each work day, are required to take a thirty (30) minute uninterrupted and unpaid work break. Taking adequate breaks for rest and nutrition are important. Accordingly, failure to do so will result in disciplinary action, up to and including termination of employment, unless the employee obtains prior permission from his or her immediate supervisor to refrain from taking a 30-minute uninterrupted work break on a particular and specific day.



Every employee subject to this policy will be deemed to have taken his or her full, uninterrupted work break every work day unless an employee completes the Failure to take Mandatory Rest Break Form (the “No-Break Form”) and provides a fully executed copy of the No-Break Form to his or her supervisor or uses the “No Lunch” button on the time clock at his or her facility. This No-Break Form must be turned in to your supervisor on the day that you do not take an approved 30-minute uninterrupted work break, or the next day should your immediate supervisor not be present when you leave for the day. If your facility has a time clock with the “No Lunch” function, you must remember to use the button when you clock out for the day, affirming you did not take the unpaid lunch that day.

Because you are deemed to have taken your 30-minute uninterrupted work break every work day, unless you complete the No-Break Form and provide it to your supervisor as stated above (or use the “No Lunch” function on your time clock), the Company will automatically deduct this time from your hours worked during each week and will deduct from your paycheck the compensation associated with the time for the 30-minute uninterrupted work break taken each day.

Dress and Appearance

Meridian Waste provides a professional work environment for its employees. Your supervisor or department head will communicate and/or post your dress requirements based on your facility or department.

If you are required to wear a uniform while engaged in your job duties, then you must get approval from your supervisor before wearing any other type of clothing. Supervisors will also advise employees about the procedure for obtaining and cleaning uniforms. Uniforms must be returned upon termination of employment, or the cost will be deducted from your final payroll check.

The Company has the final decision regarding what is acceptable attire. If the Company deems your attire or hygiene does not meet an acceptable standard then he or she may be sent home to change, and the time involved may be unpaid.

Any questions or complaints regarding the appropriateness of attire should be directed to the Human Resources department. Decisions regarding attire will be made by the Human Resources department and not by individual departments or managers.

Progressive Discipline

Performing your job duties at satisfactory levels is an expectation and requirement of all Meridian Waste employees regardless of position or tenure. Conducting yourself in accordance with established policies and procedures, following general accepted

standards of business and personal behavior and serving as an upstanding citizen with strict compliance to all laws, rules and regulations is applicable to every employee.

In the event your performance or conduct is unacceptable, your supervisor will take corrective action. Unacceptable behavior and performance may vary depending upon your position and the surrounding circumstances. In general, one or more steps are undertaken in the disciplinary process, and the options undertaken depend upon the seriousness of the offense and surrounding circumstances. Steps, some or all, may be omitted if deemed appropriate at management's sole discretion. Unpaid suspension for all employees can be included in any step depending upon the severity of the misconduct. A suspension may be paid or unpaid and may be applied to both exempt and non-exempt employees. Disciplinary steps may include:

- Verbal Warning
- Written Warning
- Three Day Unpaid Suspension/ Final Warning
- Termination of Employment

This is a progressive discipline policy, but you are **NOT entitled to any of the above steps if your conduct and behavior is serious enough to warrant immediate termination.**



WORK SCHEDULES and LEAVES OF ABSENCE

JANUARY 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

FEBRUARY 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28

MARCH 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28

APRIL 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28

MAY 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

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JULY 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

AUGUST 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

SEPTEMBER 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

OCTOBER 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

NOVEMBER 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

DECEMBER 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

Emergency Closings

Meridian Waste will always make every attempt to be open for business. In situations in which some employees are concerned about their safety, management may advise supervisors to notify their departments that the office is not officially closed, but anyone may choose to leave the office if he or she feels uncomfortable.

If the office is officially closed during the course of the day to permit employees to leave early, non-exempt employees who are working on-site as of the time of the closing will be paid for a full day. If you leave earlier than the official closing time, you will be paid only for actual hours worked, or you can take vacation/personal time. Exempt employees will be paid for a normal full day but are expected to complete their work at another time.

Holidays

The Company observes and allows time off with pay for the following holidays:

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas

Any additional holidays will be designated by the Company at the start of each calendar year.

If one of these holidays falls on a Sunday, it will be observed on the following Monday. If the holiday falls on a Saturday, the Company will select either the following Monday or the preceding Friday as a substitute holiday. The Company reserves the right to pay eligible employees in lieu of time off if the holiday falls on Saturday.

Holiday pay.

- Full-time regular employees ARE eligible for holiday pay.
- Part-time and temporary employees, including summer employees, ARE NOT eligible for holiday pay.

Holiday pay shall be at the employee's regular straight-time rate, inclusive of shift premiums, times his or her regularly scheduled hours (not to exceed 8 hours).



Holiday pay eligibility shall further depend upon the employee working a full shift on the workday preceding the holiday and the full shift on the workday following the holiday and when an additional shift is required to make up for the holiday. If the additional required shift is not worked, there will be no holiday pay.

The only exceptions are:

1. The holiday falls during the employee's approved vacation period, or
2. The employee leaves work on the workday before or after the holiday because of an industrial accident.

Religious observances. Employees who need time off to observe religious practices or holidays not already scheduled by the Company should speak with their supervisor. Depending upon business needs, the employee may be able to work on a day that is normally observed as a holiday and then take time off for another religious day. Employees may also be able to switch a scheduled day with another employee, take vacation/personal time, or take unpaid days off. The Company will seek to reasonably accommodate individuals' religious observances.

Vacation

Meridian Waste recognizes the importance of time off from work to relax, spend time with family, and enjoy leisure activities. The Company provides paid vacation time to full-time employees for this purpose and employees are encouraged to take vacation during the year.

Full-time employees will accrue paid vacation according to the following schedule:

Service Period	Annual Vacation Days	Accrual Schedule
Less Than 2 Years	Five (5) Days	0.77 hours per week
After 2 Years	Ten (10) Days	1.54 hours per week
After 7 Years	Fifteen (15) Days	2.31 hours per week
After 15 Years	Twenty (20) Days	3.08 hours per week
After 20 Years	Twenty-Five (25) Days	3.85 hours per week

WORK SCHEDULES AND LEAVES OF ABSENCE

Vacation Rules

1. Vacation may not rollover from year to year—regardless of FLSA exemption status and/or exempt/non-exempt employee classification—and is a “use it or lose it” policy. Any unused vacation time will not roll over into the new year.
2. Employees should plan to use all their vacation annually. However, if managers are unable to schedule all of a non-exempt employee’s vacation time, the accrued unused vacation can be paid out to a non-exempt employee at the end of an accrual/calendar year. This is also referred to as “selling” vacation and can only be done in the fourth quarter of the year. At least five (5) vacation days must be used annually and are not eligible for “selling.” Requests to “sell” vacation must be submitted in writing and shared with the employee’s supervisor by the end of November. Exempt and Corporate employees are not eligible for “selling” vacation.
3. The monetary equivalent of accrued but unused vacation days will not be paid out to any employee—regardless of FLSA exemption status—who is terminated (this does not include downsizing for economic reasons). For employees resigning and working through the notice, vacation will be paid out according to the accrual schedule within the Payroll system.
4. Vacation time must be scheduled in advance and approved by the employee’s supervisor. Vacation requests should be submitted in writing to the supervisor for approval as soon as the employee knows their desired vacation dates.
5. The employee’s supervisor has no obligation to approve vacation for the time requested. Consideration will be given to business needs, personnel requirements, and other requests for absences. However, the employee may be required to take vacation at another time.
6. All employees must work the day before and the day after their vacation to receive vacation pay, unless they are taking a holiday, an approved personal day, or otherwise have been excused by their supervisor, as applicable.
7. Vacation time must be taken in minimum increments of one (1) day unless the employee’s position would allow for one-half (½) day increments.
8. Paid vacation time accruable in future periods may be advanced. In the event an employee resigns or retires and has taken Vacation time not yet earned, the value of that vacation time will be deducted from the final paycheck or repaid to the Company directly by the employee as permitted by state law.



9. If a Company-observed paid holiday occurs while the employee is on an approved, scheduled vacation, the employee will be paid for the holiday and will not be required to use one of their vacation days.

Personal Days

Each active full-time employee will receive ½ day for every full month worked, up to five (5) days. Personal days will not be paid out at termination and will not accumulate year over year. Personal days require supervisory approval prior to utilization, except in the case of sickness. Any employee absent for two (2) consecutive scheduled work days or more for medical reasons will be required to bring a doctor's release to return to work.

Family and Medical Leave

Meridian Waste complies with the federal Family and Medical Leave Act (FMLA), which requires employers to grant unpaid leaves of absence to qualified workers for certain medical and family-related reasons. The Company abides by any state regulated leave laws. The more generous of the two laws will apply to the employee if the employee is eligible under both federal and state laws.

Please note there are many requirements, qualifications, and exceptions under these laws, and each employee's situation is different. Contact the Human Resources department to discuss options for leave.

Reasons for Taking Leave. Under federal law, unpaid leave may be requested for pregnancy and prenatal care; preplacement activities, birth, adoption, or foster placement of a child; or the serious health condition of a child, spouse, parent, domestic partner, or the employee. State law may have additional reasons defined.

Military Family Leave Entitlements. Under federal law, unpaid leave may also be requested by eligible employees who have any qualifying exigency arising out of the fact that the spouse or a son, daughter, parent, domestic partner, or next of kin of the employee is on covered active duty (or has been notified of an impending call or order to covered active duty) in the armed forces and may use their 12-week entitlement to address certain qualifying circumstances.

Qualifying circumstances may include deploying on short notice, attending certain military events, arranging for alternative child care and school activities, addressing certain financial and legal arrangements, attending certain counseling sessions, engaging in rest and recuperation, and attending post deployment reintegration briefings.

The federal FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. This leave applies if the employee is the spouse, son, daughter, parent, domestic partner, or next of kin caring for a covered military service member or veteran recovering from an injury or illness suffered while on active duty in the armed forces or that existed before the beginning of the member's active duty and was aggravated by service or that manifested itself before or after the member became a veteran.

Leave Designation. If an employee does not expressly request FMLA leave, the Company reserves the right to designate a qualifying absence as FMLA leave and will give notice of the FMLA designation to the employee. If an absence is a qualifying event under FMLA, the leave will run concurrent with short-term disability, long-term disability, PTO, workers' compensation, and/or any other leave where permitted by state and federal law.

Benefits. Under federal law, employers must continue healthcare benefits during FMLA leave as though the employees were still at work and must pay the employer's part of the premium. The employee will continue to be responsible for the employee's portion of the premium as well.

Interaction with Accrued Paid Time Off. FMLA leave, and paid vacation or sick time will run concurrently as provided under Company policy except where prohibited by state law.

Job Protection. An employee's job, or an equivalent job, is protected while the employee is on leave. Both federal and applicable state laws require that employees be returned to their positions or to another job of like pay and status at the end of FMLA leave.

Note: If an employee is unable to return to work after the expiration of federal or state FMLA, an extension may be granted if the condition constitutes a disability under the Americans with Disabilities Act (ADA).

Return-to-Work Policy. When such work is available, the Company will attempt to provide an employee with a temporary modified assignment in accordance with documented medical restrictions.

Military Leave

Meridian Waste supports the military obligations of all employees and grants leaves for uniformed service in accordance with applicable federal and state laws. Any employee who needs time off for uniformed service should immediately notify the Human Resources department and his or her supervisor, who will provide details regarding the leave. If an employee is unable to provide notice before leaving for uniformed service, a family member should notify the supervisor as soon as possible.



Upon return from military leave, employees will be granted the same seniority, pay, and benefits as if they had worked continuously. Failure to report for work within the prescribed time after completion of military service will be considered a voluntary termination.

All employees who enter military service may accumulate a total absence of five (5) years and still retain employment rights.

Bereavement Leave

Employees with more than three (3) months' service may take up to three (3) days of paid bereavement leave upon the death of a member of their immediate family. "Immediate family members" are defined as an employee's spouse, domestic partner, parents, stepparents, siblings, children, stepchildren, grandparent, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, or grandchild. All regular, full-time employees may take up to one (1) day off with pay to attend the funeral of an extended family member [aunts, uncles, and cousins].

The Company may require verification of the need for the leave. The employee's supervisor and Human Resources will consider this time off on a case-by-case basis.

Payment for bereavement leave is computed at the regular hourly rate to a maximum of eight (8) hours for one (1) day. Time off granted in accordance with this policy shall not be credited as time worked for the purpose of computing overtime.

Jury Duty/Court Appearance

The Company supports employees in their civic duty to serve on a jury. Employees must present any summons to jury duty to their supervisor as soon as possible after receiving the notice to allow advance planning for an employee's absence.

Employees will be paid for up to two (2) weeks of jury duty service at their regular rate of pay minus any compensation received from the court for the period of service. Employees may use any accrued time off if required to serve more than two (2) weeks on a jury.

If an employee is released from jury duty after four (4) hours or less of service, he or she must report to work for the remainder of that work day.

Time for appearance in court for personal business will be the individual employee's responsibility. Normally, personal days or vacation days will be used for this purpose.

Time Off for Voting

Meridian Waste recognizes that voting is an integral part of being in a community. In almost all cases, you will have sufficient time outside working hours to vote. If for any reason you think this won't be the case, contact your supervisor to discuss scheduling accommodations.



JOB PERFORMANCE



Outside Employment

Employees are permitted to work a second job as long as it does not interfere with their job performance with Meridian Waste. Employees with a second job are expected to work their assigned schedules. A second job will not be considered an excuse for poor job performance, absenteeism, tardiness, leaving early, refusal to travel, or refusal to work overtime or different hours.

If outside work activity causes or contributes to job-related problems, it must be discontinued, else the employee may be subject to disciplinary action, up to and including termination.

Separation from Employment

In all cases of voluntary resignation (one initiated by the employee), employees are asked to provide a written notice to their supervisors at least 10 working days in advance of the last day of work. The 10 days must be actual working days. Holidays and vacation time will not be counted toward the 10-day notice. Employees who provide the requested amount of notice will be considered to have resigned in good standing and generally will be eligible for rehire.

In most cases, Human Resources will conduct an exit meeting on or before the last day of employment to collect all Company property, and to discuss final pay. If applicable, information regarding benefits continuation through the Consolidated Omnibus Budget Reconciliation Act (COBRA) will be sent to the employee's home address.

Should it become necessary because of business conditions to reduce the number of employees or work hours, this will be done at the discretion of the Company.



COMMUNICATIONS



Cell Phone Usage

All Meridian Waste drivers are required to abide by FMCSA-35-11 regulations regarding cell phone usage. (See **Workplace Safety** section in this handbook for more information.)

Bulletin Boards

All required governmental postings are posted on the boards located in the break room. These boards may also contain general announcements.

The Company reserves the absolute right to refuse permission to post or to take down any announcement. The Human Resources department approves, posts, and takes down all notices.

Solicitation

Employees should be able to work in an environment that is free from unnecessary annoyances and interference with their work. In order to protect our employees and visitors, solicitation by employees is strictly prohibited while either the employee being solicited or the employee doing the soliciting is on “working time.” “Working time” is defined as time during which an employee is not at a meal, on break, or on the premises immediately before or after his or her shift.

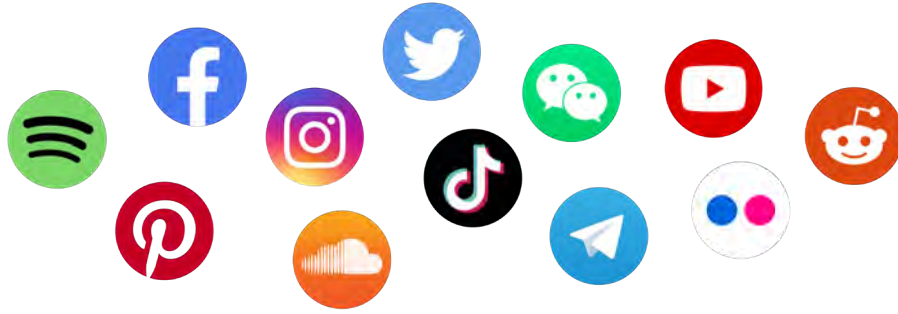
Employees are also prohibited from distributing written materials, handbills, or any other type of literature on working time and, at all times, in “working areas,” which includes all office areas. “Working areas” do not include break rooms, parking lots, or common areas shared by employees during nonworking time. Email may not be used to solicit funds or business for non-Meridian Waste purposes such as non-profits and home businesses (ex. Girl scout cookies sales and go fund me accounts).

Non-employees may not trespass or solicit or distribute materials anywhere on Company property at any time.

Social Media Acceptable Use

The Company encourages employees to share information with coworkers and with those outside the Company for the purposes of gathering information, generating new ideas, and learning from the work of others. Social media provides inexpensive, informal, and timely ways to participate in an exchange of ideas and information.





However, information posted on a website or social media profiles is available to the public and, therefore, the Company has established the following guidelines for employee participation in social media.

Note: As used in this policy, “social media” refers to blogs, forums, and social networking sites, such as Twitter, Facebook, LinkedIn, YouTube, Instagram, and Pinterest, among others.

Off-duty use of social media. Employees may maintain personal websites, profiles or web logs on their own time using their own facilities. Employees must ensure that social media activity does not interfere with their work. In general, the Company considers social media activities to be personal endeavors, and employees may use them to express their thoughts or promote their ideas.

On-duty use of social media. Employees may engage in social media activity during work time provided it is directly related to their work, approved by their manager, and does not identify or reference Company clients, customers, or vendors without express permission. The Company monitors employee use of Company computers and the Internet, including employee blogging and social networking activity.

Policies on Social Media Sharing and Posting

Respect. Demonstrate respect for the dignity of the Company, its owners, its customers, its vendors, and its employees. A social media site is a public place, and employees should avoid inappropriate comments. For example, do not use ethnic slurs, personal insults, or obscenity, or use language that may be considered inflammatory. Even if a message is posted anonymously, it may be possible to trace it back to the sender.

Post disclaimers. If an employee identifies himself or herself as a Company employee or discusses matters related to the Company on a social media site, the site must include a

disclaimer on the front page stating that it does not express the views of the Company and that the employee is expressing only his or her personal views. For example: "The views expressed on this website/blog are mine alone and do not necessarily reflect the views of my employer." Place the disclaimer in a prominent position and repeat it for each posting expressing an opinion related to the Company or the Company's business. Employees must keep in mind that if they post information on a social media site that is in violation of Company policy and/or federal, state, or local law, the disclaimer will not shield them from disciplinary action.

Competition. Employees should not use social media to criticize the Company's competition and should not use it to compete with the Company.

Confidentiality. Do not identify or reference Company clients, customers, or vendors without express permission. Employees may write about their jobs in general but may not disclose any confidential or proprietary information. For examples of confidential information, please refer to the confidentiality policy. When in doubt, ask before publishing.

New ideas. Please remember that new ideas related to work or the Company's business belong to the Company. Do not post them on a social media site without the Company's permission.

Links. Employees may provide a link from a social media site to the Company's website during employment (subject to discontinuance at the Company's sole discretion). Employees should contact the Marketing department to obtain the graphic for linking to the Company's site and to register the site with the Company.

Trademarks and copyrights. Do not use the Company's or others' trademarks on a social media site, or reproduce the Company's or others' material without first obtaining permission.

Avoid statements about the Company's future. Writing about projected growth, sales and profits, future products or services, marketing plans, or the stock price is strictly prohibited.

Legal. Employees are expected to comply with all applicable laws, including but not limited to, Federal Trade Commission (FTC) guidelines, copyright, trademark, and harassment laws.

Company restrictions. The Company may require employees to delete references to it on a website or blog and to stop identifying themselves as an employee of the Company.

Discipline. Violations of this policy may result in discipline up to and including immediate termination of employment.



Note: Nothing in this policy is meant to, nor should it be interpreted to, in any way limit your rights under any applicable federal, state, or local laws, including your rights under the National Labor Relations Act to engage in protected concerted activities with other employees to improve terms and conditions of employment, such as wages and benefits.

Computers, Internet, Email, and Other Resources

The Company provides a wide variety of communication tools and resources to employees for use in running day-to-day business activities. Whether it is the telephone, voicemail, fax, scanner, Internet, email, text messaging, or any other Company-provided technology, use should be reserved for business-related matters during working hours. All communication using these tools should be handled in a professional and respectful manner.

Privacy

Employees should not have any expectation of privacy in their use of Company computer, phone, or other communication tools. All communications made using Company-provided equipment or services including email and Internet activity, are subject to inspection by the Company. Employees should keep in mind that even if they delete an email, voicemail or other communication, a copy may be archived on the Company's systems.

Emails that are not job-related have the potential to drain, rather than enhance, productivity and system performance. You should also be aware that information transmitted through email is not completely secure, and information you transmit and receive could damage the reputation and/or competitiveness of the Company.

The Company encourages employees to use this tool only to communicate with fellow employees, suppliers, customers, or potential customers regarding Company business.



Internal and external emails are considered business records and may be subject to discovery in the event of litigation. Be aware of this possibility when sending emails within and outside the Company.

Refrain from using email in a manner that violates any of our Company guidelines/policies, including but not limited to the Equal Opportunity and Harassment policies, the Conflict of Interest Policy, etc. Delete any email messages prior to opening that are received from unknown senders and advertisers.

It is the Company's goal to respect the dignity of employees at all times. Because email, telephone and voicemail, and Internet communication equipment are provided for Company business purposes and are critical to the Company's success, your communications may be accessed without further notice by Information Technology department administrators and Company management to ensure compliance with this guideline.

The electronic communication systems are not secure and may allow inadvertent disclosure, accidental transmission to third parties, etc. Sensitive information should not be sent via unsecured electronic means.

It is also against Company policy to turn off antivirus protection software or make unauthorized changes to system configurations installed on Company computers. Violations of this policy may result in termination for a first offense.

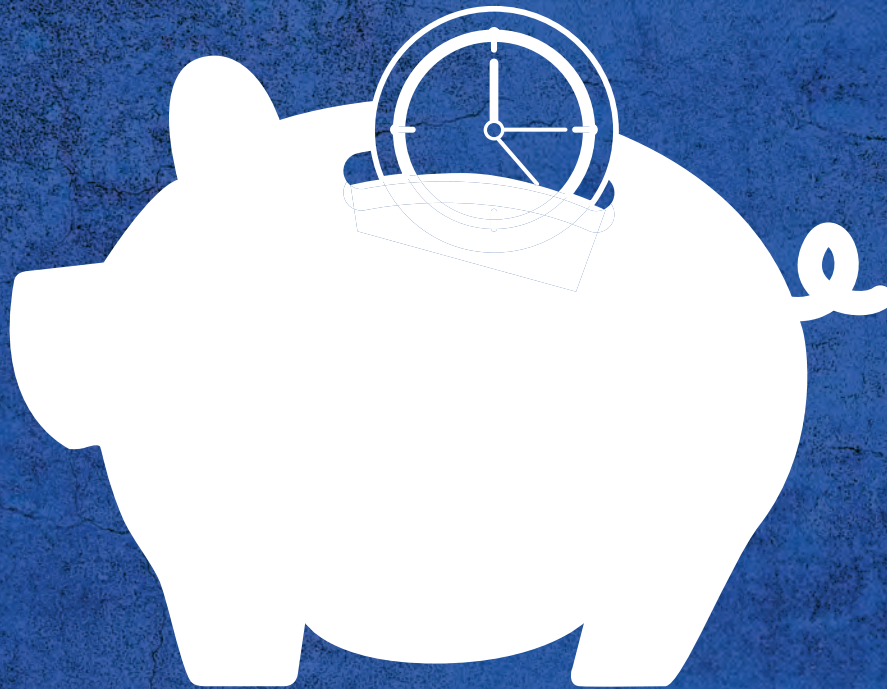
Telephone Use

Office telephones are for business purposes. While the Company recognizes that some personal calls are necessary, these should be kept as brief as possible and to a minimum. Personal use of the Company's cell phones, long-distance account, or toll-free numbers is strictly prohibited. Abuse of these privileges is subject to corrective action up to and including termination.

The Company reserves the right to monitor customer calls to ensure employees abide by Company quality guidelines and provide appropriate levels of customer service. Employees working in sales and customer service will be subject to telephone monitoring. Should an employee need to make or receive a personal call during work hours, a telephone designated for that purpose should be used. Should the subject matter of the conversation become personal while monitoring is taking place, monitoring of the call will immediately be discontinued.



TIME & PAYMENTS



Time Records

All non-exempt employees are required to complete accurate weekly time reports showing all time actually worked. These records are required by governmental regulations and are used to calculate regular and overtime pay. At the end of each week, the employee and his or her supervisor must sign the time sheet attesting to its correctness before forwarding it to the Human Resources department.

Falsification of your time card will be grounds for disciplinary action, up to and including termination of employment.

Overtime

When required due to the needs of the business, you may be asked to work overtime. Overtime is actual hours worked in excess of 40 in a workweek. Non-exempt employees will be paid time and one half their regular rate of pay for all hours actually worked in a workweek. Paid leave, such as holiday, PTO, bereavement time, and jury duty does not apply toward work time. All overtime work must be approved in advance by a supervisor or manager.

Deductions from Pay/Safe Harbor

The Company does not make improper deductions from the salaries of exempt employees and complies with the salary basis requirements of the Fair Labor Standards Act (FLSA). Employees classified as exempt from the overtime pay requirements of the FLSA will be notified of this classification at the time of hire or change in position.

Permitted deductions. The FLSA limits the types of deductions that may be made from the pay of an exempt employee. Deductions that are permitted include:

- Deductions that are required by law, e.g., income taxes;
- Deductions for employee benefits when authorized by the employee;
- Deductions for uniforms or safety shoes when authorized by the employee;
- Absence from work for one or more full days for personal reasons other than sickness or disability;
- Absence from work for one or more full days due to sickness or disability if the deduction is made in accordance with a bona fide plan, policy or practice of providing compensation for salary lost due to illness;
- Offset for amounts received as witness or jury fees, or for military pay; or
- Unpaid disciplinary suspensions of one or more full days imposed in good faith for workplace conduct rule infractions.



During the week an exempt employee begins work for the Company or during the last week of employment, the employee will only be paid for actual hours worked. In addition, an employee may be paid only for hours worked during a period when the employee is using unpaid leave under the Family and Medical Leave Act (FMLA).

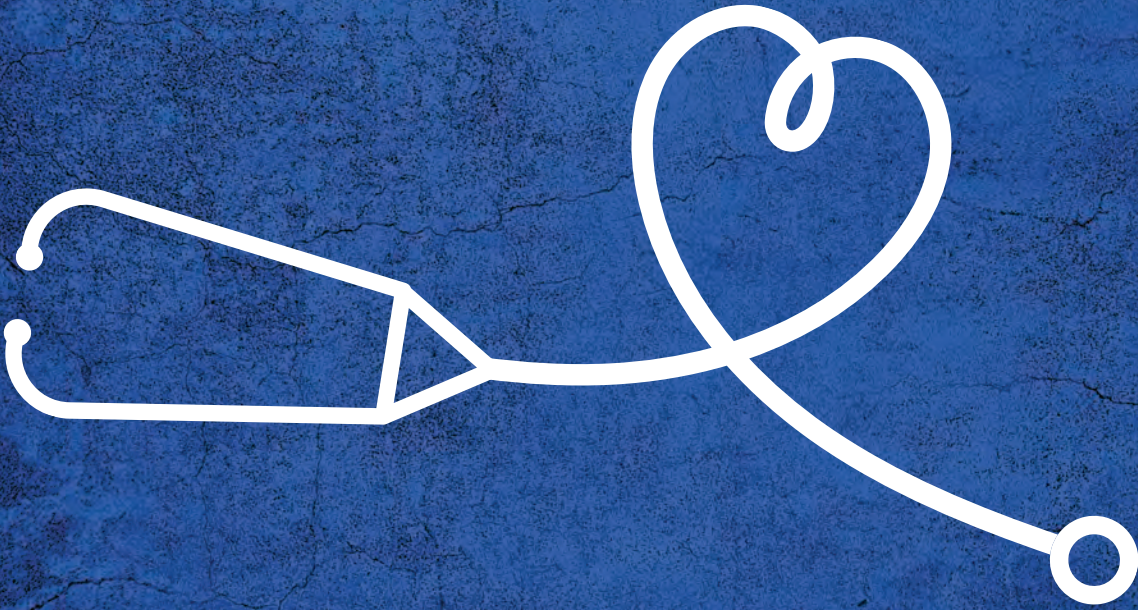
Improper deductions. If an employee classified as exempt believes that an improper deduction has been taken from his or her pay, the employee should immediately report the deduction to the Human Resources department. The report will be promptly investigated and if it is found that an improper deduction has been made, the Company will reimburse the employee for the improper deduction.

Paychecks

Pay schedules may vary throughout the Company depending on applicable state laws, your job title or classification, the region in which you work, or some other determining factor. Currently, the Company pays employees on a weekly and bi-weekly basis.



EMPLOYEE BENEFITS



Meridian Waste recognizes the value of benefits to employees and their families. The Company supports employees by offering a comprehensive and competitive benefits program.

Medical, Dental, and Vision Insurance

Full-time employees working 30 hours or more per week are eligible for insurance on the first of the month following 30 days of service. To keep coverage in force, every insured employee must work a minimum of 30 hours per week.

Group Life Insurance

Meridian Waste provides life insurance for full-time employees who work a minimum of 30 hours per week. Employees are eligible for this benefit on the first of the month following 30 days of service. The life benefit is \$20,000, with options of the employee purchasing more. The cost of \$20,000 coverage is paid for in full by the Company.

Short-Term Disability

Short-term disability is offered to full-time employees working a minimum of 30 hours per week. Employees are eligible for this benefit on the first of the month following 30 days of service. Short-term disability is meant to bridge the 90-day period until long-term disability can cover an employee. If an employee becomes disabled and cannot work for a short period of time, this coverage pays 60 percent of the employee's salary, up to the policy limits. This is a voluntary benefit and is funded solely by the employee.

Short-term disability benefits may run concurrently with FMLA leave and/or any other leave where permitted by state and federal law.

Some states have a mandatory disability program where you may be charged a premium in the form of a payroll tax. You may elect to purchase the Company disability benefits as a supplement to the state program.

Long-Term Disability

Long-term disability benefits are offered to full-time employees working a minimum of 30 hours per week. If an employee becomes totally disabled and cannot work for an extended period of time, this coverage pays 60 percent of the employee's salary, up to the policy limits. This is a voluntary benefit and is funded solely by the employee.



Long-term disability benefits will run concurrently with FMLA leave and/or any other leave where permitted by state and federal law.

401(k) Plan

Meridian Waste recognizes the importance of saving for retirement and offers eligible employees a 401(k) plan. Eligibility, vesting, and all other matters relating to these plans are explained in the SPD that can be obtained from Human Resources.

Workers' Compensation

As an employee, you are covered by workers' compensation insurance for injuries which occur on the job and are determined to be compensable per state statute. Responsibility for claiming compensation lies with the injured employee. You must give notice of the injury to your supervisor or other member of management immediately, and in all cases, no later than the end of your shift. Failure to do so may result in denial of the claim, and may result in disciplinary action, up to and including termination.

All filed workers' compensation claims are thoroughly reviewed and investigated. Fraudulent claims are grounds for termination and may result in prosecution.

Depending on state law, workers' compensation insurance covers the cost of medical expenses, hospital care, and compensation for lost wages. Compensation for lost wages is subject to the applicable state waiting period and amounts allowable under state statute. Employees may not use personal days, vacation leave, or other paid time off (if applicable) during the required waiting period, or during any other part of their workers' compensation leave if completely off of work, unless the employee is simultaneously on approved FMLA leave. If an employee is simultaneously on approved FMLA leave, unless a state's FMLA law provides otherwise, an employee must use available vacation time, personal days, or other paid time off (if applicable) prior to using any available and/or approved unpaid leave. The time during which you are absent due to workers' compensation will run concurrently with any FMLA leave to which you may be entitled.

Return to Work Policy

All employees injured while in the scope and performance of their duties with the Company shall strive to return to work as soon as possible. Employees should further understand that all rules and regulations of the Company as outlined in this Handbook and other materials continue to apply to the employee while he or she is on workers' compensation leave or engaged temporarily in a modified duty position.

During the time in which a physician indicates that the employee is not capable of returning to his/her normal duties, an employee may be required to fulfill a modified duty assignment at the discretion of management and based on the business needs at the particular facility where the employee worked prior to his/her injury. Modified duty pay may be paid at a certain reduced percentage of the employee's full duty rate, with the percentage being determined by the area or state in which the employee works. Employees should contact the Risk Management department to obtain information specific to his or her situation.

An employee who is assigned to modified duty will be required to periodically furnish a written statement from his/her treating physician that he/she is still incapable of performing normal duties. Failure to accept a modified duty offer may result in termination of employment and forfeiture of workers' compensation income benefits.

Employee Assistance Program

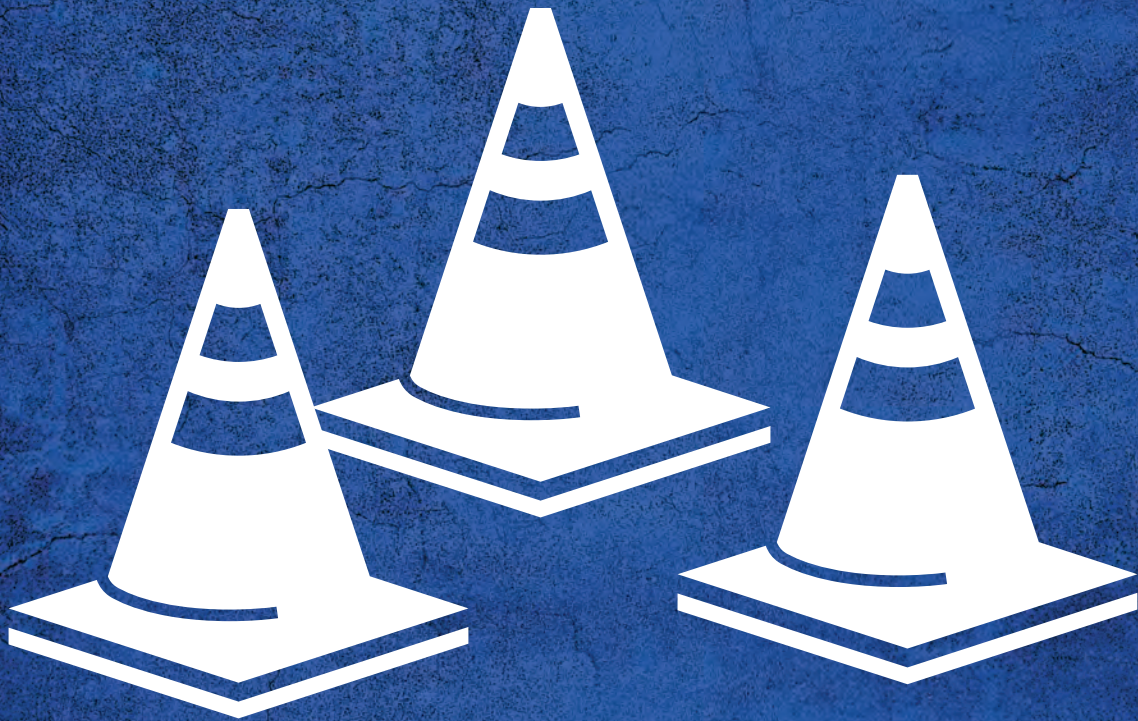
The Employee Assistance Program (EAP) is a resource designed to provide highly confidential and experienced help for employees dealing with issues that affect their lives and the quality of their job performance. Meridian Waste wants employees to be able to maintain a healthy balance of work and family that allows them to enjoy life. The EAP is a confidential counseling and referral service that can help employees successfully deal with life's challenges.

For questions or additional information about this program, employees may contact the Human Resources department.

For more information regarding benefit programs, please refer to the Company Summary Plan Descriptions (SPD) provided by the Human Resources department. To the extent that any information provided here conflicts with the SPD or full plan document, the full plan document will control.



WORKPLACE SAFETY



Commitment to Safety

Protecting the safety of our employees and visitors is the most important aspect of running our business.

All employees have the opportunity and responsibility to contribute to a safe work environment by using safe practices and by notifying management when any health or safety issues are present. All employees are encouraged to partner with management to ensure maximum safety for all.

Meridian Waste employees are not to conceal nor destroy any evidence or information concerning non-compliance or potential non-compliance with the safety and health program. OSHA (the Occupational Safety and Health Administration), or any regulatory compliance requirements.

It is the responsibility of those in management at Meridian Waste to inform Meridian Waste employees of their right to request and receive the results of safety and health inspections and accident investigation reports.

In the event of an emergency, notify the appropriate emergency personnel by dialing 911 to activate medical emergency services.

Communicable Disease

A communicable disease is a disease that can be transmitted from one individual to another via: (1) direct physical contact, (2) the air (cough, sneeze or inhaled particle), (3) through ingested or injection or (4) through a vector (animals or insects). Examples of some of the most common communicable diseases include measles, influenza, hepatitis, human immunodeficiency virus (HIV), AIDS, Severe Acute Respiratory Syndrome (SARS),

(COVID-19) and tuberculosis (TB). This definition may be broadened in accordance with the recommendations and information provided from the Centers for Disease Control and Prevention (CDC). Meridian Waste will make decisions involving those with communicable diseases based on medical information concerning the disease in question, the risks of transmission to others, symptoms and any special circumstances of the individuals involved. The Company will weigh potential risks and available alternatives before making any decisions.

Those employees who demonstrate signs or symptoms of a communicable disease or suspect they have been exposed to a communicable disease, should report that potential infection or disease immediately to your supervisor or to Human Resources. The employee is responsible for keeping management informed of the condition that may require extended care, missed work, etc. The employee may also be required to provide written



documentation from a physician to return to the worksite. Meridian Waste will comply with all applicable statutes that protect the privacy of individuals with communicable diseases. Abuse of this policy will result in disciplinary action up to and including termination. Meridian Waste reserves the right to revise this policy without notice during changing pandemic conditions.

Visitors

All visitors must report to the main office. To provide for the safety of all concerned, personal visitors are discouraged.

Cell Phone Usage – FMCSA-35-11

All Meridian Waste drivers are required to abide by FMCSA-35-11 regulations regarding cell phone usage.

The law prohibits commercial drivers from using a hand-held mobile telephone while operating a commercial truck or bus. Drivers who violate the restriction will face federal civil penalties of up to \$2,750 for each offense and disqualification from operating a commercial motor vehicle for multiple offenses. Additionally, states will suspend a driver's commercial driver's license (CDL) after two or more serious traffic violations. Commercial truck and bus companies that allow their drivers to use hand-held cell phones while driving will face a maximum penalty of \$11,000.

Drug-Free Workplace

It is the policy of Meridian Waste to maintain a drug- and alcohol-free work environment that is safe and productive for employees and others having business with the Company.

The unlawful use, possession, purchase, sale, distribution, or being under the influence of any illegal drug and/or the misuse of legal drugs while on Company or client premises or while performing services for the Company is strictly prohibited. Meridian Waste also prohibits reporting to work or performing services while impaired by the use of alcohol or consuming alcohol while on duty or during work hours.

To ensure compliance with this policy, substance abuse screening may be conducted in the following situations:

Pre-employment. As required by the Company for all prospective employees who receive a conditional offer of employment.

For Cause. Upon reasonable suspicion that the employee is under the influence of alcohol or drugs that could affect or has adversely affected the employee's job performance.

Random. As authorized or required by federal or state law. Meridian Waste authorizes random substance abuse screenings.

Compliance with this policy is a condition of employment. Employees who test positive or who refuse to submit to substance abuse screening will be subject to termination. Notwithstanding any provision herein, this policy will be enforced at all times in accordance with applicable state and local law.

Any employee violating this policy is subject to discipline, up to and including termination, for the first offense.

Smoke-Free Workplace

Smoking is not allowed in Company buildings or work areas at any time. "Smoking" includes the use of any tobacco products, electronic smoking devices, and e-cigarettes containing nicotine cartridges.

Smoking is only permitted during break times in designated outdoor areas. Employees using these areas are expected to dispose of any smoking debris safely and properly.

Salvaging and Scavenging

Local government ordinances in some locations prohibit the salvaging or scavenging of recyclable or other solid waste materials. The Company has adopted the policy of prohibiting this type of activity Company-wide. Any violation of this policy may result in disciplinary action, up to and including termination of employment.

Motor Vehicle and Equipment Safety

Employees may be required to operate heavy trucks and/or equipment as part of their job duties. Such vehicles and equipment represent a significant capital investment by Meridian, and their proper and safe operation is essential to providing service to our customers. If the operation of such vehicles or equipment is part of your job, you are required to operate them in a safe and proper manner in accordance with federal, state, and local laws and Company regulations and guidelines that may be distributed in addition to this Handbook. Specifically, employees should review the Safety and Loss Prevention manual as it pertains to this and other topics.



If your job duties require you to drive a Company vehicle or your personal vehicle, you may do so only if you possess a valid driver's license, which authorizes you to operate the size and type of vehicle you are required to drive. Driving any vehicle without a valid driver's license is strictly prohibited. Upon request, employees and prospective employees must present a copy of their driving record and certificate of insurance for personal vehicles. The Company may conduct periodic checks of the driving records of employees who drive a Company-owned vehicle, use their personal vehicles for Company business, or rent vehicles for which the Company pays.

Additionally:

- Employees must refrain from the use of alcoholic beverages or drugs that may impair driving abilities.
- Employees must immediately report any accidents to their supervisor.
- Employees, either when driving a Company vehicle or when using their personal vehicle (or rental) while conducting Company business, must operate the vehicles with care, and in a courteous and safe manner.
- Employees who drive a Company-owned vehicle or use their personal vehicles (or a rental) for Company business must maintain no less than the minimum insurance coverage as required by the state in which they reside.
- Employees who drive a Company-owned vehicle or use their personal (or a rental) vehicles for Company business must notify their supervisor of any criminal vehicular violations within five days after receiving a violation.

Mechanical malfunctions or suspected problems with Company-owned vehicles are to be reported promptly to a supervisor, dispatcher, or shop manager. Seemingly minor problems can get progressively worse and develop into serious problems, resulting in the vehicle being pulled out of service if left uncorrected.

Drivers and certain other employees may be required to operate Company vehicles and equipment away from Company premises. If you are operating such a vehicle or equipment, you must return it at the end of the workday to the appropriate Company facility. You may not leave it off the premises or at another Company facility without prior approval from your supervisor. Company vehicles and equipment are for Meridian use only, and may not be used for personal use. Unauthorized personnel, including members of the public, should never operate equipment, touch equipment while in use, or otherwise ride in vehicles.

If your job duties require you to drive a heavy vehicle or operate equipment, you are required to conduct a pre-trip or pre-operation inspection of your assigned vehicle or equipment using prevailing inspection procedures. You may only drive the vehicle or operate the equipment that has been assigned and entrusted to you. You should not operate another

vehicle or equipment unless your supervisor has assigned it to you or you have obtained your supervisor's authorization.

As with all other topics contained in the safety section of this handbook, employees are expected to review the Safety and Loss Prevention Manual as it pertains to this and other topics. Employees should also abide by on-the-job training they receive.

Workplace Violence Prevention

Meridian Waste is committed to providing a safe, violence-free workplace for our employees. Due to this commitment, we discourage employees from engaging in any physical confrontation with a violent or potentially violent individual or from behaving in a threatening or violent manner. Threats, threatening language, or any other acts of aggression or violence made toward or by any employee will not be tolerated. A threat may include any verbal or physical harassment or abuse, attempts to intimidate others, menacing gestures, stalking, or any other hostile, aggressive, and/or destructive actions taken for the purposes of intimidation. This policy covers any violent or potentially violent behavior that occurs in the workplace or at Company-sponsored functions.

All Meridian Waste employees bear the responsibility of keeping our work environment free from violence or potential violence. Any employee who witnesses or is the recipient of violent behavior should promptly inform their supervisor, manager, or the Human Resources department. All threats will be promptly investigated. No employee will be subject to retaliation, intimidation, or discipline as a result of reporting a threat in good faith under this guideline.

Any individual engaging in violence against the Company, its employees, or its property will be prosecuted to the full extent of the law. All acts will be investigated, and the appropriate action will be taken. Any such act or threatening behavior may result in disciplinary action, up to and including termination of employment.

Meridian Waste prohibits the possession of weapons on its property at all times, including our parking lots or Company vehicles. Additionally, while on duty, employees may not carry a weapon of any type. Weapons include, but are not limited to, handguns, rifles, automatic weapons, and knives that can be used as weapons (excluding pocketknives, utility knives, and other instruments that are used to open packages, cut string, and for other miscellaneous tasks), martial arts paraphernalia, stun guns, and tear gas. Any employee violating this policy is subject to discipline up to and including dismissal for the first offense.

The Company reserves the right to inspect all belongings of employees on its premises, including briefcases, purses and handbags, gym bags, and personal vehicles on Company property.



Harassment and Complaint Procedure

Sexual and other unlawful harassment is a violation of Title VII of the Civil Rights Act of 1964 (Title VII), as amended, as well as many state laws. Harassment based on a characteristic protected by law, such as race, color, ancestry, national origin, gender, sex, sexual orientation, gender identity, marital status, religion, age, disability, veteran status, or other characteristic protected by state or federal law, is prohibited.

It is Meridian Waste's policy to provide a work environment free of sexual and other harassment. To that end, harassment of Meridian Waste's employees by management, supervisors, coworkers, or non-employees who are in the workplace is absolutely prohibited. Further, any retaliation against an individual who has complained about sexual or other harassment or retaliation against individuals for cooperating with an investigation of a harassment complaint is similarly unlawful and will not be tolerated. Meridian Waste will take all steps necessary to prevent and eliminate unlawful harassment.

Definition of Unlawful Harassment. "Unlawful harassment" is conduct that has the purpose or effect of creating an intimidating, hostile, or offensive work environment; has the purpose or effect of substantially and unreasonably interfering with an individual's work performance; or otherwise adversely affects an individual's employment opportunities because of the individual's membership in a protected class.

Unlawful harassment includes, but is not limited to, epithets; slurs; jokes; pranks; innuendo; comments; written or graphic material; stereotyping; or other threatening, hostile, or intimidating acts based on race, color, ancestry, national origin, gender, sex, sexual orientation, marital status, religion, age, disability, veteran status, or other characteristic protected by state or federal law.

Definition of Sexual Harassment. "Sexual harassment" is generally defined under both state and federal law as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature where:

- Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of any individual's employment or as a basis for employment decisions; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

Other sexually oriented conduct, whether intended or not, that is unwelcome and has the effect of creating a work environment that is hostile, offensive, intimidating, or humiliating to workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct that, if unwelcome, may constitute sexual harassment depending on the totality of the circumstances, including the severity of the conduct and its pervasiveness:

- Unwanted sexual advances, whether they involve physical touching or not;
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life, comments about an individual's body, comments about an individual's sexual activity, deficiencies, or prowess;
- Displaying sexually suggestive objects, pictures, or cartoons;
- Unwelcome leering, whistling, brushing up against the body, sexual gestures, or suggestive or insulting comments;
- Inquiries into one's sexual experiences; and
- Discussion of one's sexual activities.

All employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment and retaliation against individuals for cooperating with an investigation of sexual harassment complaint is unlawful and will not be tolerated at Meridian Waste.

Complaint Procedure. Any employee who believes he or she has been subject to or witnessed illegal discrimination, including sexual or other forms of unlawful harassment, is requested and encouraged to make a complaint. You may, but are not required to, complain first to the person you feel is discriminating against or harassing you. You may complain directly to your immediate supervisor or department manager, the HR manager, or any other member of management with whom you feel comfortable bringing such a complaint. Similarly, if you observe acts of discrimination toward or harassment of another employee, you are requested and encouraged to report this to one of the individuals listed above.

No reprisal, retaliation, or other adverse action will be taken against an employee for making a complaint or report of discrimination or harassment or for assisting in the investigation of any such complaint or report. Any suspected retaliation or intimidation should be reported immediately to one of the persons identified above.

All complaints will be investigated promptly and, to the extent possible, with regard for confidentiality.

If the investigation confirms conduct contrary to this policy has occurred, Meridian Waste will take immediate, appropriate, corrective action, including discipline, up to and including immediate termination.

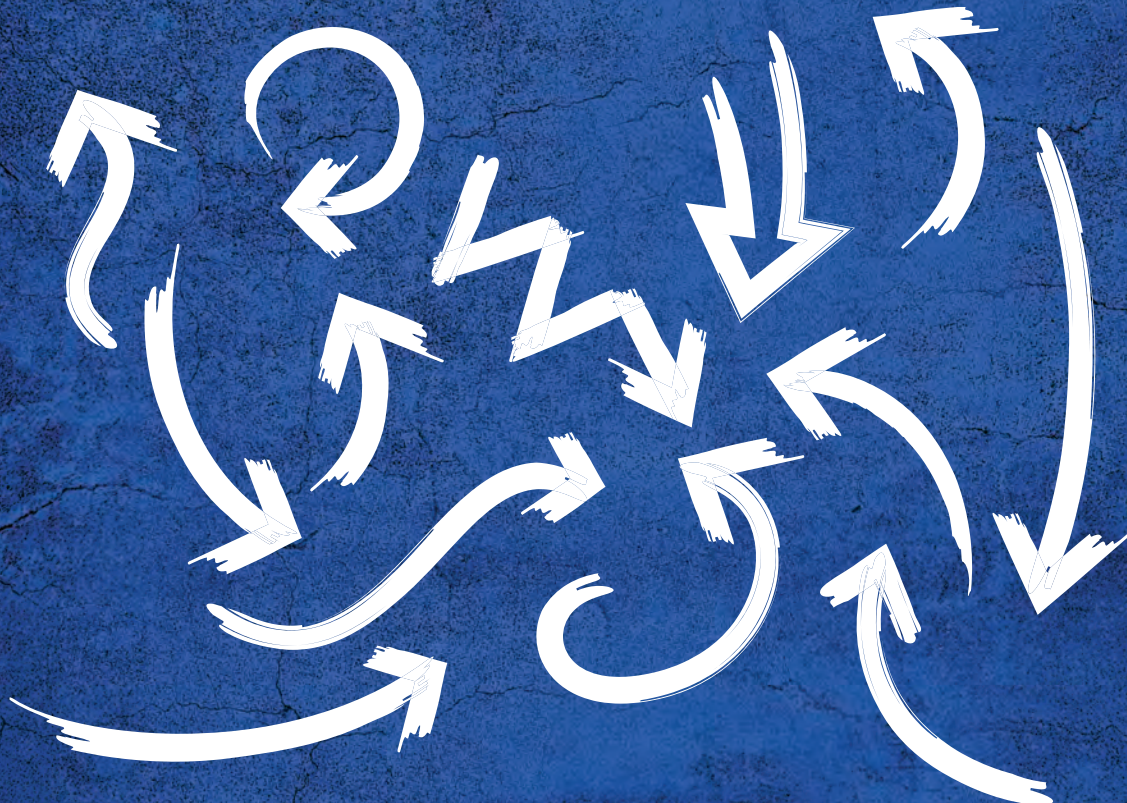


Arbitration Agreement

As a Company, we strive to settle all issues with our employees informally together. If the Company and an employee cannot resolve the issue informally together, and the employee signed an arbitration agreement, they will be resolved through mandatory binding arbitration as described in the Company's arbitration agreement. The arbitration will be conducted in the city in which the employee is/was employed and according to the employment arbitration rules and procedures published by the American Arbitration Association. No class or collective actions may be brought in arbitration; rather, each individual must proceed with his or her own claims. Both the employee and Company retain the right to seek injunctive relief from a court of law.



CONFIDENTIALITY & CONFLICTS OF INTEREST



Confidential Information

The protection of confidential business information and trade secrets is vital to the interests and success of Meridian Waste. Confidential information is any and all information disclosed to or known by you because of employment with the Company that is not generally known to people outside the Company about its business.

An employee who improperly uses or discloses trade secrets or confidential business information will be subject to disciplinary action up to and including termination of employment and legal action, even if he or she does not actually benefit from the disclosed information.

This provision is not intended to, and should not be interpreted to, prohibit employees from discussing wages and other terms and conditions of employment if they so choose.

Access to Personnel Files

Employee files are maintained by the Human Resources department and are considered confidential. Managers and supervisors may only have access to personnel file information on a need-to-know basis. Personnel file access by current employees and former employees upon written request will generally be permitted within 3 business days of the request unless otherwise required under state law. Personnel files are to be reviewed in the Human Resources department. Employee files may not be taken outside the department. Representatives of government or law enforcement agencies, in the course of their duties, may be allowed access to file information.

Conflicts of Interest

Meridian Waste expects all employees to conduct themselves and Company business in a manner that reflects the highest standards of ethical conduct, and in accordance with all federal, state, and local laws and regulations. This includes avoiding real and potential conflicts of interests.

Exactly what constitutes a conflict of interest or an unethical business practice is both a moral and a legal question. Meridian Waste recognizes and respects the individual employee's right to engage in activities outside of employment which are private in nature and do not in any way conflict with or reflect poorly on the Company.

It is not possible to define all the circumstances and relationships that might create a conflict of interest. If a situation arises where there is a potential conflict of interest, the employee should discuss this with a manager for advice and guidance on how to proceed.



The list below suggests some of the types of activity that indicate improper behavior, unacceptable personal integrity, or unacceptable ethics:

1. Simultaneous employment by another firm that is a competitor of or supplier to Meridian Waste.
2. Carrying on Company business with a firm in which the employee, or a close relative of the employee, has a substantial ownership or interest.
3. Holding a substantial interest in, or participating in the management of, a firm to which the Company makes sales or from which it makes purchases.
4. Borrowing money from customers or firms, other than recognized loan institutions, from which our Company buys services, materials, equipment, or supplies.
5. Accepting substantial gifts or excessive entertainment from an outside organization or agency.
6. Speculating or dealing in materials, equipment, supplies, services, or property purchased by the Company.
7. Participating in civic or professional organization activities in a manner that divulges confidential Company information.
8. Misusing privileged information or revealing confidential data to outsiders.
9. Using one's position in the Company or knowledge of its affairs for personal gains.
10. Engaging in practices or procedures that violate antitrust laws, commercial bribery laws, copyright laws, discrimination laws, campaign contribution laws, or other laws regulating the conduct of Company business.

Employment of Relatives and Domestic Partners

Relatives and domestic partners may be hired by the Company if (1) the persons concerned will not work in a direct supervisory relationship, and (2) the employment will not pose difficulties for supervision, security, safety, or morale. For the purposes of this policy, "relatives" are defined as spouses, children, siblings, parents, or grandparents. A "domestic partnership" is generally defined as a committed relationship between two individuals who are sharing a home or living arrangements.

Current employees who marry each other or become involved in a domestic partnership will be permitted to continue employment with the Company provided they don't work in a direct supervisory relationship with each other or otherwise pose difficulties as mentioned above. If employees who marry or live together do work in a direct supervisory relationship with each other, the Company will attempt to reassign one of the employees to another position for which he or she is qualified if such a position is available. If no such position is available, one of the employees may be required to leave the Company.



SECTION II.

Code *of* Conduct

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Build Trust and Credibility

The success of our business is dependent on the trust and confidence we earn from our employees and customers. We gain credibility by adhering to our commitments, displaying honesty and integrity and reaching Company goals solely through honorable conduct. It is easy to **say** what we must do, but the proof is in our **actions**. Ultimately, we will be judged on what we do.

When considering any action, it is wise to ask: will this build trust and credibility for Meridian Waste? Will it help create a working environment in which Meridian Waste can succeed over the long term? Is the commitment I am making one in which I can follow through? The only way we will maximize trust and credibility is by answering “yes” to those questions and by working every day to build our trust and credibility.

Respect for the Individual

We all deserve to work in an environment where we are treated with dignity and respect. Meridian Waste is committed to creating such an environment because it brings out the full potential in each of us, which, in turn, contributes directly to our business success. We cannot afford to let anyone’s talents go to waste.

Meridian Waste is an equal employment/affirmative action employer and is committed to providing a workplace that is free of discrimination of all types from abusive, offensive or harassing behavior. Any employee who feels harassed or discriminated against should report the incident to his or her manager or to human resources.

Create a Culture of Open and Honest Communication

At Meridian Waste everyone should feel comfortable to speak his or her mind, particularly with respect to ethics concerns. Managers have a responsibility to create an open and supportive environment where employees feel comfortable raising such questions. We all benefit tremendously when employees exercise their power to prevent mistakes or wrongdoing by asking the right questions at the right times.

Meridian Waste will investigate all reported instances of questionable or unethical behavior. In every instance where improper behavior is found to have occurred, the Company will take appropriate action. We will not tolerate retaliation against employees who raise genuine ethics concerns in good faith.

For your information, Meridian Waste whistleblower policy is as follows:

Employees are encouraged, in the first instance, to address such issues with their managers or the HR manager, as most problems can be resolved swiftly. If for any reason that is not possible or if an employee is not comfortable raising the issue with his or her manager, HR and the Meridian Waste CEO operate with an open-door policy and are available to you for such concerns.

Set Tone at the Top

Management has the added responsibility for demonstrating, through their actions, the importance of this Code. In any business, ethical behavior does not simply happen; it is the product of clear and direct communication of behavioral expectations, modeled from the top and demonstrated by example. Again, ultimately, our actions are what matters.

To make our Code work, managers must be responsible for promptly addressing ethical questions or concerns raised by employees and for taking the appropriate steps to deal with such issues. Managers should not consider employees' ethics concerns as threats or challenges to their authority, but rather as another encouraged form of business communication. At Meridian Waste, we want the ethics dialogue to become a natural part of daily work.

Uphold the Law

Meridian Waste commitment to integrity begins with complying with laws, rules and regulations where we do business. Further, each of us must have an understanding of the Company policies, laws, rules and regulations that apply to our specific roles. If we are unsure of whether a contemplated action is permitted by law or Meridian Waste policy, we should seek the advice from the resource expert. We are responsible for preventing violations of law and for speaking up if we see possible violations.

Competition

We are dedicated to ethical, fair and vigorous competition. We will sell Meridian Waste services based on their merit, superior quality, functionality and competitive pricing. We will make independent pricing and marketing decisions and will not improperly cooperate or coordinate our activities with our competitors. We will not offer or solicit improper payments or gratuities in connection with the purchase of goods or services for Meridian Waste or the sales of its services, nor will we engage or assist in unlawful boycotts of particular customers.



Proprietary Information

It is important that we respect the property rights of others. We will not acquire or seek to acquire improper means of a competitor's trade secrets or other proprietary or confidential information. We will not engage in unauthorized use, copying, distribution or alteration of software or other intellectual property.

Selective Disclosure

We will not selectively disclose (whether in one-on-one or small discussions, meetings, presentations, proposals or otherwise) any material nonpublic information with respect to Meridian Waste, its securities, business operations, plans, financial condition, results of operations or any development plan. We should be particularly vigilant when making presentations or proposals to customers to ensure that our presentations do not contain material nonpublic information.

Health and Safety

Meridian Waste is dedicated to maintaining a healthy environment. A safety manual has been designed to educate you on safety in the workplace. If you do not have a copy of this manual, please see your HR department.

Avoid Conflicts of Interest

Conflicts of Interest

We must avoid any relationship or activity that might impair, or even appear to impair, our ability to make objective and fair decisions when performing our jobs. At times, we may be faced with situations where the business actions we take on behalf of Meridian Waste may conflict with our own personal or family interests. We owe a duty to Meridian Waste to advance its legitimate interests when the opportunity to do so arises. We must never use Meridian Waste property or information for personal gain or personally take for ourselves any opportunity that is discovered through our position with Meridian Waste

Here are some other ways in which conflicts of interest could arise:

1. Being employed (you or a close family member) by, or acting as a consultant to, a competitor or potential competitor, supplier or contractor, regardless of the nature of the employment, while you are employed with Meridian Waste
2. Hiring or supervising family members or closely related persons.
3. Serving as a board member for an outside commercial company or organization.

4. Owning or having a substantial interest in a competitor, supplier or contractor.
5. Having a personal interest, financial interest or potential gain in any Meridian Waste transaction.
6. Placing Company business with a firm owned or controlled by a Meridian Waste employee or his or her family.
7. Accepting gifts, discounts, favors or services from a customer/potential customer, competitor or supplier, unless equally available to all Meridian Waste employees.

Determining whether a conflict of interest exists is not always easy to do. Employees with a conflict of interest question should seek advice from management. Before engaging in any activity, transaction or relationship that might give rise to a conflict of interest, employees must seek review from their managers or the HR department.

Gifts, Gratuities, and Business Courtesies

Meridian Waste is committed to competing solely on a merit of our services. We should avoid any actions that create a perception that favorable treatment of outside entities by Meridian Waste was sought, received or given in exchange for personal business courtesies. Business courtesies include gifts, gratuities, meals, refreshments, entertainment or other benefits from persons or companies with whom Meridian Waste does or may do business. We will neither give nor accept business courtesies that constitute, or could reasonably be perceived as constituting, unfair business inducements that would violate law, regulation or policies of Meridian Waste or customers, or would cause embarrassment or reflect negatively on Meridian Waste reputation.

Accepting Business Courtesies

Most business courtesies offered to us in the course of our employment are offered because of our positions at Meridian Waste. We should not feel any entitlement to accept and keep a business courtesy. Although we may not use our position at Meridian Waste to obtain business courtesies, and we must never ask for them, we may accept unsolicited business courtesies that promote successful working relationships and goodwill with the firms that Meridian Waste maintains or may establish a business relationship with.

Employees who award contracts or who can influence the allocation of business, who create specifications that result in the placement of business or who participate in negotiation of contracts must be particularly careful to avoid actions that create the appearance of favoritism or that may adversely affect the Company's reputation for



impartiality and fair dealing. The prudent course is to refuse a courtesy from a supplier when Meridian Waste is involved in choosing or reconfirming a supplier or under circumstances that would create an impression that offering courtesies is the way to obtain Meridian Waste business.

Meals, Refreshments, and Entertainment

We may accept occasional meals, refreshments, entertainment and similar business courtesies that are shared with the person who has offered to pay for the meal or entertainment, provided that:

- They are not inappropriately lavish or excessive.
- The courtesies are not frequent and do not reflect a pattern of frequent acceptance of courtesies from the same person or entity.
- The courtesy does not create the appearance of an attempt to influence business decisions, such as accepting courtesies or entertainment from a supplier whose contract is expiring in the near future.
- The employee accepting the business courtesy would not feel uncomfortable discussing the courtesy with his or her manager or co-worker or having the courtesies known by the public.

Gifts

Employees may accept unsolicited gifts, other than money, that conform to the reasonable ethical practices of the marketplace, including:

- Flowers, fruit baskets, and other modest presents that commemorate a special occasion.
- Gifts of nominal value, such as calendars, pens, mugs, caps, and t-shirts (or other novelty, advertising, or promotional items).

Generally, employees may not accept compensation, honoraria, or money of any amount from entities with whom Meridian Waste does or may do business. Tangible gifts (including tickets to a sporting or entertainment event) that have a market value greater than \$100 may not be accepted unless approval is obtained from management.

Employees with questions about accepting business courtesies should talk to their managers or the HR department.

Offering Business Courtesies

Any employee who offers a business courtesy must assure that it cannot reasonably be interpreted as an attempt to gain an unfair business advantage or otherwise reflect negatively upon Meridian Waste. An employee may never use personal funds or resources to do something that cannot be done with Meridian Waste resources. Accounting for business courtesies must be done in accordance with approved Company procedures.

Other than to our government customers, for whom special rules apply, we may provide non-monetary gifts (i.e., Company logo apparel or similar promotional items) to our customers. Further, management may approve other courtesies, including meals, refreshments or entertainment of reasonable value, provided that:

- The practice does not violate any law or regulation or the standards of conduct of the recipient's organization.
- The business courtesy is consistent with industry practice, is infrequent in nature and is not lavish.
- The business courtesy is properly reflected on the books and records of Meridian Waste.

Set Metrics and Report Results Accurately

Accurate Public Disclosures

We will make certain that all disclosures made in financial reports and public documents are full, fair, accurate, timely and understandable. This obligation applies to all employees, including all financial executives, with any responsibility for the preparation for such reports, including drafting, reviewing and signing or certifying the information contained therein. No business goal of any kind is ever an excuse for misrepresenting facts or falsifying records.

Employees should inform Executive Management and the HR department if they learn that information in any filing or public communication was untrue or misleading at the time it was made or if subsequent information would affect a similar future filing or public communication.

Corporate Recordkeeping

We create, retain and dispose of our Company records as part of our normal course of business in compliance with all Meridian Waste policies and guidelines, as well as all regulatory and legal requirements.



All corporate records must be true, accurate and complete, and Company data must be promptly and accurately entered in our books in accordance with Meridian Waste and other applicable accounting principles.

We must not improperly influence, manipulate or mislead any unauthorized audit, nor interfere with any auditor engaged to perform an internal independent audit of Meridian Waste books, records, processes or internal controls.

Promote Substance Over Form

At times, we are all faced with decisions we would rather not have to make and issues we would prefer to avoid. Sometimes, we hope that if we avoid confronting a problem, it will simply go away.

At Meridian Waste, we must have the courage to tackle the tough decisions and make difficult choices, secure in the knowledge that Meridian Waste is committed to doing the right thing. At times this will mean doing more than simply what the law requires. Merely because we can pursue a course of action does not mean we **should** do so.

Although Meridian Waste guiding principles cannot address every issue or provide answers to every dilemma, they can define the spirit in which we intend to do business and should guide us in our daily conduct.

Accountability

Each of us is responsible for knowing and adhering to the values and standards set forth in this Code and for raising questions if we are uncertain about Company policy. If we are concerned whether the standards are being met or are aware of violations of the Code, we must contact the HR department.

Meridian Waste takes seriously the standards set forth in the Code, and violations are cause for disciplinary action up to and including termination of employment.

Be Loyal

Confidential and Proprietary Information

Integral to Meridian Waste business success is our protection of confidential Company information, as well as nonpublic information entrusted to us by employees, customers and other business partners. Confidential and proprietary information includes such things as pricing and financial data, customer names/ addresses or nonpublic information about other companies, including current or potential supplier and vendors. We will not

disclose confidential and nonpublic information without a valid business purpose and proper authorization.

Use of Company Resources

Company resources, including time, material, equipment and information, are provided for Company business use. Nonetheless, occasional personal use is permissible as long as it does not affect job performance or cause a disruption to the workplace.

Employees and those who represent Meridian Waste are trusted to behave responsibly and use good judgment to conserve Company resources. Managers are responsible for the resources assigned to their departments and are empowered to resolve issues concerning their proper use.

Generally, we will not use Company equipment such as computers, copiers and fax machines in the conduct of an outside business or in support of any religious, political or other outside daily activity, except for Company-requested support to nonprofit organizations. We will not solicit contributions nor distribute non-work related materials during work hours.

In order to protect the interests of the Meridian Waste network and our fellow employees, Meridian Waste reserves the right to monitor or review all data and information contained on an employee's Company-issued computer or electronic device, including Internet activity. We will not tolerate the use of Company resources to create, access, store, print, solicit or send any materials that are harassing, threatening, abusive, sexually explicit or otherwise offensive or inappropriate.

Questions about the proper use of Company resources should be directed to your manager.

Media Inquiries

Meridian Waste is a high-profile company in our community, and from time to time, employees may be approached by reporters and other members of the media. In order to ensure that we speak with one voice and provide accurate information about the Company, we should direct all media inquiries to the Marketing department. No one may issue a press release without first consulting with the office of the CEO.

Do the Right Thing

Several key questions can help identify situations that may be unethical, inappropriate or illegal. Ask yourself:



- Does what I am doing comply with the Meridian Waste guiding principles, Code of Conduct and Company policies?
- Have I been asked to misrepresent information or deviate from normal procedure?
- Would I feel comfortable describing my decision at a staff meeting?
- How would it look if it made the headlines?
- Am I being loyal to my family, my company and myself?
- What would I tell my child to do?
- Is this the right thing to do?

Employee Conduct and Work Rules

The purpose of these rules and regulations is to define and protect all employees. This list is illustrative, not exhaustive. Other improper conduct, as determined by the Company, may be grounds for disciplinary action up to and including discharge. Certain rules and regulations are required to safely and efficiently operate a business. As circumstances change, rules often must change. Therefore, the Company may from time to time amend these rules. In general, however, an employee is subject to disciplinary action, up to and including immediate discharge at the Company's sole discretion, if any of the following rules are violated:

- Unsatisfactory work performance.
- Failure of an employee to give notification to or receive authorization from his or her supervisor before leaving the workstation, work site, or the job.
- Violation of the Alcohol and Substance Abuse Policy.
- Failure to observe the ordinary rules of hygiene for sanitation or any special rules posted by the Company.
- Failure to comply with supervisory authority.
- Carelessness or neglect of duty in carrying out assignments or instructions from those in authority, or insubordination of any kind.
- Falsification or withholding of facts related to Company business or on any Company records, including, but not limited to, employment applications and time sheets.
- Accepting payment or gifts for favoritism or for services in violation of the Code of Business Conduct Policy.
- Failure to follow policies, procedures and guidelines contained in the Employee Handbook, Code of Business Conduct Policy, Loss Prevention and Safety Manual, posted on Company premises or property, or otherwise distributed to Company employees.

- Conviction of a serious crime, the nature of which would render an individual unsuitable to perform his or her job duties.
- Failure to follow safety rules and regulations.
- Contracting with customers or vendors to perform work of any kind directly for or with them.
- Non-disclosure of interest in, or connection with any business that competes with the Company.
- Threatening, intimidating, coercing, bullying, or interfering with the performance of employees or others.
- Engaging in such other practices inconsistent with the ordinary and reasonable rules of conduct necessary for the welfare of the Company, its employees, vendors, or customers.
- Pilferage or theft of the property of the Company, customers, fellow employees, or others.
- Fighting, disorderly, or immoral conduct on Company premises or while performing Company business.
- Solicitation during work time.
- Sleeping on the job.
- Any form of unlawful discrimination or harassment.
- Falsely stating or making a claim of occupational or nonoccupational injury or illness.
- Failure to report accidents or injuries immediately (including personal injury on the job).
- Horseplay.
- Discourtesy or impoliteness to fellow employees, customers, vendors, or the public.
- Disregarding prescribed cash handling procedures.
- Disclosure, or use, of trade secrets or proprietary business information not available to the general public, including but not limited to customer lists, pricing, and quotes.
- Possession of dangerous or concealed weapons, firearms or explosives or other weapons in Company vehicles or on Company premises (including parking areas used by Company employees or customers, unless contrary to state law).
- Conduct off the job that could cause loss of business or customers.
- Willful or careless destruction of Company property.



Information and Resources

If you have questions, feel free to ask your supervisor or contact the Human Resources Department at HR@MeridianWaste.com.

Chief Executive Officer

Walter “Wally” Hall, Jr. — WHall@MeridianWaste.com

Director – Human Resources

Cindy Greenbaum — CGreenbaum@MeridianWaste.com

Chief Marketing Officer

Mary O’Brien — MObrien@MeridianWaste.com



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MeridianWaste.com

March 2021

SAFETY & LOSS *PREVENTION MANUAL*

Proactive Diligence

ON-SITE & ON THE ROAD

SAFETY

IS A VERB

PROTECTING ***YOURSELF,***
YOUR ***COWORKERS,***
and OUR CUSTOMERS



For more information, contact:
Safety@MeridianWaste.com

General Policies, Safety, and Health
Hauling and Commercial Driving
Post-Collection Operations
Maintenance & Shop Safety

Everyone has the **right** and **obligation**
to **stop and question any job that causes concern**
about personal safety, the safety of others, or the safety
of our services.



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MESSAGE

FROM OUR CEO



At Meridian Waste, the word SAFETY is a verb.

Much to the mortification of my elementary school English teacher, I want all of our team members to **embrace SAFETY as an action**—something we DO every day with every task to ensure you protect your body, your health, and those of your peers, customers, and the greater community.

SAFETY is to be an everyday occurrence led by you. SAFETY is our way of doing the right thing each day, every time. Don't wait—ACT! Make everyone around you accountable for a safe, healthy workplace. We all have a vital role in protecting the welfare of each other and our customers.

No one team member gets a pass from being diligent to take action to identify, report and/or fix a situation that may cause harm. Our Meridian Waste team members are our work family, and we all have the responsibility to protect one another regardless of title, position, location, or work environment.

I may be upsetting Mrs. Harris, my 5th grade teacher, with my deviation from the English rule book, but in the case of saving a life, a finger, or preventing a cut, bruise, or bad back, I say this rule is meant to be broken. **SAFETY is a verb!**

A handwritten signature in blue ink, appearing to read "Wally Hall, Jr.", with a long horizontal stroke extending to the right.

Walter "Wally" Hall, Jr.

Chief Executive Officer

OVERVIEW

This manual is a summary of the safety policies and practices in effect at the time of its publication and is designed to provide you with a reference source to answer most of your questions about the safety requirements of your job. It is to be used for general information and does not replace more detailed policies and procedures that may exist.

Moreover, no safety manual can anticipate every hazard or unsafe practice. Where this manual uses lists to describe examples of unsafe behaviors or hazards, those lists are meant to be illustrative only and should not be interpreted as exclusive.

If this manual at any time conflicts with applicable federal, state, or local law, the applicable law(s) shall govern.

The contents of this manual are subject to revision from time to time. However, important changes may be printed and distributed to employees during the period between re-printings, and the Company retains the right to change any policies, procedures, and work practices as it deems necessary, at any time. **Employees are responsible for reviewing this document from time to time for any such changes.**

SECTION 1/ GENERAL POLICIES

Employee Qualification

Meridian Waste believes that our employees are our most valuable assets, and that the success of the Company is determined by the quality of its employees. Because of these beliefs, the personnel selections of the Company are extremely important. The Company seeks to employ only the most qualified personnel and is committed to consistently adhering to Meridian Waste's equal employment opportunity policies. Employees failing to meet the Company's standards are subject to immediate disciplinary action, up to and including release from employment.

Meridian Waste expects employees to follow its Code of Conduct, which will protect the interests and safety of all employees, the Company, and the public. For more information on the Company's expectations regarding employee conduct, please refer to the Employee Handbook.

Criminal background checks are required for all employees prior to joining Meridian Waste. Once employed, if there is a change in an employee's criminal record, the employee must notify his or her supervisor or a member of management immediately. The supervisor or manager, along with the Human Resources Department, will review the change to make the final determination regarding the individual's suitability for continued employment in the position.

No employee of Meridian Waste will be permitted to work outside of Meridian Waste for another employer without first obtaining written approval from his or her General Manager. Notwithstanding this statement, no employee of Meridian Waste who is subject to Department of Transportation (DOT) hours of service regulations will be permitted to perform work outside of Meridian Waste.

The following minimum standards must be met for all current employees who are required to maintain a DOT driver qualification file. New employees will meet the criteria outlined in the document containing the "New Employee Criteria Guidelines (Commercial Drivers)."

- Employee must have a valid driver's license and be a minimum of 21 years of age.
- Employee must be properly licensed to operate the type of unit, (e.g., CDL "B" with air brakes).
- Employee must have a minimum of three years of verifiable driving experience.
- Employee may not have more than two minor moving violation in a three (3)-year period and have no major moving violations for five (5) years (e.g., reckless/careless driving, speeding more than 15 mph over the limit, etc.).
- Employee may not have more than two (2) suspensions on his or her MVR in the preceding three (3) years.
- Employee may not have a conviction (by plea agreement or otherwise) of any offense involving the operation of a motor vehicle while impaired by drugs, other controlled substance, or alcohol for a five (5)-year period.

- Employee may not have a conviction of any offense involving the transportation of a controlled substance or a felony involving the use of a motor vehicle for a five (5)-year period.
- Employees will be expected to communicate with other Company employees, our customers, and the general public for safety and customer service reasons. Therefore, Meridian Waste requires all employees to be able to read and speak English sufficiently to be able to safely perform all duties and functions of the job.
- Employee Motor Vehicle Records (MVRs) will be reviewed as required by FMCSA regulations.
- Employees are responsible for maintaining their DOT qualifications to drive commercial vehicles.

Minimum standards for non-commercial drivers who drive for or on behalf of the Company are contained in the **New Employee Criteria Guidelines (Non-Commercial Drivers)**.

Alcohol and Substance Abuse

The Company's Alcohol and Substance Abuse Policy has been created to protect both the public and the Company's employees. It mandates discipline up to and including discharge, in accordance with state laws. At the same time, it offers substance abuse evaluation services and a last chance to employees who voluntarily come forward to the Company and seek professional rehabilitation services, provided the employee does not self-identify in order to avoid testing. Employees should read and be familiar with the entire Policy.

All employees are required to submit to applicable drug and alcohol tests as a condition of employment.

Our drug- and alcohol-free workplace policy includes the following provisions:

- The Company prohibits any employee, whether on duty or not, from engaging in the unlawful use of any form of illegal drug, synthetic marijuana (such as K-2, Spice, herbal smoking blends), "medical marijuana," or other illegal controlled substances on Company property, in Company vehicles or equipment, or at any other time. It is against Company policy for you to report to work or to perform job duties, including the operation of a motor vehicle, with any unauthorized drugs or alcohol in your system.
- All applicants offered employment for any position may be tested for the presence of drugs as part of the hiring process. Any applicant refusing to submit to a pre-employment drug test will be ineligible for hire. If an applicant's test is confirmed positive, the applicant will not be considered for employment at that time and will be informed that he or she has failed to meet employment standards.

- Employees are subject to random drug and alcohol testing in accordance with Company policy, state laws, and Federal regulations.
- Employees will be tested when there is reasonable suspicion of drug or alcohol use.
- Employees are subject to testing following a vehicle accident which meets DOT testing requirements, or an OSHA-recordable injury, in accordance with state laws.

A refusal to submit to a required drug/alcohol test carries the same consequences as a positive test result.

- It is the employee's obligation to notify his/her supervisor of any medically prescribed drug use that may alter the ability to perform job functions, especially if the prescription indicates that one should not drive, operate machinery, or engage in hazardous activities. An employee may be assigned other duties if the use of prescribed medication may interfere with regular job duties. In the event that an employee's drug screen comes back positive due to a prescription drug, it shall be the employee's responsibility to provide the Medical Review Officer with proof of a valid prescription. Abuse of prescription drugs, including the use of medications not prescribed to you, will be considered a violation of this policy.

In the case of a violation of this policy, including a positive drug or alcohol test result, employees are subject to disciplinary action, up to and including termination. The full text of the Alcohol and Substance Abuse Policy is available upon request.

Management Commitment

Safety is the number one priority at Meridian Waste. Our goal is to be the leader in safety and health and ultimately achieve zero accidents and zero injuries. The personal safety of each employee and every member of the communities in which we live and operate is vital to us. To accomplish this, we will systematically manage the safety and health of our operations.

We will accomplish this by:

- Showing our commitment to safety through our actions.
- Taking personal responsibility and having accountability for safety.
- Establishing proficiency among our employees in the anticipation, recognition and elimination or control of hazards.
- Actively looking for unsafe acts, conditions, and practices and responding with the appropriate corrective action.

- Looking out for the safety of one another every day.
- Systematically assessing and prioritizing risk.
- Complying with applicable laws and regulations.
- Measuring our performance on a regular basis.
- Monitor and evaluate programs and policies for effectiveness to continuously improve our program.

Key elements of our safety and health management system are as follows:

- Organization and Staffing
- Safety and Health Policy Statement
- Risk Assessment and Planning
- Compliance Programs
- Hazard Identification and Assessment
- Corrective Action Management
- Education and Training
- Communication
- Incident Planning and Response
- Validation and Verification
- Program Evaluation and Improvement

Safety Controls

Meridian Waste believes that employees are entitled to a safe and healthy place to work. As such, safety is a fundamental part of our operations. This section will cover some of the controls that will be utilized to assist in supporting our safety culture.

ENGINEERING CONTROLS

Providing mechanical and physical safeguards to prevent employees from coming into contact with the moving parts of machinery or equipment. These safeguards will include, but are not limited to guards, fences, railings, and/or enclosures which prevent or restrict access to points of operation, power transmission, ongoing nip or bite points, and shear points.

ADMINISTRATIVE CONTROLS

- Conducting training on safety practices for all employees based on job duties. New employees will not be allowed to work until they have completed their initial safety training. Training is an ongoing process and will continue throughout employment.
- Training will include general safety rules and specific rules and regulations applying to each job operation.
- Conducting safety inspections to identify, mitigate or eliminate unsafe working conditions or practices and to comply fully with the safety standards of every job.
- Safety inspections will be conducted routinely by on-site management and periodically by outside safety and risk management professionals.
- Providing a clean, orderly and safe workplace. Safe employee behavior is a condition of employment. Safety rules will be enforced. Disciplinary action will be taken against those who fail to adhere to safe work practices.
- In order to reduce risk factors associated with repetitive strain to muscles, tendons, or joints, employees may be rotated into various jobs, adequate rest breaks may be incorporated, or ergonomic interventions may be made in the job.

PERSONAL PROTECTIVE EQUIPMENT (PPE)

- Providing personal protective equipment according to hazards associated with each operation. Equipment must meet all regulations, and damaged or broken equipment will be replaced as necessary. Employees will be given instructions on the proper use and care of protective equipment.

Safety and Health Training

The safety and health training program include new hire orientation, annual refresher topics, and On-the-job Training (OJT). All locations must conduct regular safety and health training based on the needs assessment that has been performed, identifying the training requirements by line of business.

An annual schedule has been developed for each line of business.

Locations must post schedules so all employees will know the dates and times of the sessions. Tests and quizzes are administered to ensure the effectiveness of the training.

Below is an overview of the topics covered in the safety and health training program.

- Access to Medical Records
- Accident/Injury Reporting
- Cargo/Load Securement
- Spill Response
- Asbestos Awareness
- Bloodborne Pathogens
- Compressed Gases
- Space Cushion Driving
- Confined Space
- Drug & Alcohol
- Electrical Safety
- Safety Action Reporting (Near Misses)
- DOT (Hours of Service)
- Emergency Action Plan
- Ergonomics/Body Mechanics
- Workers Comp Fraud
- Lockout/Tagout
- Heat Stress
- Fire Protection
- Flagging/Barricades
- Personal Protection Equipment
- Flammables/Combustibles
- Hazard Communication
- DOT (DVIR, Pre-/Post)
- Equipment Inspections
- Hearing Conservation
- Housekeeping (Walking, Working, Slips and Trips)
- Ladders/Platforms
- Fall Protection
- Post Collection Safety
- Cranes and Hoists

- Needle Sticks
- Respiratory Protection
- Return to Work
- Cold Stress
- Driving in Adverse Weather
- Jacks and Jack Stands
- Tire Safety
- Welding and Hot Work
- Hand and Portable Tools
- Tipper Safety
- Trenching and Excavations
- Conveyor Safety
- Powered Industrial Trucks
- Safe Backing (Equipment and Vehicles)
- Machine Guarding

Employee Observations

Management will conduct observations on all operating employees (drivers, helpers, maintenance shop employees, landfill employees, equipment operators, and MRF employees) at their work location to ensure safe work behaviors. Each behavior observed will be evaluated as "safe" or "needs improvement" and noted on the observation form.

Observers are trained to constructively correct "unsafe" behaviors and provide positive feedback on "safe" behaviors.

TYPES OF OBSERVATIONS

In-cab observation — This will measure the employee's knowledge, habits, and skills while operating the vehicle along with regular duties. This observation takes place while the observer rides with the driver.

Field observation — This type of observation measures an employee's work habits and skills while the employee is performing regular job duties. Employees are made aware that an observation can take place at any time.

FREQUENCY OF OBSERVATION

- **All operations employees** will be observed at least once per month.
- **New hire employees** will be observed at least once per week for one month, immediately after receiving on-the-job training.
- **Post-accident/injury employees** will be observed a minimum of once per week for one month or until management determines that this frequency of observations is no longer necessary.
- **In-cab drivers' observations** will be conducted once a year on each driver using the designated Driver Observation form.

The frequencies established for all observation categories are to be considered minimum requirements, and management reserves the right to conduct more frequent observations in its sole discretion.

Reporting Unsafe Conditions or Hazards

Safety reporting is a proactive approach to safety versus a reactive approach. You are expected and encouraged to always look for safety issues and hazards at Meridian Waste offices, facilities and customer locations. You are also expected to look out for the safety of one another. Failing to actively look for hazards in your work environment, or failing to address or report them, is unacceptable.

You are expected to eliminate or control the safety issues yourself when possible to safely do so.

If this is not possible, you are expected to report them by notifying your manager/supervisor of the situation. Employees may also email issues to **Safety@MeridianWaste.com** to anonymously report an unsafe condition or hazard.

Supervisors and managers are expected to address reported issues. However, if assistance is needed, the Safety and Risk Management Department should be contacted.

Primary Safety Rules

Certain unsafe actions are more likely to result in incidents that cause serious injury or death. These incidents are often caused by a failure to follow certain prescribed guidelines and known safe practices. **An unsafe behavior that causes a violation of one of these rules will result in IMMEDIATE SUSPENSION AND/OR TERMINATION.**

SAFETY DEVICES

Employees shall not by-pass, disconnect, disable, or otherwise modify any safety devices on equipment. All vehicle safety devices shall be used as intended while performing the appropriate task. Equipment will not be operated or allowed to be operated with defective safety devices. All malfunctioning or inoperable devices must be reported **IMMEDIATELY**.

VEHICLE/EQUIPMENT INSPECTIONS

It is the driver/operator's responsibility to ensure that trucks and equipment are in safe operating condition before, during, and after operating.

"SNAKING" OR "ZIG-ZAGGING" OR "CRISS-CROSSING" OR "DOUBLE-SIDING"

Operating vehicle equipment against traffic flow or leaving the appropriate lane to service an account is **PROHIBITED**. Weaving from one side of the street to another in order to render service, whether on a regular basis or on a one-time basis, while on a route is **PROHIBITED**.

All residential collection is made from the **RIGHT** side of the road. Crossing the street to service a residence is **PROHIBITED**. Servicing two sides of the roadway may be allowed in certain instances (e.g., isolated alleys, one-way streets), but requires specific written approval from the General Manager and Area Safety Manager.

VEHICLE BACKING

Backing a vehicle with a crew member in the cab is not allowed without a "spotter." A crew member must leave the cab and guide the backing maneuver as a "spotter." Backing with a crew member on a step or on any part of the vehicle is **PROHIBITED**. Backing a "dual drive" vehicle from the right side is **NEVER** permitted.

SECURE VEHICLES AND EQUIPMENT SAFELY (LOCKOUT/TAGOUT)

NEVER enter, exit, or climb on a vehicle or a piece of equipment that is not safely secured. Parking brakes on vehicles or equipment must be secured before leaving the cab. Using the parking brake or "work" brake to slow or stop a vehicle is **PROHIBITED**.

When securing a vehicle/equipment to perform service, clean up, maintenance work, or other non-routine tasks, the driver/operator must use the prescribed **Lockout/Tagout procedure**. No vehicle will be left unattended while the engine is running.

SEAT BELTS

Seat belts must be used in accordance with Company policy, DOT §392.16, and state laws.

SPEED LIMITS

Exceeding speed limits set by local traffic laws, Company policy, and ANSI Standards for school zones, playgrounds, crew members on riding steps (10 mph, 2/10 mile) and dual drive (stand-up, right side) collection (20 mph), and in-transit vehicle operations is **PROHIBITED**.

DUAL DRIVE (RIGHT SIDE) SECONDARY POSITION VEHICLES

While in transit, all driving must be conducted from the left side (primary position) and all doors must be closed. Backing and left turns, while in the right-side position, are **STRICTLY PROHIBITED**. In transit at speeds exceeding 15 mph, all doors must be closed, and all riders must be seated and secured by a seatbelt.

DISPOSAL/RECYCLING/TRANSFER FACILITY RULES

All employees are expected to comply with facility safety regulations (regardless of ownership) regarding vehicle operation, speed, traffic patterns, and vehicle placement. Crew members must remain in the vehicle and PPE must be used as required by Company policy.

ACCIDENT AVOIDANCE

Accidents can arise from a driver/equipment operator's disregard for laws, safety rules, or training, but can be avoided by:

- Avoiding distractions such as cell phones and other communication devices, hand-held radios, smoking, eating, and loud music.
- Maintaining adequate space between other vehicles, equipment, or objects.
- Slowing speeds when entering curves, turning, or in inclement weather.
- Maintaining awareness of your surroundings and the actions of others.

Employee Loss Prevention Policy

It is the responsibility of all Meridian Waste employees to safely perform their jobs in a way that protects themselves, their co-workers, and the public we serve. The Employees Loss Prevention Policy (ELP) will address corrective and disciplinary action(s) with regard to employees who are involved in preventable accidents or who suffer preventable injuries. A preventable event is one in which the employee failed to do everything he/she possibly could to prevent the incident from occurring.

PROCEDURE

When an employee is involved in any accident or injury, the following steps will be taken:

1. The employee will meet with his/her supervisor and GM (or facility manager) the same day as the event but no later than the close of business on the following workday, to determine the cause(s) of the event.
2. An incident review will be conducted no later than close of business on the following workday and reviewed with the employee involved.
3. If an incident review cannot be completed within that time period, the employee will be placed on suspension, or assigned another job duty, until the incident review is completed and a determination of preventability can be made.
4. If the incident is found to be preventable, the employee will be subject to disciplinary action, up to and including release from employment.
5. If the employee is not released, then he/she will receive retraining prior to returning to work.

Retraining may include any or all of the following:

- Classroom training
- On-the-Job Training (OJT)
- Combination of classroom and On-the-Job Training

This training will be documented and placed in the employee's personnel or training file.

Job observations will then be performed on the employee until management is confident that the employee is performing his/her job duties safely and in accordance with safe work methods and practices. Observations will be documented and placed in the personnel or training file.

Safety Rules Violation Policy

Working safely is a condition of your employment. The purpose of this policy is to assist you, the employee, and the Company in maintaining safe working conditions as well as to promote safe working behaviors. The Company safety rules will be enforced at all times, and disciplinary action, up to and including termination, will be taken to prevent any recurrence of a violation. Supervisors who knowingly allow unsafe practices risk suspension or termination as well.

In general, incidents will be reviewed by management after the fact, with the input of the involved employee(s), to determine preventability. A preventable event is one in which the employee failed to do everything he/she possibly could to prevent the incident from occurring.

Injury and Accident Procedures

In the event of an accident or injury:

1. **Immediately report ALL accidents or injuries**, regardless of extent or severity, to your supervisor. Your supervisor will contact the appropriate parties to continue the reporting process. Failure to report work-related injuries or accidents to your supervisor or safety manager may jeopardize your worker's compensation benefits and your employment.
2. If involved in a motor vehicle accident, **prevent additional accidents** by setting out warning devices, if safe to do so.
3. **DO NOT leave the scene of an accident** until authorized to do so by your supervisor, your safety manager, or another member of Meridian Waste management.
4. In the event of an injury that requires medical treatment:
 - An employee sustaining **serious or life-threatening injuries** should be taken to the hospital emergency room or transported via emergency responders.
 - **For less serious injuries**, the medical facility designated by the Company should be used.
5. **DO NOT discuss what happened with anyone**, except the police or as directed by your Meridian Waste supervisor or management team.
6. **DO NOT admit responsibility for the accident or sign any statements** presented by non-Meridian Waste personnel.
7. Give your name, the company name and address, the vehicle registration number, and, if asked, exhibit operator's license.
8. **DO NOT** stand between vehicles at an accident scene.

Any driver involved in an accident must be removed from the vehicle for the rest of his/her shift. The employee must submit to a post-accident drug/alcohol test in accordance with the Company drug testing policy. This should be administered immediately upon leaving the scene.

Failure to submit to drug/alcohol testing will be construed the same as a positive result, and the employee will be immediately discharged.

No employee involved in an accident will be allowed to return to duty until the accident or injury review has been completed. If the event is deemed preventable, the employee cannot return to duty until he/she has either gone through additional training or received counseling/disciplinary action on the accident.

SECTION 2/ SAFETY AND HEALTH

Lockout/Tagout

The Lockout/Tagout program establishes the requirements for the lockout of trucks and equipment at Meridian Waste.

The program is intended to ensure that vehicles, machines, or equipment are isolated from all potentially hazardous energy and locked out before employees perform any services or maintenance activities on them.

The types of energy to be aware of are **electrical, hydraulic, pneumatic, mechanical, chemical, kinetic, thermal,** and **electromagnetic.**

- **DO NOT** attempt to perform maintenance or services on a vehicle, machine, or piece of equipment that has not been properly locked out.
- **NEVER** use or attempt to operate a vehicle, machine, or piece of equipment that has been locked out or placed out of service.
- When performing service or maintenance on trucks or equipment, be familiar with the lockout procedure for the task you are performing.
- All personal locks used in lockout/tagout must be labeled with the name of the employee assigned the lock.
- Always follow lockout procedures for cleaning behind the blade, climbing on top of a truck, or servicing a baler or conveyor.

Violation of the lockout/tagout program will result in disciplinary action, up to and including termination of employment.

Confined Space Entry

A confined space is defined as a space that:

- Is large enough and so configured that an employee can enter and perform assigned work.
- Has a restricted or limited means of entry or exit.
- Is not designed for continuous employee occupancy.

Examples of confined spaces at Meridian Waste include manholes, truck bodies, and storage tanks.

Confined spaces present certain hazards. They may:

- Contain a hazardous atmosphere.
- Contain material that could engulf an entrant.
- Have inwardly converging walls that could trap or asphyxiate an entrant.
- Present another recognized serious safety or health hazard.

When all hazards of a confined space cannot be eliminated through lockout/tagout, then the confined space becomes a Permit Required Confined Space. All Permit Required Confined Spaces must be labeled to help prevent unauthorized access and possible injury. Meridian Waste employees may **NOT** enter Permit Required Confined Spaces unless they have received specific training on **Permit Required Confined Space Entry**.

Company Equipment

You may be entrusted with the operation of heavy trucks and/or equipment as part of your job duties. The appropriate operation of this equipment is important for your safety and for the safety of others.

ONLY employees who are authorized to do so may operate heavy equipment or drive a Company vehicle. **NO** unauthorized passengers are allowed in a Company vehicle.

In order to drive a Company vehicle, you must possess the appropriate driver's license for the vehicle you will operate. Driving any vehicle without a valid driver's license or the proper class is strictly prohibited. In addition to the motor vehicle safety rules in this manual, employees receive training on safe motor vehicle operation.

Before operating heavy equipment, you must be properly trained and, where required, certified. If you are authorized to operate heavy equipment, you must not leave the Company premises with the equipment unless authorized to do so by your supervisor.

Mobile Communication Devices

This policy outlines the safe and appropriate use of cellular phones and other communication devices by Company personnel while operating a motor vehicle for Company business. The Company expects all employees to drive responsibly at all times, including while conducting Company business. Moreover, your communication devices must always be used in accordance with federal, state, or local laws, and Company policies.

Although no list of precautionary measures can guard against every dangerous situation or condition that may arise, the following are our guidelines that must be followed:

- In compliance with FMCSA 35-11, Meridian Waste prohibits employee use of cellular phones and other wireless devices while operating a motor vehicle for Company business. This prohibition includes, but is not limited to, receiving, or placing calls, text messaging, surfing the Internet, and responding to emails. This prohibition also includes the preceding uses while temporarily stationary because of traffic, a traffic control device, or other momentary delays.
- Always remember that the foremost responsibility of any driver is to be always attentive to the road and exercise good judgment.

If an employee must make an emergency call (call 911), the vehicle should first be parked in a safe location if it is feasible to do so.

Notwithstanding the above, the Company recognizes that certain employees, including but not limited to drivers, may be issued two-way radios or similar communication devices to assist them in staying in touch with their supervisor, dispatcher, or scale operator.

If you have been issued such a device, you are expected to safely monitor it while performing your duties and advise your supervisor or dispatcher whenever you are expected to be away from your device for more than a few minutes. You must check that your communications device is operating properly at the beginning and end of each day. If your device is inoperable, you are required to safely make contact as directed by your supervisor.

Seat Belts

All employees who drive a vehicle for, or on behalf of, Meridian Waste are required to comply with federal and local laws and will utilize the seat belt assembly installed in their vehicle. All passengers in a vehicle being operated for, or on behalf of, Meridian Waste will also be required to utilize the vehicle's seat belt assembly while the vehicle is in operation.

Seat belt use is required at all times when the vehicle is in transit, during collection when speeds exceed 10 mph, and when the distance to the next stop exceeds 2/10 of a mile. Seat belt use is also required when driving at a disposal site and when the vehicle tailgate, body, or hoist (rails, tilt frame) is raised. Seat belt use is required when operating mobile equipment such as forklifts, compactors, etc.

Note: Riding in the bed of a pickup truck or service vehicle is strictly prohibited.

Personal Protective Equipment (PPE)

All operational employees are required to use the appropriate Personal Protective Equipment (PPE). PPE is often referred to as the "last line of defense" because it is always to be used in conjunction with safe work practices. It is effective only if it is being worn properly. At a minimum, this includes, but is not limited to:

1. Hearing protection (where posted)
2. High-visibility vest (Class II or III)
3. Gloves
 - Cut-resistant gloves are **REQUIRED** when handling waste
4. Hard hat
5. Six-inch high steel or composite-toed work boots
6. Puncture-resistant boots are **REQUIRED** when working at landfills and transfer stations
 - Drivers are **REQUIRED** to have puncture-resistant boots
7. Safety glasses/protective eyewear
 - Prescription safety glasses **MUST** have side shields

All non-operational personnel in proximity to a shop, landfill, MRF, transfer station, or on route will also be required to use appropriate PPE.

Emergency Action Plan

All locations must have a written **Emergency Action Plan**, which will describe actions to be taken to ensure employees' safety in an emergency. The plan will cover all reasonably expected emergencies, such as fire, weather emergencies, and spills.

Detailed floor plans or maps must be posted indicating exits and rally points. Emergency contacts should also be posted. An evacuation drill must be held at least once each year. Facility inspections should ensure that all emergency exit ways are clear.

Fire extinguisher training should be provided at each location. Use the **PASS method**:

P — Pull the pin.

A — Aim at the base of the fire.

S — Squeeze the trigger/handle.

S — Sweep side to side at the base of the fire.

If a fire cannot be contained safely, immediately clear the area and wait for emergency personnel to arrive.

Tools and Equipment

A variety of tools and equipment are used at Meridian Waste. There are a number of hazards associated with their use, such as dust, fumes, cuts, and burns.

Follow these general rules when using tools and equipment:

- Use only within designed limitations
- Keep clean and well maintained
- Avoid loose clothing and jewelry
- Never modify or remove guards
- Always wear the appropriate PPE
- Always inspect before each use!

If any tool or piece of equipment is found to be damaged or modified in any way, it needs to be taken out of service.

Machine Guarding

Machine guards protect employees from hazards created by the movement of machines and tools. For machine guarding to be effective, it must be in place! Employees should never use machinery or tools that have damaged or missing guards.

To prevent injury, safe practices and procedures must be in place for machine guarding, including:

- Caution signs must be posted to ensure that no machines, equipment, or tools are operated without proper guarding in place.
- Ensure that location guards shield personnel from the point of operation.
- Guards must prevent hands, arms, or any body part or clothing from making contact with dangerous moving parts.
- Guards must protect from falling objects, which could drop into the moving parts and become projectiles.

- Do not use or operate tools and/or equipment with missing or damaged guards.
- Place tools and equipment with missing or defective guards out of service immediately and notify management.

Ladders

Safe ladder usage is the responsibility of each employee. Safe ladder use includes the proper selection, inspection, and setup.

- **Select the right ladder to ensure your safety.** Consideration must be given to the working height, capacity, type, placement, and condition of the ladder for your work.
- **Prior to use of any ladder, an inspection must be performed.** Never use a defective ladder. If the ladder is found to be defective, tag or mark it so that it will be repaired or destroyed.
- **Do not exceed the maximum load rating of a ladder.**
- **Choose a ladder tall enough** to provide access to the work area without having the employee stand on the top two steps of a stepladder or the top three rungs of a straight ladder.
- **Always use ladders on level, stable surfaces** (i.e., the ground). Do not use ladders on slippery surfaces.
- **Use ladders only for their intended purpose** (e.g., do not use as scaffolding, etc.).
- **When working with electrical equipment, use only fiberglass ladders**—never metal.
- Use the four to one (4:1) ratio when setting up a ladder: **for every four (4) ft. of height, move the base one foot away from the wall.**
- As a general rule, keep your belt buckle between the rails at all times when on a ladder.
- **NEVER put one foot on the ladder and the other on an adjacent surface.**
- Ladders shall **NOT be moved, shifted, or extended while occupied.**
- **Always face the ladder** and **maintain three points of contact on the ladder** at all times.
- **Do not carry heavy loads up or down ladders.** Tools or materials should be raised by means of a rope after the climber has reached the working position.
- **Barricades and warning signs should be posted** when ladders are placed near doors or other locations where they could be struck.

Electrical

Electricity is part of our everyday lives. It powers our shops and offices, enabling us to run our computers, lighting, fueling stations, tools, and equipment. Take the following precautions to prevent electrical shock and fires:

- Inspect tools and equipment prior to use.
- **DO NOT** use equipment or tools that are frayed, broken, or exposed.
- Keep breaker panels labeled.
- Keep areas in front of electrical equipment clear.
- Ensure that cover plates are in place on all conduit.
- **NEVER** use a three-prong plug if the grounding prong is missing.

Respect electricity, especially power lines:

- Always maintain awareness of all power lines.
- **NEVER** touch or attempt to move a power line.
- **Treat every downed wire as a live power line.** Never assume it is a phone or a cable line.
- **DO NOT** get out of your truck if it comes in contact with overhead power lines. Instead, contact dispatch immediately.

Housekeeping

It is the responsibility of all employees to maintain good housekeeping in their work area, including inside their vehicle/ equipment, or at other locations at the site (e.g., fuel pump, parking area, and offices). Good housekeeping can help prevent slips, trips, and falls on or near vehicles/equipment and throughout our facilities. It can also improve efficiency and performance, help morale and pride, and present a good image to the public.

Meridian Waste requires that every employee take responsibility to keep our facilities clean and free of hazards. Employee responsibilities regarding housekeeping include:

- Keep all places of employment, passageways, storerooms, and service rooms clean and in a sanitary condition.
- Keep every floor, working place, and passageway free from protruding nails, splinters, holes, or loose boards.
- Maintain clean and dry conditions for the floors in every workroom.

- Keep the cab and dash free of debris (e.g., soda cans, water jugs, paper). Keep mirrors, windows, and monitors clean.
- Keep maintenance shops and storage areas clean and organized.

A clean and organized operation is efficient and safe.

Slips and Trips

Slips, trips, and falls cause numerous injuries every day, although they are among the easiest hazards to correct. Take the time to look around your worksite for these hazards and work to prevent them. Take care not to create any slip, trip, or fall hazard as you go about your daily activities.

In the shop, the office, or any other part of your facility, many factors can cause a slip, trip, or fall. Cords, cables, oil, water, and cleaning fluids often cause an incident. To prevent accidents, avoid walking in areas that pose slipping or tripping hazards. Always promptly clean up spills and make sure tools, cables, wires, and cords do not get in the way on walking surfaces. Do not risk serious injury by taking shortcuts.

Employees can be injured **when climbing in and out of vehicles**. The following practices can reduce slip and fall injuries:

- Always use three (3) points of contact. When mounting or dismounting a vehicle or equipment, always have three points (both hands and one foot or both feet and one hand) in contact with the steps, rails, or handles. Do not jump into, out of, or off of a vehicle or equipment.
- Be sure to clear treads and other climbing surfaces of mud, snow, ice, dirt, grease, or other materials that can make surfaces slippery.
- Watch for holes, curbs, icy surfaces, or other problems before you begin to exit a cab.
- Always look where you are placing your foot before stepping.

To provide protection from impact and slipping hazards, proper footwear must be worn. Work boots should include a steel or composite toe and puncture/slip-resistant soles and should be a minimum of six (6) inches high.

Tennis shoes, sneakers, or other open-toed/soft-soled shoes are not acceptable for operational employees or anyone entering an operational area, including shops, landfills, transfer stations, and material recovery facilities (MRFs).

Fall Protection

Fall protection is required wherever the potential to fall four (4) ft. or more exists when performing work. Even from a height of just four feet, a fall can cause serious injury.

Examples of jobs that may require fall protection include:

- Performing maintenance tasks or cleaning on top of trucks, yellow iron, containers, or compactors.
- Covering or uncovering a loaded container, trailer or truck.
- Sorting aisle platforms and catwalks at Materials Recovery Facilities.
- Open pits, trenches, or manholes.
- Tasks requiring employees to lean outside the vertical rails of a ladder.

Examples of fall protection include the following:

- Handrails
- Platform ladders
- Tarping stations
- Personal fall protection systems

Take the following **precautions to protect yourself against falls:**

- Use telescopic tools to avoid fall protection hazards.
- Do not climb on top of a truck for cleaning or maintenance without proper fall protection.
- Do not climb on the cab protector of the truck. It is not a ladder!
- Use only ladders that are load rated and in good repair.
- Inspect your fall protection equipment and understand how to use it properly.
- Report fall hazards to your supervisor immediately.

Hazard Communication

The Hazard Communication Program is intended to communicate the hazards associated with chemicals our employees use or are exposed to while working. Each location must maintain an inventory of chemicals and have available the appropriate Safety Data Sheet (SDS). SDS sheets may be obtained from the manufacturer or supplier. Do not use chemicals if the container is not

properly labeled. Containers must be properly labeled to ensure that hazards can be readily identified. If an employee is performing a non-routine task that involves a hazardous chemical, notify the supervisor to ensure that a procedure is in place for properly handling the chemical.

All chemical bulk storage or tanks will be properly labeled to identify their contents and capacity. Placards complying with NFPA 704 will be placed on two exterior sides of the tank or bulk storage.

Flammables and Combustibles

In performing your job duties at Meridian Waste, you may use a variety of flammable and combustible liquids. Common examples include diesel fuel, hydraulic oil, solvents, and paint.

To avoid potential fire and explosion hazards when using flammable and combustible liquids:

- Transfer flammable and combustible liquids using proper containers and transfer systems.
- Bond and ground when transferring.
- Control ignition sources such as hot engine surfaces, smoking, and welding.
- Ensure adequate ventilation to reduce the potential for ignition.
- Store in proper and labeled containers inside flammable cabinets when not in use.
- Report unacceptable wastes, such as bulk quantities of flammable liquids, to your supervisor.

Flagging and Barricading

Flagging and barricading are used to prevent employees and others from being injured by falling objects; slip, trip, and fall hazards; and other hazards by providing a warning and/or barrier to minimize exposure.

Use caution/danger tape to flag hazards such as slippery floors, tripping hazards, or congested areas:

- All caution and danger tape shall be tagged with a brief description of the hazard in the area, the person hanging the tag, and the date the tag was hung.
- Use only the amount of tape necessary.
- Requirements for flagging and barricading are the responsibility of the person or persons creating or identifying the hazard.

Barricades are required whenever a hole is created or exists in a floor, wall, roadway, walking surface, or any surface where someone has the potential to fall into the hole, such as could result from the removal of handrails and manhole covers.

- Whenever possible, barricades must be positioned at least fifteen (15) ft. from the edge of any excavation and no less than six (6) ft. for any other opening.
- Barricades can be wooden or metal horses or in some cases, metal drums, and must provide full coverage around the hazard, creating a physical barrier to entry.

Once the job is complete or the hazardous condition no longer exists, all flagging and barricades must be removed and discarded appropriately by the person who hung/installed them.

Bloodborne Pathogens

Bloodborne pathogens (BBPs) are microorganisms such as viruses or bacteria that are carried in blood and can cause disease in humans. Examples include hepatitis B (HBV) and the human immunodeficiency virus (HIV). Transmission of BBP may occur as a result of accidental puncture from contaminated needles, broken glass, or other sharp objects. Anytime there is blood-to-blood contact with infected blood or body fluids, there is a potential for transmission.

Universal Precautions is a prevention strategy in which **all blood and potentially infectious materials are treated as if they are, in fact, infectious**. In other words, whether or not you think the blood/body fluid is infected with bloodborne pathogens, you treat it as if it is.

Protect yourself. Wearing gloves and work practice controls—such as dumping containers directly into the hopper—are important tools to prevent contact with potential pathogens. **Stop and contact your supervisor if you see needles or medical waste in the garbage.**

Meridian Waste offers the hepatitis B vaccine to employees who handle garbage. You may opt to decline the vaccination series, in which case you will be asked to sign a declination form. Even if you decline the initial offer, you may choose to receive the series at any time during your employment thereafter.

Needle Sticks

Accidental punctures from contaminated needles expose workers to bloodborne pathogens that can cause serious or fatal infections, such as HIV and hepatitis B and C.

Due to improper disposal of medical waste, needles and other medical equipment (IV catheters, suture needles, scalpels, etc.) may end up in the garbage, unexpectedly placing employees at risk of injury or infection.

If you do sustain a needle stick injury, **IMMEDIATE** action will limit your risk of serious infection:

- **Immediately report it to your supervisor** and note the location address.
- **DO NOT discard the needle.**
- **DO NOT apply pressure to the wound. Allow it to bleed freely.**
- Wash the wound with soap and water.
- Seek immediate medical assistance to assess the risk of developing an infection.
- Follow the directions for any necessary blood tests, vaccinations, or medications to prevent infection.
- Document the incident in accordance with the Bloodborne Pathogen Program.

Safe Lifting

Lifting can be a routine part of daily job tasks at Meridian Waste. The most common body parts affected by lifting injuries are the back, shoulders, and knees.

The use of proper lifting techniques can help reduce strain- and sprain-related injuries in the workplace. Follow these **safe lifting techniques to reduce your risk of strain and sprain injuries:**

- **Test the weight of the load before you lift.** Always get help or notify your supervisor when you encounter anything that you cannot handle, carry, or lift on your own.
- **Ensure that you get a good grip.** Grab a corner if possible to get a secure grasp on large or bulky objects.
- Always **keep the objects being lifted in your power zone** for maximum power—load close to your body, between your chest and mid-thigh.
- Always **keep your back straight with your head up and chest out.**
- **Avoid twisting the knees by pivoting the feet instead.**
- **Keep your elbows close to the body and below the shoulders**—avoid reaching.
- **Use support when lifting** (build a bridge).
- **Use lifting aids** for heavy or bulky loads.
- Stay in good physical condition.

Hearing Conservation

Meridian Waste will administer a Hearing Conservation program to protect against hearing loss for employees when noise exposure exceeds 85 dB.

In addition to training, elements of the Hearing Conservation program include:

1. Monitoring to determine noise levels
2. Audiometric testing
3. Providing hearing protection
 - Always be aware of the hearing protection requirements for the specific task you are performing or for the area or building in which you are working.
 - Wear hearing protection in areas where signage is posted.

DOT regulations (49 CFR 393.94(b)) require that the noise levels in trucks and other power units be **below 90 dBA**.

Respiratory Protection

Meridian Waste will conduct evaluations as needed to determine the need for respiratory protection. In general, respirators are not required at Meridian Waste.

If employees find themselves in a situation in which they feel they need some type of respiratory protection (exposure to mists from painting, particulates from grinding, fumes from welding/cutting, or airborne dust) they may ask their supervisor for a disposable filtering face piece (i.e., a "dust mask," not a "respirator").

If the voluntary use of a respirator is permitted, management will provide the employee, and verify the review of, "Information for Employees Using Respirators When Not Required Under the Standard" (29 CFR 1910.134 App. D), to ensure that the employee understands that the respirator must be properly cleaned, stored, and maintained so as not to present a health hazard to the user, and it should be used only to protect against contaminants for which it was designed.

Employees who perform job tasks that require respirators will receive additional training and will meet additional requirements, as per 29 CFR 1910.134.

Asbestos

From time to time, we are required to pick up containers containing asbestos from demolition sites and take asbestos at some of our landfills. Roll-off drivers who haul asbestos are not likely to be exposed to asbestos unless there is a spill. However, employees should take every precaution to ensure that they are not exposed to the asbestos.

At a landfill, equipment operators must take the following steps to minimize exposure:

1. Dig a hole in advance of the arrival of friable asbestos (which must be wetted and double bagged) and bury it immediately.
2. Minimize pushing and movement of non-friable asbestos to minimize release of asbestos fibers.

Drivers and equipment operators who handle or work with asbestos will receive additional training and PPE.

Heat Stress

At Meridian Waste, many employees work outdoors, and those inside may not have air conditioning.

During the summer, temperatures can rise along with humidity levels. These two conditions increase the likelihood of heat stress, which can occur when the body's core temperature rises and the body loses its ability to effectively cool itself. Factors contributing to heat stress include overworking the body in high temperatures, loss of fluids (and electrolytes) through sweating, and drinking caffeinated beverages. Symptoms of heat stress may include rash, cramps, headaches, fainting, vomiting, and irrational behavior.

Watch for signs of heat stress in your coworkers. **If you or any of your coworkers show signs of heat stress:**

1. Immediately notify your supervisor.
2. Stop any activity and get to a cool, shaded area.
3. Drink water or fluids with electrolytes.

Heatstroke is the most serious form of heat stress and is a medical emergency. If you suspect that someone has heatstroke, you should **call 911 IMMEDIATELY**.

Symptoms of heatstroke include:

- A core body temperature above 105°
- Lack of sweating despite the heat
- Red, hot, and dry skin
- Nausea and vomiting

- Confusion
- Disorientation
- Staggering
- Seizures.

Heat stress and heatstroke can be avoided by drinking fluids throughout the day (at least six (6) bottles of water), wearing loose-fitting clothes, staying out of direct sunlight, taking frequent short breaks if needed, and generally pacing yourself during the day.

Cold Stress

Working in cold environments may increase the risk of cold stress. When the human body becomes unable to regulate heat, cold-related injuries may occur. These include trench foot, chilblains, frostbite, and hypothermia. Cold stress can slowly overcome a person who has been chilled by low temperatures, brisk winds, or wet clothing. Cold stress most commonly occurs when the temperature is between 30° and 40°.

Symptoms of chilblains develop 2 to 14 hours after exposure to cold and usually affect the hands and face, especially the cheeks. Symptoms may include local redness and swelling; skin bumps; and changes in sensation, such as itching or burning.

Trench foot is a cold stress-related injury that occurs gradually over several days of exposure to cold, wet conditions. Signs and symptoms of trench foot may include red skin that turns pale and swollen, numbness or burning pain, and development of blisters or sores.

Symptoms of frostbite may include waxy-white skin that becomes numb and hard. Frostbite usually affects the fingers, hands, toes, feet, ears, and nose.

Symptoms of hypothermia may include fatigue and drowsiness along with uncontrolled shivering; cool and bluish skin; slurred speech; clumsy movements; and irritable, irrational, or confused behavior.

Protect yourself from cold stress:

- Recognize weather or workplace conditions that could lead to cold stress.
- Learn the signs and symptoms of cold stress.
- Select proper clothing for cold, wet, and windy conditions.
- Wear a hat and gloves, and dress in layers.
- Take frequent short breaks, allowing your body to warm up.
- Eat warm, high-calorie foods and stay hydrated.

Communicable Disease

A communicable disease is a disease that can be transmitted from one individual to another via: 1) direct physical contact, 2) the air (cough, sneeze or inhaled particle), 3) through ingested or injection or 4) through a vector (animals or insects). Examples of some of the most common communicable diseases include measles, influenza, hepatitis, human immunodeficiency virus (HIV), AIDS, Severe Acute Respiratory Syndrome (SARS), (COVID-19) and tuberculosis (TB). This definition may be broadened in accordance with the recommendations and information provided from the Centers for Disease Control and Prevention (CDC).

Meridian Waste will make decisions involving those with communicable diseases based on medical information concerning the disease in question, the risks of transmission to others, symptoms, and any special circumstances of the individuals involved. The Company will weigh potential risks and available alternatives before making any decisions.

Those employees who demonstrate signs or symptoms of a communicable disease or suspect they have been exposed to a communicable disease should **report that potential infection or disease immediately to their supervisor or to Human Resources**. The employee is responsible for keeping management informed of the condition that may require extended care, missed work, etc.

The employee may also be required to provide written documentation from a physician to return to the worksite. Meridian Waste will comply with all applicable statutes that protect the privacy of individuals with communicable diseases. Abuse of this policy will result in disciplinary action up to and including termination. Meridian Waste reserves the right to revise this policy without notice during changing pandemic conditions.

SECTION 2: SAFETY AND HEALTH

SECTION 3/ HAULING AND COMMERCIAL DRIVING

Unsafe Work/Driving Activities

Unsafe work/driving activities include, but are not limited to, the following examples, which are subject to immediate disciplinary action up to and including release from employment. This policy applies to both observed activities and those resulting in accidents.

TRAFFIC LAWS

Drivers who fail to obey traffic laws will be subject to disciplinary action. Our drivers must obey the vehicle traffic laws and drive defensively at all times. Our drivers should lead by example and compensate for the poor or inexperienced driving habits of others on the road.

Exceeding speed limits set by local traffic laws, Company policy, and ANSI Standards for school zones, playgrounds, crew members on riding steps, dual-drive (stand-up right side) collection, and in-transit vehicle operations are **PROHIBITED**.

No persons will ride on steps when speeds exceed 10 mph or the distance traveled exceeds 2/10 mile.

COMPANY POLICIES

Vehicle Operation

- Only trained, qualified, and authorized Meridian Waste employees and contractors are authorized to drive a Company vehicle.
- Snaking, zigzagging, double-siding, or crisscrossing across a street (driving left of the center of the street) is **PROHIBITED**.
- Residential collection is to be made from the RIGHT side of the road.
- Vehicle equipment operation against the traffic flow or leaving the appropriate lane to service an account is prohibited. Weaving from one side of the street to another in order to render service on a regular basis or one-time basis on the route is prohibited.
- Servicing two sides of the roadway (e.g., isolated alleys, one-way streets) may be allowed in certain instances, but requires specific written approval from Company management.

Safety Devices

The following rules govern the use of safety devices, such as cameras, backup alarms, strobe lights, hoist-up alarms, etc.:

- Employees shall not bypass, disconnect, disable, or otherwise modify any safety devices on equipment.
- Equipment is not to be operated with defective safety devices.
- All malfunctioning or inoperable devices must be reported immediately.
- Employees who fail to report safety device malfunctions, disconnect such systems, or disregard warning devices will be subject to disciplinary action up to and including release from employment.

Vehicle Backing

- Backing a vehicle with a crew member in the cab is **NOT** allowed without a spotter. A crew member **MUST** leave the cab and guide the backing maneuver as a "spotter."
- Backing with a crew member on a step or on any part of the vehicle is prohibited. Backing a dual-drive vehicle from the right side is **NEVER** permitted.
- When backing a vehicle that has a three-person crew, the second employee (crew member) must be behind the vehicle in clear view of the driver and guiding the truck back. The third crew member must be in the cab with the driver.

Disposal/Recycling/Transfer Facility Rules

- All employees are expected to comply with the facility safety regulations (regardless of ownership) regarding vehicle operation, speed, traffic, patterns and vehicle placement.
- Crew members must remain in the vehicle, and PPE must be used as required by Company policy.

Dual Drive (Right Side) Secondary Position

- While in transit, all driving must be conducted from the left side (primary position) and all doors closed.
- When sitting in the right-side position, backing and making left turns are strictly prohibited.

- All riders must be seated, with seat belts secured and doors closed, when in transit and moving in excess of 20 mph.
- While operating a dual drive vehicle from the right-side position, speed shall not exceed 20 mph. No one may ever ride in the hopper, hopper sill, or other body component not designed for riding purposes.

Secure Vehicles and Equipment Safety

- Never enter, exit, or climb on a vehicle or piece of equipment that is not safely secured. The parking brakes on vehicles must be secured before leaving the cab.
- Using the parking brake or "work" brake to slow or stop a vehicle is prohibited.
- When securing a vehicle/equipment to perform service, cleanup, maintenance work, or other non-routine tasks, the driver/operator must use the prescribed Lockout/Tagout procedure.
- Vehicles are to not be left unattended while the engine is running.

Common Causes of Accidents

Countless variables may combine to result in an accident with our vehicles. Common contributing factors to accidents include:

- **Driver inattention.** You are four times more likely to have an accident while talking on a cell phone and 25 times more likely to have an accident while texting. Other distractions include eating, drinking, smoking, and reaching for items in the cab.
- **Focusing for too long on one item.** To keep information flowing, and to keep fixed stares from forming, move your eyes every two seconds.
- **Not enough space.** Drivers traveling in close proximity to other vehicles leave little room to maneuver.
- **Not compensating for the mistakes of other drivers.** The National Safety Council says that 90 percent of all drivers think they are good drivers. As a professional driver, you must recognize and react to the unsafe acts of other drivers.
- **Failure to adjust to changing road conditions.** Changing road and weather conditions require drivers to adapt their driving techniques. Be aware of road conditions, slow down, and adapt your driving as needed.
- **Attitude.** Drivers tend to vent their emotions when driving.

- **Driver impairment.** The influences of alcohol, drugs, fatigue, and illness can lead to accidents. The use of drugs or alcohol, and the misuse of prescription drugs, is strictly against Company policy. Be aware of other drivers who may be impaired.
- **Vehicle failure.** This causes a very small percentage of accidents. Many of these accidents can be avoided if drivers take the proper precautions by using DVIR and thorough pre-trip/post-trip inspections. If there is a problem with your vehicle, notify your supervisor.

Safe Aspects of Driving

Accident and injury prevention is an important part of safe driving. All employees are responsible for complying with Meridian Waste rules and requirements, as well as conducting themselves as professionals when driving a Company vehicle.

The following are the **Smith System (5) Key Elements**, which are important to safely operating a motor vehicle:

- 1. Aim High in Steering.** Never focus only on the vehicle in front of you but aim for 15 seconds of eye-lead time.
- 2. Get the Big Picture.** Look for hazards that may present a problem, including but not limited to motorists, pedestrians, vehicle doors opening, change in traffic patterns, stopped traffic, debris in the road, animals, motorcycles, approaching signals/stop signs, low overpasses, emergency vehicles, and accidents. Avoid vision barriers.
- 3. Keep Your Eyes Moving.** Continually scan the entire area and check your mirrors every 5 to 8 seconds. Physically move your head from side to side so that you give yourself the best views. The best drivers scan far ahead of traffic for distant hazards. If a hazard is detected, you will be prepared to maneuver out of trouble.
- 4. Leave Yourself an Out.** Make sure that you leave adequate spacing around you in the event you need to maneuver quickly. Proper space cushioning around your vehicle will give you time to react to a sudden change in circumstances. Always have a plan of exit or escape to avoid an accident should a hazard appear.
- 5. Make Sure They See You.** Use your signals when changing lanes, tap your brakes to indicate a slowdown, and make eye contact with other drivers when safe to do so. Drivers must ensure that headlights are always engaged when operating a Meridian Waste vehicle.

The use of alcohol and drugs is strictly prohibited. Drivers must comply with the Company's Alcohol and Substance Abuse Policy. When taking prescribed medications, read all indications and inform management you are using prescribed medication that may alter your ability to perform job functions.

RESIDENTIAL DRIVING

There are several increased risks when driving in neighborhoods. There are more pedestrians than usual (e.g., joggers, bicyclists, and walkers) and children playing nearby may dart out in the street at any moment. Additionally, there are more stops and starts, traffic congestion, and narrow streets. All these things require you to stay alert, slow down, and drive defensively.

PRE-DAWN AND POST-DUSK DRIVING

Driving during pre-dawn or post-dusk hours requires special attention and alertness. Some roads and highways are not illuminated, animals may cross the road, and visibility is decreased. In some instances, impaired drivers may be on the road and driving erratically. Stay alert, slow down, and drive defensively.

CONGESTED AREAS

Be aware that traffic may suddenly come to an abrupt stop. Do not become impatient during frequent starts/stops. Many drivers will try to cut in front of your vehicle during these times, and you should allow adequate spacing to prevent impact with another vehicle.

PROHIBITED EQUIPMENT

Radar detectors and "suicide knobs" are prohibited in Company vehicles.

OTHER DRIVING HAZARDS

Other hazards you should be aware of may include the following:

Violence/road rage. Avoid confrontations with other motorists. **If confronted by an angry driver,** do everything possible to move away in a safe manner and do not engage in any gestures or verbal assaults. As an employee, you're expected to defuse aggressive motorist behavior by separating yourself from the potentially dangerous situation. If you are unable to separate, notify your supervisor and do not engage with the other party.

Vehicle breakdowns. **If you incur mechanical problems while driving,** pull over to the safest possible location and away from oncoming traffic as quickly as safely possible. Ensure that your emergency signals are immediately activated and call for assistance. If traffic warning devices are available, place them as soon as possible to deter and caution oncoming traffic. Do not attempt to continue operating the vehicle. Do not leave your vehicle if it is unsafe for you to do so.

Overloaded/overweight vehicle. Safety issues can arise when a vehicle is overloaded or overweight, such as increased potential for brake failure, tire blowout, rollovers, etc. Care should be taken to avoid overloading vehicles or exceeding vehicle capacity.

Flat tire/blowout. **In the event of a flat tire or a tire blowout,** immediately release the accelerator, hold the steering wheel with both hands, and let your vehicle come to a slow gradual stop. Attempt to ensure that the vehicle stops on the roadside or at a location out of the traffic pattern.

Hydroplaning. Hydroplaning occurs when roads are wet, and your vehicle tires are not meeting the road surface. This may be avoided by having good tires, driving slower in wet conditions, avoiding puddles of water, and not swerving or making sharp turns. In the event your vehicle starts to hydroplane, immediately release the accelerator and keep the steering wheel straight.

Overhead hazards. Most front-end loaders have a clearance of about 19 ft. with the arms at their highest point. Every driver should know the clearance of his/her vehicle. These pointers will help you avoid overhead accidents:

- Accidents with overhead obstacles can be avoided. Most frequently damaged are building overhangs and overhead wires. Front-end loaders are more exposed to overhead hazards, but all drivers should be aware of hazards.
- **Always survey your clearances when you approach a container.** Assume there is a power line or overhang until you see that there is not.
- **Never take routine stops for granted.** The container may have been moved, the building may have been modified, or wires may be sagging.
- **Never take a chance with close clearances.** Distances may be deceiving.
- **If there are overhead problems,** contact your supervisor before proceeding with pickup.

Avoiding the Rear-End Collision

One of the most common and easily avoidable accidents is a rear-end collision. At times there may be situations that leave you vulnerable to the mistakes of another motorist. However, most

rear-end accidents can be prevented by consciously attempting to avoid the circumstances which create the potential for this type of accident.

FIVE DRIVING PRINCIPLES TO AVOID REAR-ENDING A VEHICLE

- 1. Maintain a safe following distance.** A safe following distance is directly related to the ability of a vehicle to stop and will vary throughout the day. The amount of time it takes a vehicle to make a safe stop depends upon several factors:

Driver reaction. Awareness and early detection are key to protecting yourself and attempting to anticipate traffic problems—not just those that may affect you, but also those that may impact the drivers that surround your vehicle. Follow the Smith System 5 Keys, which will ensure that you have awareness, early detection, and time to stop.

Brake lag. A commercial vehicle has different brakes than a passenger vehicle. **Commercial vehicles use an independent brake system, which has a 0.6-second activation delay.** Therefore, **commercial vehicles require more following distance than passenger vehicles.** In ideal weather conditions, 4 seconds is a minimum safe following distance.

Brake fade. This is the process of brakes losing a percentage of their stopping power. As a result, it can take more time and force to apply the brakes, because resistance is reduced. As the brakes heat up due to frequent stops and/or weight load, they create less friction. As the day progresses, the overall distance needed to brake increases.

Tires. Our tires are made of a harder material than a passenger vehicle tire because of the weight they must carry, so there is less friction between tire and the road. Truck tires have about 70 percent as much braking capacity as a passenger car, which means that it takes longer to stop. When leaving a dirt road or landfill, mud on the vehicle's tires will reduce traction.

Weight. As weight on the vehicle increases, braking distance increases. Know and understand your load. Adjust speed and following distance. Do not exceed the maximum legal weight for the vehicle being operated.

Road conditions. A driver must be aware of road conditions, which can frequently change, and adjust accordingly. **On a wet road,** reduce speed by one-third or more and increase following distance. **On packed snow,** reduce speed by one-half or more and increase following distance. **On ice,** reduce speed to a crawl and increase following distance. **On a downgrade,** shift to a lower gear.

2. **Approaching intersections.** Drop 10 mph and cover the brake. Never wave a vehicle or pedestrian through.
3. **When stopping.** Come to a complete stop behind the white line. Always leave one car length (approximately 15 ft.) between yourself and the vehicle in front of you or a pedestrian crosswalk.
4. **Accelerating out of a stop.** Wait 2 seconds to proceed after the vehicle in front of you begins to accelerate, to ensure that it is committed to proceeding.
5. **Keep the vehicle rolling as much and as long as possible.** A moving vehicle may be able to take evasive action more quickly if needed. A vehicle that is already stopped must first roll again before making any defensive moves. Thus, the driver who maintains some momentum is one step ahead when instant action is required.

DRIVING PRINCIPLES TO AVOID BEING REAR-ENDED

When slowing or stopping: Get off the throttle and coast, or begin braking if necessary, much sooner than the average motorist. This technique keeps your vehicle rolling longer and gives the driver behind you, who may be unaware of the need to stop, more time to react.

Intersections and turning: Always be in the proper turning lane at least 200 ft. (a block) from an intersection and 500 ft. from an exit ramp. Do not encroach in another lane. Use proper turn signals at least 100 ft. (half a block) in advance of a turn. When traveling at speeds of 40 mph or higher, signal at least 300 ft. (a block and half) in advance of a turn or exit ramp.

Tailgaters: Pay particular attention to patterns demonstrated by drivers to your rear. The primary risk from tailgaters is that there is very little time for them to react to the unexpected. If you, as the driver in the lead, must brake suddenly, your tailgater quickly becomes a hazard. Change lanes or take the earliest opportunity to let tailgaters pass.

Emergency flashers and strobe lights: Turn on emergency flashers and strobe lights when the vehicle is traveling significantly slower than the posted speed, blocking or partially blocking a lane of traffic, or collecting trash during residential or rear load commercial operations—and while broken down (set emergency triangles out).

Remember, most accidents result from human error. A little practice and effort on your part can make the difference between avoiding and being involved in the rear-end accident.

Backing Policy

It is the goal of Meridian Waste to eliminate all backing accidents. To attain this goal, the following procedures will be required of all employees who operate a commercial motor vehicle.

- Back only when there is **NO** other option.
- Ensure that all required mirror systems and/or camera systems are operational, clean, and properly adjusted. Ensure that the backup alarm is functioning properly.
- If camera systems, mirrors, and backup alarms are **NOT** operational or functioning properly, the vehicle will be placed out of service until repairs are complete. The only exception to this policy will be for a non-working camera if the vehicle has more than one occupant. The passenger must serve as a spotter and direct the vehicle in backing.

All employees who drive Meridian Waste vehicles **MUST** be trained in proper backing procedures:

- 1. Back ONLY when there is no other option.**
- 2. Eliminate in-cab distractions.** Devote full attention to backing, turn off the radio, and open a window for better hearing.
- 3. Evaluate the situation.** Check the road for overhead and side clearances, pedestrians, and fixed objects. If after evaluating the situation it is unsafe to back, stop and call your supervisor.
- 4. Plan the backing maneuver.** Position the vehicle for a direct view, back straight, and keep the backing distance as short as possible. Do not back around a corner or into an intersection. Determine the stop point.
- 5. Scan mirrors and camera monitor** (where equipped) *before* beginning to back.
- 6. When clear**, tap the vehicle's horn and *then* shift into reverse (but don't tap the horn during pre-dawn hours while on route).
- 7. Scan mirrors and camera monitor** (where equipped) *while* backing.
- 8. Be alert to changing conditions.**
- 9. Be ready to stop.**
- 10. Stop immediately if someone/something moves into your lane of travel.**
- 11. When in doubt, stop.**

12. Get Out of the vehicle And Look (GOAL).

13. Dual-drive trucks **MUST back from the driver's side **ONLY**—no backing from the right side.**

If there is **more than one person working on a vehicle**, the following procedures must be followed:

- Follow all backing procedures listed above.
- The driver is responsible for the safety of the spotter.
- A trained spotter must assist the driver using standard hand signals whenever the vehicle is backing, with the exception of backing while at a post-collection site.
- The driver **MUST NOT** put the transmission into reverse until the spotter is in position and visible to the driver in the mirror.
- The spotter **MUST** be **OFF** the vehicle and on the ground—on the right side when possible—guiding the vehicle back.
- The spotter shall be no more than 10–15 ft. behind the vehicle and in view of the driver's mirrors.
- The spotter **MUST NOT** walk behind the vehicle or walk backward or turn his/her back to the truck while vehicle is backing.
- If multiple helpers/loaders (three-person crew) are working on a route, only one helper/loader will serve as a spotter in the backing process. The other helper/loader must be in the cab of vehicle with the driver.
- The spotter shall be in the view of the driver at all times.
- The driver **MUST** stop the vehicle immediately if he/she loses sight of the spotter.
- The spotter **MUST** continue to guide the vehicle back until it comes to a complete stop.
- If a backing situation arises where it is unsafe to have an employee behind the vehicle while backing, the spotter must ride in the cab while the vehicle is backing. These backing situations must have advanced written approval by a member of management.

ALL employees must strive to eliminate and/or reduce the number of backing situations they encounter. **Failure to do so may potentially lead to immediate release from employment.**

- Any backing accident that occurs where the driver had another option available other than backing—yet chose to back—will be determined to be preventable and may lead to immediate release from employment.

SECTION 3: HAULING AND COMMERCIAL DRIVING

- Any employee observed riding on the riding step of a vehicle while the vehicle is backing may be subject to immediate release, as may the driver of the vehicle.
- Any backing accident involving a vehicle with more than one person working on it may lead to immediate release of ALL employees working on that vehicle.
- Any driver observed backing a dual-drive from the right side may be subject to immediate release.

Any route where the driver MUST back down the road must be reviewed by a supervisor/manager and APPROVED for backing. It is the employees' responsibility to identify these areas and report them to their supervisor.

Rollover Prevention

Rollover accidents are considered to be one of the most serious and potentially deadly types of accidents on the road. According to the Department of Transportation, rollovers account for 8–12 percent of all truck-related accidents; however, they typically result in a fatality rate of 60 percent of the occupants involved.

The following steps will help **minimize the potential for being involved in a rollover:**

- Slow down; adjust the vehicle speed to at least 10 mph below the posted speed limit.
- Slowly accelerate when coming out of any curve.
- Maintain a good space cushion (4-second minimum) between you and the vehicle in front of you. Be alert and allow additional space for weather, road conditions, or unexpected hazards.
- Before leaving any disposal facility, make sure warning systems for hoists and tailgates are working. Never use nylon straps, bungee cords, or any device other than manufacturer-installed devices to secure tailgates. Ensure that all tailgates and doors are in the down and locked position before leaving the disposal facility.
- Know your load. Be aware of unbalanced loads, such as top-heavy or shifting loads, especially in wet, rainy conditions.

Securing Roll-Off Containers

Drivers must ensure that all roll-off containers are secured to the truck before driving with the container on the truck. Before entering the roadway, check the container's ability to retain all contents while traveling. Inspect all locking mechanisms, door latches, and safety chains. The use of any

straps, wire, or other devices to secure the door latch is prohibited. Use only the door latch (in working order) and safety chain configured to remain in position while traveling.

Rear rail tie-downs must be used on all roll-off containers being transported in compliance with §393.134.

Truck and Equipment Fires

It is important to understand the simple prevention strategies to reduce the risk that your vehicle or equipment will be damaged by a fire.

The following hazards can lead to fires:

- Hot loads
- Excessive grease buildup on or around the motor or chassis
- Paper or trash between packer blade and cab
- Incomplete or improper pre-trip inspections
- Defective wiring
- Poor or absent preventive maintenance

In the event of a fire, make sure you are ready to respond quickly to minimize damage and avoid endangering yourself or other people nearby.

Our trucks and heavy equipment must be equipped with a fire extinguisher. Your fire extinguisher is your first line of defense against a fire. Ensure that it is properly charged and readily accessible at all times. Larger collection vehicles (CDL class) should be equipped with a 20 lb. B:C extinguisher.

If a fire cannot be contained safely, stand clear and wait for emergency personnel to arrive. Remember, no vehicle is worth risking your health or safety.

During your shift, be alert for smoke and/or discoloration when driving, servicing containers, etc.

If you have a hot load, you should act quickly and do the following:

1. Call your dispatcher/supervisor immediately.
2. Pack the load as tightly as possible to smother the fire.
3. Attempt to extinguish the fire **IF safe to do so**.
4. If it can be safely accomplished, the driver should eject the load (preferably on a flat, paved surface) and then move the truck away from the burning refuse. Sometimes a hot

load fire can grow to a point where the load cannot be ejected safely. In these cases, the driver should move away from the truck and wait for the fire department.

5. Contact 911 for emergency support.

In case a fire arises between the cab and the packer blade, you should do the following:

1. Immediately use your fire extinguisher.
2. Call the dispatcher/supervisor.
3. Contact 911 for emergency support.

A fire occurring in the cab of our truck may be an electrical fire. **Before** you attempt to put the fire out—and IF it can be safely accomplished—turn off the power by positioning the battery disconnect switch in the "Off" position.

Spill Response

As a Meridian Waste employee, you must respond quickly and efficiently to any spill. **In the event of a spill**, do the following:

1. Locate the source of the spill:
2. Shut off engine
3. Shut off PTO
4. Shut off main hydraulic valve
5. Contain the spill as quickly as possible by using:
 - Truck spill kits
 - Oil dry
6. Notify dispatch or your supervisor to:
 - Respond with additional materials to assist in cleanup.
 - Properly clean up and remove any contaminated soil.
 - Notify the proper authorities if the spill is large enough to be a threat to the environment or public safety.

All trucks MUST be equipped with a spill kit.

Driver's Daily Log and Hours of Service (HOS)

All Commercial Motor Vehicle (CMV) drivers are subject to hours-of-service regulations (FMCSR Section 395). Drivers exceeding 12 hours on duty or traveling beyond a 100 air-mile radius from the location, must complete a daily log. These regulations ensure that drivers are afforded the opportunity to get adequate rest so they can perform safely.

Commercial vehicle drivers **MAY NOT** drive:

- More than 11 hours, following 10 hours off duty.
- Beyond the 14th hour after coming on duty, following 10 hours off duty.
- If more than eight (8) hours have passed since the end of the driver's last off-duty period of at least 30 minutes.
- After 60 hours on duty in seven (7) consecutive days or 70 hours on duty in eight (8) consecutive days.
- A driver may restart a period of seven (7) or eight (8) consecutive days after taking 34 or more consecutive hours off duty, which includes two periods from 1 a.m. to 5 a.m.

There may be circumstances where a driver may be assigned driving duties outside these general guidelines. Drivers must check with management to ensure that any alternative schedule is in accordance with relevant regulations.

All employees who may operate commercial vehicles exceeding 10,001 lb. gross vehicle weight rating (GVWR) must have a DOT Driver Qualification file and are subject to HOS requirements.

Drivers Vehicle Inspection Report (DVIR)

Before leaving the facility, drivers must perform a complete pre-trip inspection to ensure that their vehicles are safe and fully operational. Drivers are not authorized to move the vehicle if defects are noted during the inspection.

PROPER INSPECTION PROCEDURE

Vehicle Prepares to Leave for Route

1. Driver reviews the previous day's white copy of DVIR. If defects were noted, the driver confirms that all safety related defects have been corrected. The driver then signs and returns the original DVIR (white) to maintenance and the yellow copy goes to operations for review. Maintenance will file the original in a 90-day retention folder in accordance with regulations.

2. If the defects have not been corrected, maintenance must perform the necessary repairs and/or certify that the vehicle is safely operational before moving it.
3. Today's DVIR is created by completion of a pre-trip inspection by the driver (paying close attention that the previous days defects were corrected).
4. Driver proceeds to the route with today's DVIR and, where required by state law, the yellow copy of the previous day's DVIR.

Vehicle Returns from Route

5. Driver completes today's DVIR (Post-Trip inspection), then returns it to the maintenance department with or without defects noted. The form should be dated and signed.

Maintenance Department Reviews

6. Shop supervisor reviews a daily DVIR log provided by operations, which lists all trucks that were routed for the respective day.
7. The shop supervisor then reconciles the DVIRs turned in to make sure a DVIR was received for each truck operated that day. The form should be dated and signed.
8. Shop supervisor reviews each DVIR. If defects were noted, then the vehicle is brought in for repairs. After the repairs are made, the mechanic records the repair order number and signs off that the repairs were made. If the defects noted do not affect the safe operation of the vehicle, the mechanic notes it and signs off stating this.

Maintenance Returns DVIR

9. Maintenance returns the white copy of all DVIRs for the next driver to review. If defects were noted, the driver then signs off on the DVIR acknowledging the maintenance department has signed it stating the repairs were made or that it is safe to operate.

Points to Remember:

- The driver must completely fill out the DVIR form.
- If defects are noted, maintenance must make all repairs or note that the defects do not affect the safe operation of the vehicle.
- DVIR with defects noted must be signed by the mechanic and have the repair order recorded on the DVIR.
- Prior day's DVIR with defects noted must be signed by the driver, acknowledging

that the maintenance department has stated that the repairs have been made or that the vehicles are safe to operate.

- **White DVIR sheet:** Filed each day for and retained for 90 days.
- **Yellow DVIR sheet:** Returned to vehicle for next day's operation, where required by state law.
- Drivers/operators who do not report known vehicle or equipment malfunctions on their daily Driver Vehicle Inspection Report (DVIR) will be subject to disciplinary action.

SECTION 3: HAULING AND COMMERCIAL DRIVING

SECTION 4/ POST-COLLECTION OPERATIONS

Landfill Working Face

The working face of a landfill has multiple moving parts. Large vehicles are constantly moving in and out, heavy equipment is moving waste, and employees or other drivers may be on the working face. Drivers must be careful to avoid contact with other vehicles, heavy equipment, pedestrians, and temporary excavations.

Employees and drivers working in the disposal area must avoid potential risk, such as hazards from other vehicles that are unloading or from heavy equipment that may be working nearby.

Equipment operators must also work to avoid potential risk by staying alert and aware of employees, drivers, and other equipment operators who may be in the operating area.

The following minimum standards must be observed when on the working face of the landfill:

- Only the driver may exit the vehicle while at the facility. All other vehicle occupants must remain in the vehicle.
- The driver must stay within arm's length of the vehicle while at the dump face area. This individual will open doors, tailgates, etc. When opening swinging doors, the driver is to stay with the moving door until it is opened and properly secured prior to unloading.

NOTE: If the door is for a pressurized container, the driver should not hold the door or door chain when it is initially opened; but then, once opened, the driver is to stay with the door, walk it around, and properly close it.

- Maintain a distance of at least 15 ft. between trucks (length of trailer + 10 ft. for end dump/frameless trailers).
- Personnel shall never walk across the active area or clean-out area to the landfill equipment or to another vehicle.
- Vehicles are not to be left unattended while unloading or on the working face of the landfill.
- Once unloaded, the driver will close vehicle doors, tailgates, etc. When closing swinging doors, the driver must stay with the moving door until it is closed and properly secured.
- After doors are closed and properly secured, the vehicle may then proceed to the designated clean-out area or immediately exit the facility.
- **Under no circumstances** will a vehicle be pushed. If a vehicle needs to be towed, it is to be properly pulled, not pushed.

- Before leaving the clean-out area, the driver must walk around the vehicle and check the packing mechanism (the blade) or undercarriage for any loose material that could get caught on the drive shaft or axle and check the vehicle for any damage. If debris must be removed, proper lockout/tagout procedures will be followed.
- Scavenging by any person is strictly prohibited. Employees who are observed scavenging will be subject to immediate disciplinary action, up to and including release from employment. All scavenging activity should be immediately reported to your supervisor.

MRF or Transfer Station Tipping Floor

The tipping floor of a transfer station or MRF should be considered a restricted work area. Large vehicles are constantly moving in and out, heavy equipment is moving waste, and private cars or pickup trucks may be present on the tipping floor. Drivers must be careful to avoid contact with other vehicles, heavy equipment, private vehicles, or pedestrians.

Employees and drivers working in the tipping area must avoid potential risk, such as hazards from other vehicles that are unloading or from heavy equipment that may be working nearby.

Equipment operators must also work to avoid potential risk by staying alert and aware of employees, drivers, and other equipment operators who may be in the operating area.

The following minimum standards must be observed when on the tipping floor of the transfer station or at the MRF:

- Only the driver may exit the vehicle while at the facility. All other vehicle occupants must remain in the vehicle.
- The driver must stay within arm's length of the vehicle while on the tipping floor. This individual will open doors, tailgates, etc. When opening swinging doors, the driver is to stay with the moving door until it is opened and properly secured prior to unloading.

NOTE: If the door is for a pressurized container, the driver should not hold the door or door chain when it is initially opened; but then, once opened, the driver is to stay with the door, walk it around, and properly close it.

- No foot traffic is allowed within 15 ft. of the facility's mobile equipment when it is in operation.
- Personnel shall never walk across the active area or clean-out area to the mobile equipment or to another vehicle.
- Vehicles are not to be left unattended while unloading or on the tipping floor.

- Once unloaded, the driver will close vehicle doors, tailgates, etc. When closing swinging doors, the driver is to stay with the moving door until it is closed and properly secured.
- After doors are closed and properly secured, the vehicle may then proceed to the designated clean-out area or immediately exit the facility.
- Before leaving the clean-out area, the driver must walk around the vehicle and check the packing mechanism (the blade) or undercarriage for any loose material that could get caught on the drive shaft or axle, and check the vehicle for any damage. If debris must be removed, proper lockout/tagout procedures will be followed.
- Scavenging by any person is strictly prohibited. Employees who are observed scavenging will be subject to immediate disciplinary action, up to and including release from employment. All scavenging activity should be immediately reported to your supervisor.

Traffic Control

Traffic control is a key element for safe operations at a landfill, MRF, or transfer station. Each location must have a traffic control plan. The gate and/or scale house should be the first stop at these facilities. Signs must designate safety rules, speed limits, and the point of entry and exit for incoming vehicles.

While at the working face of the landfill, the tipping floor of a transfer station or MRF, vehicles will maintain a minimum of 15 ft. of space between units or allow sufficient space between vehicles to avoid contact in the event of an overturn. For end-dump or frameless trailers, a distance of 10 ft. plus the length of the trailer must be maintained. At no time should private passenger vehicles and commercial vehicles be allowed to tip or dump in the same area.

All employees are to observe posted speed limits and follow the posted facility rules. Employees will limit their access to authorized areas only.

Landfill, MRF, and transfer station personnel are responsible for ensuring that all rules and speed limits are followed. Violations of Company policy are to be reported to your supervisor immediately and may result in disciplinary action up to and including termination.

Heavy Equipment

Landfill, MRF, and transfer station operations generally involve the use of heavy equipment, including compactors, loaders, and excavators. In accordance with Department of Labor standards, only employees who are 18 years or older, and have been properly trained, may operate heavy equipment.

Before equipment is left unattended, the following shall be implemented:

- Keys will be removed from the unit.
- Parking brake will be set.
- If the unit is parked on an incline, the wheels will be chocked in addition to setting the parking brake.
- All unattended loaders will have their buckets or blades lowered to the ground.

In addition, the following practices will be observed:

- Prior to the beginning of each shift, an inspection will be conducted prior to beginning work, utilizing the Equipment Daily Inspection Sheet.
- Seat belts shall be always used while operating heavy equipment.
- Only qualified (and certified, where required) employees who have been approved by their supervisor are permitted to operate Company equipment.
- At no time are passengers allowed in Company equipment.
- Company equipment will be utilized only for the job for which it was designed.
- At no time shall Company equipment be removed from Meridian Waste property unless approved by the facility's general manager.
- Never walk under or work around raised blades, buckets, forks, or implements (e.g., brush hogs).
- Do not disconnect hydraulic lines on equipment without releasing pressure on the system.
- Lockout/tagout must be utilized before doing any maintenance or repair work on any equipment.
- Modifications or alterations to equipment are prohibited.
- Employees will not tamper with safety devices on any machinery or equipment. Safety devices include, but are not limited to, alarms, guards, fire extinguishers, and emergency shut-off switches.
- Safety devices must be in good working order at all times. Employees who fail to report safety device malfunctions, disconnect such systems, or disregard safety devices will be subject to disciplinary action up to and including release from employment.

SECTION 4: POST-COLLECTION OPERATIONS

Powered Industrial Trucks and Equipment

Powered Industrial Trucks (PITs) are defined as mobile, power-driven vehicles which carry, push, pull, lift, stack, or tier material. All personnel intending to operate powered industrial trucks, including forklifts, must be trained before operating. Training will include, but not be limited to, safety procedures for:

- Handling
- Storage
- Charging or changing batteries
- Fueling

IMPORTANT: Employees are only permitted to operate the type of powered industrial truck they were trained on. For example, being trained on a fork truck does not authorize you to operate a platform lift truck.

Before using a PIT, you must perform and document an inspection. Do not operate a PIT unless you have confirmed that the inspection has been completed. Deficiencies noted during the inspection must be addressed.

Trenching and Excavation

The hazards associated with trenching and excavation may include cave-ins, falls, falling loads, and hazardous atmospheres. The following general rules are set forth **to safely protect employees from hazards** that may be encountered in tasks involving trenching and excavations:

- Ensure that a competent person is identified to inspect trenches daily and, as conditions change, to ensure elimination of excavation hazards before worker entry.
- Position heavy equipment away from trench edges to properly maintain trench stability.
- Utilize safe access and egress to all excavations, including ladders, steps, ramps, or other safe means of exit for employees working in trench excavations four (4) ft. or deeper.
- Keep excavated soil and other materials at least 2 ft. from trench edges.
- Identify all underground utilities before proceeding with digging operations.
- Test for atmospheric hazards such as low oxygen, hazardous fumes, and toxic gases when greater than four (4) ft. deep.
- Do not work under suspended or raised loads or materials.
- Ensure that personnel wear high-visibility or other suitable clothing when exposed to vehicular traffic.

Tipper Safety

Tipper may be used at post-collection sites to dump containers or trailers. Employees operating a tipper must be trained in the safe operating procedures for the tipper, on the use of the wind gauge, and in proper inspection of the tipper.

Drivers must wait for the operator to instruct them prior to backing onto or pulling off of the tipper, and they must obey all tipper operator instructions. After unhooking the trailer, drivers must return to and remain in the cab. Drivers must always maintain visual contact with the tipper operator. If visual contact with the tipper operator is lost, the driver must immediately stop until visual contact is reestablished.

Conveyors

Conveyors are used at Meridian Waste in MRF locations to transport a variety of materials. The most common conveyor used at Meridian Waste is a belt conveyor. Conveyor injuries can occur at power transmission points, pinch points, spill points, and areas under counterweights.

To avoid conveyor incidents, follow these guidelines:

- Do not service conveyors until motor disconnect is locked and tagged out.
- Keep loose clothing, fingers, hair, and other parts of the body away from conveyor.
- Do not climb, step, sit, or ride on conveyor at any time.
- Do not remove or alter conveyor guards or safety devices.
- Keep all personnel clear of the conveyor before starting.
- Know the location and function of all stop/start buttons and pull cords.
- Keep all stopping/starting control devices free from obstructions.
- Keep walkways and ladders around conveyors clear of obstructions.

SECTION 4: POST-COLLECTION OPERATIONS

SECTION 5/ MAINTENANCE & SHOP

Cranes, Hoists, and Slings

Cranes, hoists, and slings are commonly used at Meridian Waste. Examples include jacks, chain hoists, cranes on boom trucks, and engine lifts.

There are **basic rules that apply to them all:**

- Must be labeled with the load rating; the label must be legible.
- Any attachments that are used must be rated at least as strong as the primary unit.
- All must be inspected before each use.
- Know the weight of your load.
- Never exceed capacity.
- Make sure you have been trained prior to using.
- Use only as intended.

Specifics for cranes:

- Operate no less than 10 ft. from power lines.
- Make sure the travel path is clear.
- Check for proper operation before using.

IMPORTANT: If any crane, sling, or hoist is found to be damaged, modified, or not functioning properly, it must be taken out of service! Notify your supervisor of the issue immediately.

Welding and Hot Work

The types of welding and hot work performed at Meridian Waste operations may include grinding, oxygen-acetylene welding, arc welding, and gas welding. Welding produces fumes, dusts, and gases depending upon the metal being welded, the kind of welding, and the electrode coatings on the metal. Other hot work hazards include fires, burns, electric shock, and radiant energy. Welding and hot work should be done only by trained and authorized personnel.

Follow these guidelines when performing hot work:

- Wear safety glasses, leather welding gloves, a welding helmet, and other protective clothing as specified in the Meridian Waste PPE Hazard Assessment.
- Designate areas in the shop for hot work.
- Inspect welding area before starting work.

- Remove flammable and combustible materials.
- Install screens and shields.
- Locate a fire extinguisher and ensure that it is nearby.
- Welding or cutting must not take place unless hazards are removed or screens installed.
- Do not perform hot work activities in areas close to degreasing, cleaning, painting, or fueling.
- Obtain a hot work permit before starting operations outside designated areas to ensure that all fire hazards are controlled.
- Post a fire watch person for 30 minutes after hot work operations have ceased.
- Utilize floor fans or local exhaust systems.
- Close cylinder valves when not in use.

Compressed Gases

Due to their pressure and contents, compressed gas cylinders can be extremely hazardous when misused or abused. At Meridian Waste, a few common compressed gases used are oxygen, acetylene, and argon.

Only trained personnel should handle compressed gas cylinders. Check connections and hoses before use, open valves slowly, and close all valves when not in use.

When moving cylinders, ensure that the valve cap is in place, secure to a cart or dolly, and handle with care. When stored, cylinders must be secured to prevent tipping and segregated by hazard class. Cylinders not in use **MUST** be capped whether they are empty or full.

Tire Safety

Tire and rim servicing can be performed only by trained personnel using proper procedures and tools. The air pressure contained in a tire can be explosive. The sudden release of pressure by a tire blowout or side ring separation can cause serious injury or death.

- Always comply with tire/wheel manufacturer's instructions.
- Utilize the required PPE, which includes cut-resistant gloves, safety glasses, face shield, and hard hat.
- Use only approved tire tools, including restraining cages, clip-on chuck/in-line gauge, rim mallets, tubeless tire iron set, and bead unseating tools.

- These tools must be used only for tire servicing.
- Never re-inflate until all tire and rim parts are demounted, inspected, and matched in a restraining device.
- Do not stand, lean, or reach over the tire rim/wheel assembly in the restraining device during inflation.
- Truck tires should be inflated to within 80 percent of the manufacturer recommended pressure.
- Do not inflate beyond 40 psi to seat any tire beads.

REMEMBER:

Everyone has the **right** and **obligation** to **stop and question any job that causes concern about personal safety, the safety of others, or the safety of our services.**



**ACKNOWLEDGMENT FORM
RECEIPT OF SAFETY & LOSS PREVENTION MANUAL**

I acknowledge that I have received, read, and understand the information included in the Meridian Waste "Safety and Loss Prevention Manual," including disciplinary measures.

I am committed to complying with the principles and guidelines contained therein.

EMPLOYEE:

Signature of Employee

Date Signed

Printed Name

Location

It is mandatory that all Meridian Waste employees detach and return this form to their supervisor.

TO BE PLACED IN EMPLOYEE'S PERSONNEL FILE



MERIDIAN WASTE

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MeridianWaste.com

Update 2022-A

FLEET & FACILITY MAINTENANCE GUIDE

**INVENTORY
MANAGEMENT
& Reporting**

**SHOP-GENERATED
WASTE**

**SAFETY
EQUIPMENT**

**DOSSIER
SYSTEMS**

**PREVENTIVE
MAINTENANCE**

**DOT
COMPLIANCE**



*General Policies, Safety, and Forms
Fleet Maintenance Requirements
Facility Maintenance Requirements*

For more information, contact:
KMcCarty@MeridianWaste.com



ACKNOWLEDGMENT FORM

Receipt of Fleet & Facility Maintenance Guide

I acknowledge that I have received, read, and understand the information included in the Meridian Waste Fleet & Facility Maintenance Guide, including disciplinary measures.

I am committed to complying with the principles and guidelines contained therein.

EMPLOYEE:

Signature of Employee

Date Signed

Printed Name

Location

It is mandatory that all Meridian Waste Maintenance employees detach and return this form to their supervisor.

TO BE PLACED IN EMPLOYEE'S PERSONNEL FILE

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34 Conclusion





OVERVIEW

The objective of these policies is to give our maintenance managers and staff members guidelines and minimum standards to follow.

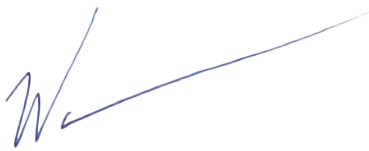
Meridian Waste Fleet & Facility Maintenance Guide policies are compiled primarily from recommendations and regulations from the Department of Transportation's (DOT), Occupational Safety and Health Administration (OSHA) and state, federal and local government regulations. Meridian Waste Acquisitions, LLC (Meridian Waste) adopts the best proactive management procedures to be included in our Fleet & Facility Maintenance Guide.

RESPONSIBILITY

Each maintenance manager has the responsibility to ensure all compliances are met and maintained regarding OSHA and DOT regulations as they apply to Meridian Waste fleet vehicles and maintenance facilities.

The sole purpose of the Fleet & Facility Maintenance Guide is to highlight and give direction to certain issues regarding fleet maintenance that have DOT compliances that must be adhered to, as well as OSHA compliances regarding our employees and the workplace.

Acknowledged and Received by Meridian Waste Acquisitions, LLC Senior Management.



Walter "Wally" Hall, Jr.
Chief Executive Officer



Dave Lavender
Chief Operating Officer



Kenny McCarty
Director of Fleet Maintenance



SECTION 1/ FLEET MAINTENANCE REQUIREMENTS

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Fleet Walks and Shop Safety Procedure Observations

Fleet Maintenance Standards Quarterly Review **FORM**

Training — OSHA and DOT

ALL maintenance personnel must be certified by documented training records in the following subjects; please note that OSHA-required training is **NOT** limited to the subjects listed below. In the event a location chooses to implement a specific work procedure that is not included in this list, a hazard assessment must be completed to identify whether additional training in the relevant subject(s) is/are required for the employee.

- Fire extinguisher / Hot load procedure / Fire prevention
- Blood-borne pathogens
- OSHA haz-com / Right to know – Walking working surfaces
- Heat stress
- Emergency management / Evacuation
- Lockout / Tagout Policy & Procedure / Ergonomics
- PPE / Seatbelt use – Fall protection
- Confined space ("Awareness" Level)
- Emergency spill response procedure
- Alcohol & drug abuse awareness
- Heavy equipment ops
- Road call safety procedures
- Brake inspector & DOT annual inspector qualifications
- Safe lifting / Machine guarding / Electrical safety
- Driver DOT compliance / Fleet safety
- DOT Out-of-Service criteria
- Company rules & procedures
- Flammable liquid use & storage
- Tire and single / Multi-piece rim service
- Compressed gas use
- First aid / CPR
- DOT hazardous material (HM 181)
- Powered industrial truck (Forklift)
- Overhead crane, chains & slings
- Hand and power tools
- Welding, cutting & brazing

Maintenance Department Annual Training Schedule

Year: _____

Scheduled Training Date: _____ of each month

**NOTE: Some training applies to ALL maintenance personnel.
Other training is applicable to tasks assigned.**

All Maintenance Personnel	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Company Rules & Procedures	X											
Fire Extinguisher, Hot Load Procedures, Fire Protection		X										
OSHA Haz-Com, Right-to-Know—Walking Working Surfaces			X									
Emergency Spill Response Procedures				X								
Road Call Safety Procedures					X							
Brake Inspector & Annual Inspector Qualifications						X						
Flammable Liquid Use and Storage							X					
Heat Stress								X				
Tire and Single/Multi-piece Rim Service									X			
Safe lifting, Machine Guarding, Electrical Safety										X		
DOT Out-of-Service Criteria											X	
Bloodborne Pathogens												X
Compressed Gas Use							X					
Powered Industrial Truck (Forklift)					X							
Overhead Crane, Chains, & Slings										X		
Hand and Power Tools							X					
Welding, Cutting, and Brazing							X					
Hearing Conservation							X					
Alcohol & Drug Abuse Awareness	X											
Lock-out/Tag-out (LOTO)										X		

NOTE: This does not include weekly tailgate meetings or vendor-sponsored training. Some training may be required annually.

Dossier Fleet Maintenance System Management

Requirements are as follows:

1. Entering all work performed on work orders within 24 hours.
2. Vehicle meters' readings updated daily on all routed vehicles.
3. Managing all purchasing and receiving parts.
4. Capturing all fuel cost by unit.
5. Collection and reporting of millage/fuel by State as required for apportioned and IRP purposes.
6. Recording payroll hours and comparing to Repair Order (RO) hours.
7. Managing Dossier reporting to track and report maintenance cost effectively.
8. All vehicle data and specifications completed in Dossier.
9. Utilize all vehicle and replacement parts warranty fields.



Recordkeeping

DOT (Hard Copy) Recordkeeping

Requirements are as follows:

1. History file folders maintained in proper order and up to date. **Files must include the following information:**
 - DOT annual inspection in a subfolder (current only).
 - Vehicle information on the front of the hanging folder.
 - DOT roadside inspection in a subfolder.
 - Outside repairs subfolder.
 - Vehicle registration in a subfolder.
 - One year vehicle history readily available.
 - Vehicle history files kept for four (4) years after vehicle is retired from Meridian Waste.
 - Dossier Repair Orders (ROs) completed properly.
 - DVIR driver vehicle condition reports filed for ninety (90) days retention plus current month.
 - Dispose of oldest month at the beginning of each new month.

DOT Computerized (Dossier) Recordkeeping

Requirements are as follows:

1. Authorization from Meridian Waste Corporate Maintenance Personnel is needed before full Dossier computerized recordkeeping can replace hard copy versions.

Inventory Management & Reporting

Requirements are as follows:

1. Using Dossier to completely track, monitor, and report all maintenance inventory allocations and expenses.
2. Using the following procedures to manage the inventory.
 - Count sheets to perform monthly physical inventory.
 - Valuation to report beginning and ending balances.
 - Parts turn reports used to manage the inventory and prevent obsolete inventoried parts from accumulating.

Warranty

Requirements are as follows:

1. Information entered into Dossier under vehicles and parts correctly.
2. Each part should be entered into inventory warranty tab marking the date of warranty expiration from the date it is installed on the truck.
3. Each vehicle is set up properly to recognize possible OEM warranty.
4. Maintain a **Warranty Recovery Log** that list all warranties submitted and recovered.

Meridian Waste Preventative Maintenance (PM) Inspection Terminology and Intervals

Terminology	Interval
Annual DOT Inspection	365 days
A - PM	150 hours
B - PM	450 hours
Coolant System – PM	735 days
Hydraulic System – PM	365 days
Manual System – PM	365 days
Rear Carriers – PM	365 days
Allison (Automatic) Transmission – PM	365 days

Specific intervals may vary based on equipment specifications following Corporate approval

Preventative Maintenance (PM)

Requirements are as follows:

1. All Preventative Maintenance (PM) inspections must be documented by the inspector using the Meridian Waste appropriate **Vehicle Inspection Forms**.

2. Engine oil samples **MUST** be taken at selected intervals as noted below, then sent for analytical results.
 - At first oil change when new vehicle arrives in fleet.
 - Following major component repairs, changes, or replacements.
 - No less than once annually.
3. All PM inspections are scheduled and completed within a plus or minus 20 hour targeted due period, with the exception of the annual DOT inspection.

NOTE: It is extremely important that the B-PM be performed on time and an oil sample taken and sent in immediately due to the engine oil interval requirements.

4. Mechanics performing PM inspections are certified and have been documented under the guidelines stated in DOT regulation 396.17(d).
5. PM inspections audited by the maintenance manager to ensure quality and effectiveness of the inspection also to identify specific training needs.
6. Cooling system is maintained within the PM inspection program and all inspectors have been trained to identify and maintain each coolant type and make the necessary chemical adjustments.

Brake Maintenance and Requirements

Requirements are as follows:

1. Meridian Waste Fleet Maintenance Departments will adhere to all DOT requirements regarding maintenance, inspections, and repairs to brake systems — both air and hydraulic.
2. Meridian Waste Fleet Maintenance Departments will maintain vehicle brake systems to meet OEM specifications.
3. Meridian Waste Fleet Maintenance Departments **will NOT, under any circumstance,** modify, alter, or bypass any air brake component.

NOTE: It is critical to maintain complete brake balance. Doing this requires a technician to have a strong knowledge and have ongoing training of the entire braking system. Meritor offers technical manuals that are very helpful. Visit their website to sign up for literature and online training courses at: www.meritor.com/products/brakes.

4. **NEVER** replace shoes or drum on one side of an axle only. **ALWAYS** repair both sides of the braking axle. If one side is worn substantially more than the opposite side, this is an irrefutable sign of uneven foundation brakes.
5. Always replace brake drums at each relining. If the drum is reused, it must be carefully inspected for wear patterns, as well as measured with a diameter gauge. If any measurements are 0.120 over the normal drum diameter, the drum must be replaced.
6. Always replace brake shoe mounting hardware at each relining.
7. Replace S-Cam bushings at each relining. Ensure S-Cam shaft to bushing free play is not to exceed 0.30.
8. All technicians who inspect or repair brakes must be certified by the maintenance manager before performing the repairs. The brake inspector must meet the requirements outlined in the **Brake Inspector Certification 396.25**.
9. **ASA Policy** – Meridian Waste policy for its fleet maintenance facilities are that under no circumstance will the manual adjustment of automatic slack adjusters be allowed because manually adjusting automatic slack adjusters is dangerous and should not be done, except during installation or in an emergency to move a vehicle to a repair facility.
10. **ASA Training** – Annual automatic slack adjuster training for all technicians who repair or inspect brakes is required. This training must be administered and documented by the maintenance manager. The training must be specific to all brands ASA that are equipped in the fleet.

Optional Equipment / Telma I.E.

Requirements are as follows:

1. Meridian Waste purchases optional equipment on some of its vehicles or acquires via acquisitions some operational items to improve or enhance productivity. It is the responsibility of each Meridian Waste maintenance manager to maintain their equipment properly, and to train and educate the technicians on inspection and repair procedures necessary to keep the equipment in proper working order.

Cooling System Maintenance

Requirements are as follows:

1. All technicians must have extensive knowledge of cooling systems and the required maintenance procedures to maintain the chemical parameters needed to protect the engine from failures.

Engine Protection Parameters

Requirements are as follows:

1. All collection trucks manufactured with electronically-controlled engines must have the shut-down parameters programmed to protect the engine from excessive idling, low oil pressure, high coolant temperatures, high transmission temperature (if equipped), and low coolant level.

Tire and Wheel Maintenance

Requirements are as follows:

1. All employees who service tires and wheels must be trained in OSHA safety for proper inspection and maintenance procedures.
2. **Safety equipment required.** Tire cage for restraining tires while being inflated. Lock-on chuck with in-line regulator and pressure gauge. Also, the attaching hose connected between the regulator and the clip-on chuck must be long enough to keep the technician out of the immediate area of trajectory.
3. OSHA safety and procedure charts **MUST** be posted in the immediate area where the tire repairs are performed.
4. Each site should have a copy of the Accuride Wheel and Rime Safety manual accessible to all technicians servicing wheels and tires.
5. Each site must use re-calibratable tire pressure gauges (Myers 54905 or comparable) for accuracy each day before inspection begins.
6. Hub-piloted mounting procedures must be followed completely each time the wheels are removed from the vehicle. All Meridian Waste technicians **MUST** have extensive knowledge of these procedures **BEFORE** being allowed to service these wheels. **Annual training for each technician is required by all Meridian Waste fleet**

maintenance facilities. This training will be conducted and documented by the maintenance managers.

- 7. Disc Wheels (Hub-Piloted) — Single and Dual Disc Wheels.** Mounting faces of the hubs, flange mounting surfaces of the wheels, and mounting surfaces of the flange nuts should be clean and free of any foreign material or excess paint. The Hub-piloted pads should also be free of paint. To prevent corrosion, anti-seize compound may be applied to the hub-piloted pads. Primer and paint thickness on critical mounting surfaces of each wheel should **NOT** total more than 0.003 inch, maximum. The hub and drum critical mounting surfaces should not be painted. When installing flange nuts, apply two drops of oil on the leading threads of each stud, and if the flange nuts have been used before, apply two drops of oil to the junction of the nut and flange of each flange nut. **DO NOT** get oil between the flange and the wheel.

DOT (Vehicle) Out Of Service Criteria

Requirements are as follows:

1. Each technician must have ongoing training to ensure the DOT Out of Service Criteria is completely understood.
2. The technician **MUST** have JJ Keller or North American Safety Alliance versions of the OSC Manual. This OSC is part of the Meridian Waste yearly training requirements but should also be regularly discussed in every shop training session.

DOT (Personnel) Compliance

ANNUAL VEHICLE INSPECTIONS – INSPECTOR CERTIFICATION

Requirements are as follows:

1. Meridian Waste maintenance managers have the responsibility to ensure that any technician who performs annual inspections under **396.17(d)** is certified and documentation is on file. In cases where a third party is used to perform annual inspections, a copy of the inspector's certification must be obtained from the contractor and kept on file.

BRAKE INSPECTOR CERTIFICATION

Requirements are as follows:

1. Meridian Waste maintenance managers have the responsibility to ensure that any technician performing repairs or services to the truck's brake system is certified AND meets all requirements of **Section 396.25 Qualifications of Brake Inspectors.**

COMMERCIAL DRIVER'S LICENSE

Requirements are as follows:

1. Meridian Waste maintenance managers must report all technicians who test drive vehicles to the Operations Manager for the purpose of driver qualifications. Any technician who drives vehicles **MUST** possess a valid CDL Class B license and have company authorization to drive **PRIOR** to driving any vehicle.

Shop-Generated Waste

In the process of operating our fleet maintenance facilities, waste is generated. The term we use is "shop-generated waste." Our EPA generated status is "Conditionally Exempt" or "Conditionally Exempt Small Quantity Generator Producing Less Than 220 lb. of Hazardous Waste Monthly."

RECORDKEEPING OF ALL SHOP-GENERATED WASTE is REQUIRED. Refer to the *Shop-Generated Waste Summary* form in this document to see typical examples of shop-generated waste products in a Meridian Waste maintenance facility.

Requirements are as follows:

- Manifests must be maintained for **ALL** products collected or returned to vendors for recycling purposes.
- Records must be kept tracking monthly volumes of waste generated by specific volumes (in lb., gal., or units/each) handled per Vendor Disposal Site.
- A Waste Characterization completed and documented to determine if the waste is hazardous or non-hazardous.

Shop-Generated Waste Recordkeeping

Refer to the sample *Shop-Generated Waste Summary* form in this document.

Shop-Generated Waste Summary

Facility Name: _____ Facility Address: _____

Materials	Handled as Waste?	Material Haz or Non-Haz	Test Data on File Y or N	Material Recycled	Volume per Month**	Vendor Disposal Site
Batteries	NO	NON	NO	YES	8 ea.	Nexttran Truck
Parts clean solvent	NO	NON	NO	YES	20 lb.	Safety Kleen
Used Antifreeze	NO	NON	NO	YES	0	International Petroleum
Soiled shop rags	NO	NON	NO	YES	1200	Cintas Uniform
Truck wash (sludge)	NO	NON	NO	YES	2000 gal.	Jax Pollution
Used Engine oil filters	NO	NON	NO	YES	28 ea.	International. Petroleum
Used transmission filters	NO	NON	NO	YES	9 ea.	International. Petroleum
Used fuel filters	NO	NON	NO	YES	14 ea.	International. Petroleum
Used coolant filters	NO	NON	NO	YES	14 ea.	International. Petroleum
Used air filters	NO	NON	NO	YES	7 ea.	International. Petroleum
Used tires	NO	NON	NO	YES	20 ea.	Pomps Tire
Used CFCs	NO	NON	NO	YES	0	N/A
Used oil dry	NO	NON	NO	YES	200 lb.	Eagle Ridge LF
Scrap metals	NO	NON	NO	YES	0	Comm Metals

** Volume is measured by lb, gal, and units (each)

Fuel Storage Tank Management – AST / UST

Terminology:

- UST** – Underground Storage Tank
- AST** – Above-Ground Storage Tank
- SPCC** – Spill Prevention Control and Countermeasure

Requirements are as follows:

- 1. Registration.** Meridian Waste facilities with bulk storage of fuel must have all UST (Underground Storage Tanks) or AST (Above-Ground Storage Tanks) registered with the state and/or county of its domain.
- 2. Spill Prevention Control and Countermeasure (SPCC) Plan.** All Meridian Waste facilities with fuel storage tanks are required to have a Spill Prevention Control and Countermeasure (SPCC) plan. Contact your Corporate Safety Manager for details.
- 3. Above-Ground Storage Tank (AST).** Requirements necessary for compliance are listed in the site's SPCC plan (Spill Prevention Control and Countermeasures). Each site's exact requirements can vary depending on governing agency jurisdiction.
- 4. Weekly Storage Tank Inspections.** Review for:
 - Obvious signs of leaking.
 - Readiness of spill kit, fire extinguishers, safety cut-off valves, and interstitial monitoring devices.
- 5. Annual Tank Inspections.** Required by outside vendors to certify tank and dispensing equipment.
- 6. Daily Inventory Management.** Each site must manage fuel inventories, reconciling inventory with dispensed fuel daily.

A/C Maintenance and CFC Training and Compliance

Requirements are as follows:

- 1.** All Meridian Waste facilities that service and maintain vehicle A/C systems must comply with EPA regulations regarding proper recovery and recycling. All A/C service techs must obtain certified documentation detailing their knowledge of and understanding of refrigerant recovery and recycling.

A/C REFRIGERANTS

Requirements are as follows:

1. Venting of HFC-34 is prohibited. HFC-134a is the only refrigerant Meridian Waste uses in its vehicles. Use of R-12 or any other refrigerants are prohibited.

A/C EQUIPMENT

Requirements are as follows:

1. All A/C refrigerant equipment must be EPA approved.

Fleet Walks and Shop Safety Procedure Observations

Weekly fleet walk inspections are necessary to maintain a continuous accurate account of the general conditions of the vehicle. These inspections are best served when performed jointly with a member of operations management. All inspections are to be copied to your General Manager.

Issues to look for include the general appearance (exterior), driver in-cab cleanliness, and condition of the cab environment and controls.

Requirements: 100% of the fleet should be inspected and documented monthly.

Best Practice Tip: Conduct inspections of a small number of vehicles daily or weekly rather than 100% of the fleet in a single monthly inspection.



Fleet Walks

Fleet Maintenance Standards Quarterly Review

Materials	Meets Compliance	
	YES	NO
1) Training - OSHA and DOT <i>Comments:</i>		
2) Dossier System Management <i>Comments:</i>		
3) DOT Recordkeeping <i>Comments:</i>		
4) Inventory Management <i>Comments:</i>		
5) Warranty <i>Comments:</i>		
6) Preventative Maintenance <i>Comments:</i>		
7) Brake Maintenance and Requirements <i>Comments:</i>		
8) Optional Equipment / Telma <i>Comments:</i>		
9) Cooling System Maintenance <i>Comments:</i>		
10) Engine Protection Parameters <i>Comments:</i>		
11) Tire & Wheel Maintenance <i>Comments:</i>		
12) DOT (VEHICLE) Out of Service Criteria <i>Comments:</i>		
13) DOT (PERSONNEL) Compliances <i>Comments:</i>		

Materials	Meets Compliance	
	YES	NO
14) Shop Generated Waste <i>Comments:</i>		
15) Fuel Storage Tank Management AST / UST <i>Comments:</i>		
16) A/C Maintenance and CFE Training and Compliances <i>Comments:</i>		
17) Fleet Walks - Safety Procedure Observations <i>Comments:</i>		
NOTES:		

SECTION 1: FLEET MAINTENANCE REQUIREMENTS



EXTINGUISHER

SECTION 2/ FACILITY MAINTENANCE REQUIREMENTS

CAUTIONS

RECHARGE IMMEDIATELY
AFTER ANY USE

DRY CHEMICAL

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Requirements by Maintenance Area

Facility Maintenance Requirements Checklist **FORM**

Housekeeping — Administration and Maintenance Buildings

- Restrooms clean and adequately equipped with hand towels and toilet paper.
- Tissue paper and soap adequately stocked.
- First Aid cabinets adequately stocked per OSHA guidelines.
- Emergency eye wash stations in place and maintained properly.
- Emergency exit lights working.
- Adequate lighting inside buildings and for outside security.
- Emergency contact names and phone numbers posted.
- Emergency evacuation procedures posted.
- Fire extinguishers located within fifty (50) ft., and annually inspected.

Fuel Island — Oil & Lubricant Storage Area

- AST / UST registered with the State, and documents posted.
- Valid Certificate of Liability posted.
- Fire extinguishers, spill kit.
- Emergency shut off and signage posted nearby.
- Signage: No Smoking, Max Capacity, Product Description.
- Recordkeeping: Daily tank inspection, Monthly tank inspection.
- Bulk oil storage area clean and all tanks labeled.

Maintenance Shop and Surrounding Grounds

- Cleanliness and organization of work and storage areas.
- Spent shop rags kept in closed metal containers.
- Flammable materials properly labeled and stored.
- Parts room storage area organized and clean.
- Air hose clean and in safe condition.
- Electrical cords in good condition and no primary wire exposed.
- Welding machine leads in good condition: ground lead and welding leads.
- No Smoking signs posted in all required areas.
- Oxygen acetylene tank gauges and regulators in good condition and equipped with back flow protectors at the regulators and on the torch handle.
- Batteries stored in non-smoking area.
- Fire extinguishers located no more than fifty (50) ft. apart and signage posted. Annual inspections maintained.
- Shop floors and working areas in compliance with all OSHA passageways regulations and lighting requirements.

Forklifts and Other Material-Handling Vehicles

- Seatbelt, horn, back-up alarm, and work light in proper working order.
- Parking brake and service brakes in proper working order.
- No vehicle to be left unattended while the engine is running.
- Forklift training records for all authorized users on file.

Shop Tools and Equipment

- Bench grinders, hand grinders, and buffing tools equipped with proper guards and the wheels and grinding disc maintained.
- Air compressors maintained properly, protective guards in place, and proper labeling equipment starts automatically posted.
- Jack stands, jacks properly maintained, and capacity label marking posted on all pieces.
- Tire inflation cage, in-line pressure regulator w/ lock on chuck in proper working order.
- OSHA safety signage posted in close proximity of tire repair area.
- Accurate wheel safety manual available to all employees.
- Chains in good condition, slings clean and capacity marked.
- All ladders and rolling platforms-type ladders in good condition.

Maintenance



Security

- Facility secured properly - fire proof cabinets for sales contracts.
- Fire alarm, burglar alarms in use.
- Building access doors secured by locks.
- Fuel dispensers secured against after-hours use.
- Inventoried parts, tires, and oils secured after hours.

Safety Equipment and Posted Information Requirements

- Fall protection harnesses in good working order.
- Welding gloves, working gloves, safety glass and shield readily available.
- OSHA 200 log posted, EEO posters, worker compensation posters placed in areas frequented by employees regularly or daily.
- Right-to-Know Material Data Safety Sheets (MSDS) system in place and known by all affected employees.
- Certificate of Insurance for all vendors and contractors.

MERIDIAN WASTE MAINTENANCE DEPARTMENT
Facility Maintenance Requirements Checklist

		SATISFACTORY	NON-COMPLIANT	COMMENTS
HOUSEKEEPING — ADMINISTRATIVE AND MAINTENANCE BUILDINGS				
1	Restrooms clean and adequately equipped with hand towels.			
2	Tissue paper and soap adequately stocked.			
3	First Aid cabinets adequately stocked per OSHA guidelines.			
4	Emergency eye wash stations in place and maintained properly.			
5	Emergency exit lights working.			
6	Adequate lighting inside buildings and outside security lighting.			
7	Emergency contact names and phone numbers posted.			
8	Emergency evacuation procedures posted.			
9	Fire extinguishers located within 50 feet and annually inspected.			
FUEL ISLAND — OIL & LUBRICANT STORAGE AREA				
1	AST or UTS Registered with the State, and Documents posted.			
2	Valid Certificate of Liability posted.			
3	Fire extinguishers, spill kit present.			
4	Emergency Shut Off and signage posted nearby.			
5	Signage: No Smoking, Max Capacity, Product Descriptions.			
6	Recordkeeping: Daily tank inspection, Monthly tank inspection.			
7	Bulk oil storage area clean and all tanks labeled.			
MAINTENANCE SHOP AND SURROUNDING GROUNDS				
1	Cleanliness and organization of work and storage areas			
2	Spent shop rags kept in closed metal containers.			
3	Flammable materials properly stored.			
4	Parts room storage area organized and clean.			
5	Air hoses clean and in safe condition.			
6	Electrical cords in good condition and no primary wire exposed.			
7	Welding machine leads in good condition.			
8	No Smoking signs posted at areas required.			
9	Oxygen acetylene gauges and regulators in good condition and equipped with Back Flow protectors at regulators and torch handles.			
10	Batteries stored in non-smoking area			
11	Fire extinguishers located no more than 50 feet apart, with signage posted. Annual inspections maintained.			
12	Shop floors and working areas in compliance with all OSHA passageways regulations and lighting requirements.			

MERIDIAN WASTE MAINTENANCE DEPARTMENT
Facility Maintenance Requirements Form (cont.)

		SATISFACTORY	NON-COMPLIANT	COMMENTS
FORKLIFT AND OTHER MATERIAL HANDLING VEHICLES				
1	Seatbelt, horn, back-up alarm, and max lifting capacity posted.			
2	Parking brake and service brakes in proper working order and work light in proper working order.			
3	Forklift training records for all authorized users on file.			

SHOP TOOLS AND EQUIPMENT				
1	Bench grinders, hand grinders, and buffing tools equipped with proper guards, and the wheels and grinding disc maintained.			
2	Air compressors maintained properly, protective guards in place, and proper labeling equipment starts automatically posted.			
3	Jack stands, jacks properly maintained and capacity label marking posted on all pieces.			
4	OSHA safety posted in close proximity of tire repair area.			
5	Accurate wheel safety manual available to all employees.			
6	Chains in good condition, slings clean and capacity marked.			
7	All ladder and rolling platforms-type ladders in good condition.			

SECURITY				
1	Facility secured properly.			
2	Fire alarm, burglar alarm in use.			
3	Building access doors secured by locks.			
4	Fuel dispensers secured against after-hours use.			
5	Inventoried parts, tires, parts secured after hours.			

SAFETY EQUIPMENT AND POSTED INFORMATION REQUIREMENTS				
1	Fall protection harnesses in good working order.			
2	Welding gloves, working gloves, and safety glasses and shield readily available.			
3	OSHA 200 Log, EEO posters, Workers' Compensation poster placed in areas frequented by employees regularly or daily.			
4	Right-to-Know Material Data Safety Sheets (MSDS) in place and known by affected employees.			
5	Certificate of Insurance for all vendors and contractors.			



CONCLUSION

These guides and best practices may be revised at any time. If revisions occur, all managers will be notified immediately and revised copies forwarded.

Each topic mentioned has been briefly described. Further detailed explanations are available for any and all subjects.

CONCLUSION



MERIDIAN WASTE

5925 Carnegie Blvd., Suite 370
Charlotte, NC. 28209

MeridianWaste.com

Emergency Action Plan

29 CFR 1910.38

Jacksonville Hauling
(Company 31)
2078 Lane Avenue N
Jacksonville, FL 32254



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- **Introduction**

In order to minimize employee injury and property damage in the event a workplace emergency occurs, the Occupational Safety and Health Administration (OSHA) requires that Meridian Waste has in effect an Emergency Preparedness Program. A written action plan is a major part of this Emergency Preparedness Program, and this policy establishes written procedures to ensure uniform compliance with OSHA Standard 1910.38, Subpart E.

- **Scope**

This Emergency Action Plan applies to all employees at the **Jacksonville, FL** location. This plan will be reviewed on an annual basis or when there is a change in management.

- **Responsibilities**

The Emergency Response Commander has overall command of a workplace emergency.

The Responsibilities of the Emergency Response Commander:

- Assessing incidents to determine if it is necessary to order emergency response.
- Supervising Emergency Scene Coordinators' activities during an emergency.
- Coordinating the activities of professional responders such as ambulance, police, and fire departments.
- Directing shut down of critical workplace equipment, operations, or calling back vehicles when required.
- Determining if an evacuation is necessary and managing the evacuation.
- Call Meridian Waste's Risk Department and inform them of the situation.

EMERGENCY RESPONSE COMMANDER	
NAME:	Ed Mosley
TITLE:	Compliance & Safety Manager
PHONE:	904-370-0343

The Role of the Emergency Scene Coordinator:

Emergency Scene Coordinators are responsible for informing the Emergency Response Commander of emergency situations, coordinating other employee's activities during an emergency (guiding them to appropriate exits and safe areas during an evacuation, for example) and for other emergency-response tasks for which they have volunteered and been properly trained.

The Manager/Supervisor plays an important emergency contact role for all personnel. In the event of an emergency while on a route, the manager/supervisor is an employee's first line of contact. Once the manager/supervisor has been notified by radio of an emergency, he/she will alert either the Emergency Scene Coordinator or Emergency Response Commander depending on the severity of emergency.

EMERGENCY SCENE COORDINATOR	
DEPARTMENT(S)	Operations
NAME	Jon Hipp
TITLE	General Manager
PHONE	404-557-6896
DEPARTMENT(S)	Operations
NAME	Dave Shepler
TITLE	Area President
PHONE	904-237-6546
DEPARTMENT(S)	Operations
NAME	Ricky Rochester
TITLE	Operations Manager
PHONE	904-254-6113
DEPARTMENT(S)	Compliance & Safety
NAME	Ed Mosley
TITLE	Compliance & Safety Manager
PHONE	904-370-0343
DEPARTMENT(S)	Maintenance
NAME	Leroy Hulst
TITLE	Maintenance Manager
PHONE	904-716-8262

The above employees who have been designated to assist in emergency evacuation procedures have been trained in the workplace layout, various alternate escape routes, and how to use emergency equipment. The Emergency Scene Coordinator(s) have been made aware of employees with special needs and hazardous areas to avoid during an emergency evacuation.

- **Types of Workplace Emergencies**

A workplace emergency is an unforeseen situation that threatens our employees, customers, or the public; disrupts or shuts down our operation; or causes physical or environmental damage. Some examples of workplace emergencies are:

- Accidents.
- Medical.
- Fires.
- Chemical and Hazardous Waste Spills.
- Bloodborne Pathogens Exposure.
- Severe Weather.
- Explosions.
- Slop Slide.
- Threats of Violence; and
- Civil disturbance.

Employees are encouraged to report workplace hazards and unsafe work practices that could contribute to an emergency.

- **Action Plan Components**

This written action plan is tailored to this worksite and a hazard assessment was done to determine what, if any, physical or chemical hazards in the workplace could cause an emergency. Employees will receive training on the following:

- Types of workplace emergencies
- Chain of Command. Names, titles, departments, and telephone numbers of individuals both within and outside this location to contact for information and guidance.
- Emergency Alert Systems and their meanings
- Preventive measures for fire
- Recording of critical medical information
- Proper use of Personal Protective Equipment (PPE)
- An evacuation procedure.
- Procedures for employees who remain to perform essential services after an evacuation.
- Methods for reporting and responding to emergencies.

- **Emergency Alert System**

This site uses the following alarm systems to warn you of:

TYPE OF ALARM	WHAT IT MEANS	WHAT TO DO
Two-way Radio	VARIOUS EMERGENCIES	FOLLOW INSTRUCTIONS OF EMERGENCY COORDINATORS OR DETAILS OF PLAN.
Voice	VOICE ALARM ONLY	FOLLOW INSTRUCTIONS OF EMERGENCY COORDINATORS OR DETAILS OF PLAN

- **Evacuation Procedure**

In case of an emergency evacuation, all employees must report to the Designated Safe Assembly Area after evacuating the workplace. Employee who are assigned to assist with the evacuation will be easily identified and recognizable by the following:

RESPONSIBLE PARTY	MEANS OF IDENTIFICATION
Emergency Response Commander	Jon Hipp
Emergency Scene Coordinator	Ricky Rochester
Emergency Scene Coordinator	Ed Mosley

Follow the primary evacuation route immediately and wait at the Designated Safe Assembly Area for an Emergency Scene Coordinator to take roll call.

- **Safe Assembly Area**

Evacuation	At the Meridian Employee Parking Lot Front Gate
Tornado/Severe Weather	Interior Room of the Shop

- **Performance of Essential Duties**

Operation Shutdown: Normally, the **ERC** will shut down operations of the whole facility but if you have been designated to shut down a machine or power in your immediate working area, do the following:

- Listen to emergency alarms 2-Way Radios, Cell Phone, and intercom system for instructions on the type of emergency.
- Determine if you have adequate time to turn off your machine without risking your personal safety.
- Safely shut down your machine using the "Power off" button or level.
- Disconnect power supply from its source, if able to without risking personal safety.
- Evacuate building and or Landfill using the escape route; and
- Go directly to the designated safe assembly area and wait for roll call.

Fire Extinguisher Use: Employees whose job duties would include the use of extinguishers in an emergency must be trained in initial employment and at least annually thereafter. If you have been designated as a responder to fires in the workplace, follow these instructions.

- If you come upon a fire already burning:
 - o Listen for the emergency alarms.
 - o Listen for **ERC** instructions on the type and scope of fire.

- If a fire starts in your presence:
 - Sound the alarm and call the **ESC**, fire department, or 911, as appropriate.
- Identify a safe evacuation path before approaching the fire. Do not allow the fire heat, or smoke to come between you and your evacuation path.
- Perform a risk assessment to determine the stage of the fire and if it can be extinguished or controlled.
- If you have the slightest doubt about your ability to fight the fire, evacuate immediately.
- Use the P.A.S.S technique if it can be extinguished or controlled.
- After the fire is contained, immediately report it to supervisor.
- Evacuate immediately if the extinguisher is empty and the fire is not out or if the fire has progressed beyond the incipient stage.
- Report to the designated safe assembly area for roll call.

Medical Assistance: Only employees who have been trained in first aid response will be allowed to remain to offer medical assistance. This duty is appointed based on the employee's qualifications and their availability to perform the required duties. In the event of an emergency, first-aid responders should follow the procedures below.

- Eliminate any immediate danger or hazards to yourself, and others.
- Carry a first aid kit with you to be able to render treatment to casualties.
- Only administer first aid after doing PPE.
- If casualties and/or disabled employees are in an evacuation area, they should be moved to a safe area adjacent to the fire stairs or exits and remain there until all other employees are evacuated.
- First-aid responders shall remain with the casualties and/or disabled (provided it is safe to do so) until assistance to exit the building can be arranged or until an ambulance, other medical or emergency services personnel take over.
- If you are not sure of the severity of the injury or condition - and the employee is not in harm's way- DO NOT TRANSPORT- wait for the assistance of professional emergency responders.
- If the area is unsafe and you are unable to safely administer first aid, immediately evacuate building and notify the **ESC** or emergency responders of the victim's location; and
- Report to the Designated Safe Assembly Area to wait for roll call and to inform **ESC**, emergency responders, or authorities the victim's situation.

Cleaning up after an injury: Because of the risk of exposure to infectious diseases, if part of your job is cleaning up after injuries in the workplace, you may need special training.

Minor injuries with small amounts of blood or body fluids in the work area can be cleaned up by the injured worker. Small cleanup kits in the immediate work area minimize the risk of contaminating other workers. These kits can be very small and basic, containing a pair of latex gloves, adhesive bandages, and disinfectant towelettes.

When major injuries occur, decontamination and sanitization is critical for removing pathogenic substances such as blood and/or other body fluids. Once the injured worker has been safely removed from the area and any equipment or machinery involved has been shut down, the following steps should be taken:

- Contact a trauma or biohazard cleanup service for cleaning and sanitizing the area.
- All employees remaining in the area must use the appropriate personal protective equipment

(PPE). This may range from simple latex gloves for minor cleanups to full paper coveralls, heavy duty rubber gloves, shoe covers, and face shields for cleaning up an area after an incident involving blood or body fluids.

- While waiting for the cleanup service, secure the area to prevent employees from exposure to blood or body fluids.
- If immediate cleanup is necessary:
 - Remove items which can break the protective barrier of your PPE. These items should be placed in a leakproof container.
 - Apply disinfectant solutions liberally to the area, making sure that all contaminated equipment is decontaminated. Recommended solutions are a sodium hypochlorite (household bleach) solution of 1:10 dilution (1-part sodium hypochlorite to 10 parts water); or solutions of 70-90 percent alcohol.
 - Use disinfectant-soaked rags to clean up the blood/body fluids.
 - Dispose of contaminated PPE and cleanup materials in a properly marked biohazard bag or container.
 - Retain all cleaning items and coordinate disposal with the trauma or biohazard cleanup company. You may also contact your health and safety department at your company for proper disposal rules. Contaminated materials cannot just be thrown in the trash. Many states have different rules about how to dispose of bloodborne pathogen contaminated wastes. The health and safety department will know the rules for your state and be able to dispose of the waste properly.

- **Practice Evacuation Exercises**

Evacuation exercises form an important part of emergency training and ensure smooth operation of planned procedures. Only by conducting and participating in practice drills, can the effectiveness of the emergency response plan be measured. You will be notified of the date and time of expected practice drills. The period between full evacuations can vary between one and three years. The period between partial evacuations can vary between quarterly and yearly.

- **Responding to an Emergency**

This section highlights emergencies that could affect Meridian Waste workplaces and summarizes what to do when responding to them.

Accidents

Accidents can range from side-impact collisions to rear-end accidents to vehicle rollover to sideswipe accidents. They have varying degrees of damage to vehicles and victims.

Accident - On Route - Action

- Notify the office via dispatcher and inform him/her of the nature of the accident and your location. If you are unable to use the radio, use the nearest phone.
- Dispatcher will alert the ESC.
- In the case of a severe accident, the dispatcher will contact the ERC.
- ERC will contact the Safety Manager/Risk Management if necessary.
- If minor first aid is needed, drivers and route helpers may assist the injured.

- Do not attempt to transport the victim.
- Do not move injured person unless to protect them from further harm.
- If qualified, perform CPR or other first aid tasks after putting on PPE.
- Report back to office to complete an incident report as soon as possible.

Medical

Hazardous substances include solvents, pesticides, paint adhesives, petroleum products, and heavy metals – any substance hazardous to health.

Even if your workplace does not use hazardous substances, it could be affected by a nearby release or an accident.

Medical – Office, Shop, Landfill, Other Buildings – Action

- Eliminate any immediate dangers to the victim, yourself, and others.
- Call 911 and tell the 911 dispatcher the nature of the call and give directions to the workplace.
- Notify the ESC.
- Do not transport seriously injured employees.
- Do not move injured person unless to protect them from further harm.
- Report back to the office to complete an incident report as soon as possible.

Medical – On Route – Action

- Eliminate any immediate dangers to the victim.
- Notify dispatch via radio or phone and explain emergency.
- Dispatch will alert them, and alert ESC.
- Do not transport seriously injured employees.
- Do not move injured people, unless to protect them from further harm.
- If qualified, perform CPR or other first aid tasks after putting on PPE.
- Assist professional medical responders when they arrive.
- Report back to the office to complete an incident report as soon as possible.

Medical – Yard, Landfill Areas – Action

- Eliminate any immediate dangers to the victim, yourself, and others.
- If working alone, run to the nearest office building to notify personnel of the severity and location of fire.
- If working with a crew, notify supervisor, and supervisor will notify ESC.
- If you believe the emergency is critical and you have a mobile phone, call 911, then notify the office.
- Do not attempt to transport seriously injured employees.
- Do not move injured people, unless to protect them from further harm.
- Report back to the office to complete an incident report.

Fire

Fire safety refers to the procedures and infrastructures implemented to reduce the risk of fire and to limit its spread should it occur. As such, fire safety encompasses both actions to be taken and the use of construction materials and equipment. The objective is to reduce the risks for employees and anyone else accessing the premises.

Fire safety ensures the protection of the building and the people who are in it. It reduces the risks of accidents and damage caused by fire. As such, it is a legal requirement that must be implemented in buildings and should be thoroughly communicated to all employees.

Fire – Office, Shop, Other Buildings – Action

- Pull the nearest fire alarm.
- Alert the ESC
- If time is critical
- OR if the time is critical, immediately call 911.
- If trained in Fire Extinguisher Use, extinguish the fire if you can without risking personal injury.
- Shut off all non-essential equipment if time allows.
- If evacuation is necessary, the ERC will instruct the ESCs to begin the evacuation process.
- Leave the building by using the closest fire exit, closing the door behind you. DO NOT USE ELEVATORS.
- Proceed to the assigned safe assembly area where all evacuated personnel gather for roll call.
- If you believe your actions were the result of the fire, or you witnessed the source of the fire, contact your supervisor as soon as possible to complete an incident report.

Fire – Yard, Landfill Areas – Action

- If working alone, and it is safe to do so, run to the nearest office/building to notify personnel of the severity and location of the fire.
- If working with a crew, notify supervisor of fire – supervisor will notify ESC.
- If you believe the fire is serious and you have access to a mobile phone, call 911 immediately.
- If you have received Fire Extinguisher training, extinguish fires without risking personal injury.
- If the fire cannot be extinguished, evacuate to a safe distance, and wait for further instructions from the ESC.
- If you believe your actions were the result of the fire, or you witnessed the source of the fire, contact your supervisor to complete an incident report as soon as possible.

Chemical and Hazardous Waste Spill

Hazardous substances include solvents, pesticides, paint adhesives, petroleum products, and heavy metals – any substance hazardous to health.

Even if your workplace does not use hazardous substances, it could be affected by a nearby release or an accident.

Small Quantity Chemical & Hazardous Waste Spill – Office, Shop, Buildings, Yard, Landfill Areas – Action

- Contain and clean up the spill by using floor dry.
- Notify supervisor of spill.
- The shop manager will determine proper disposal.

Large Quantity Chemical & Hazardous Waste Spill – Office, Shop, Buildings, Yard, Landfill Areas – Action

- Notify the first available supervisor of the nature and severity of the spill.
- The supervisor will alert the ESC.
- If you cannot locate the supervisor, alert the ERC.
- Contain the spill by diking the material using: sand, floor dry, Hazardous Spill Kit, etc.
- The ESC will report the spill, if necessary to the ERC and in accordance with the Company's Environmental Compliance Policy and all applicable regulations.

Small Quantity Chemical & Hazardous Waste Spill – On Route – Action

- Contain and clean up the spill by using the spill kit located in the vehicle. Follow instructions carefully.
- Notify dispatcher to obtain instruction on how to dispose of the absorbed material in compliance with applicable regulations.

Large Quantity Chemical & Hazardous Waste Spill – On Route – Action

- Notify the dispatcher via radio or phone immediately of the nature, severity, location and if traffic control is needed.
- The dispatcher will contact the ERC and he/she will determine if outside emergency help of the Haz-Mat team is needed for containment, clean-up and/or disposal.
- Contain the spill by diking the material using sand, road gravel, dirt, or spill kit.
- ERC will report the spill, if necessary, in accordance with the Company's Environmental and applicable regulations.

Bloodborne Pathogen Exposure

Bloodborne Pathogen Spill Kits and Sharp Containers: Only employees trained in the use of these kits and containers are authorized to use them. Please refer to the company's Bloodborne Pathogen Exposure Control Program

Bloodborne Pathogen Exposure – Office, Shop, Other Buildings – Action

- If you come into contact with occupational exposure to blood or other infectious material, immediately notify your supervisor.
- Your supervisor will alert the ESC, who will contact you with the next steps to take and direct you to the nearest medical facility.
- Any major medical emergencies where blood borne pathogens may be present will be handled by trained emergency personnel only.

- If you choose to offer first aid or CPR as a "Good Samaritan Act", protect yourself first, treat the victim second.
- As soon as possible after the accident, contact your supervisor to fill out an incident report.

Bloodborne Pathogen Exposure – On Route – Action

- If you come into contact with occupational exposure to blood or other infectious material, immediately notify the dispatcher via radio or phone.
- The dispatcher will notify the ESC who will contact you with the next steps to take and direct you to the nearest medical facility.
- If you have come into contact with a sharp, isolate the sharp and wait for a trained employee to come recover the sharp.
- In an emergency when a trained employee cannot come to you, place the recovered sharp in a puncture resistant container for safe transport to the treating physician.
- As soon as possible, report back to the office to fill out an incident report.

Severe Weather

Floods, wind, thunderstorms, tornados, and snow are likely to be the cause of weather-related workplace emergencies. Many communities experience floods following warm spring rain. Winter storms often bring strong winds, freezing rain, and snow that could cause structural damage and power outages.

Severe Weather – Office, Shop, Buildings, Yard, and Landfill Areas – Action

- The ERC will notify all employees of severe weather conditions using the alarm system.
- Wait for instructions from the ERC - remember a power failure will slow communication.
- Tune a battery-powered radio to a station that broadcasts local news.
- Do not evacuate the workplace unless ordered to do so.
- If severe weather is reported and you are instructed to seek cover, proceed to your designated safe assembly area or to the nearest safe shelter.
- The ERC will notify all employees of an all-clear weather condition.

Severe Weather – On Route – Action

- If severe weather is reported or encountered with advance warning, report back to home base and await instructions from the ESC.
- If time does not allow, proceed to the nearest safe shelter.
- If there is no time and severe weather such as a tornado is imminent, find a ditch or culvert to lie in as far away from any objects that may endanger you such as trees, cars, trucks, buildings, etc.
- If the severe weather condition is a flood, do not drive into flooded areas. If floodwater rises around your vehicle, abandon the vehicle, and move to higher ground.
- Be aware of where floodwaters have receded. Roads may have weakened and could collapse under the weight of a truck.
- Do not walk through moving floodwater. The water may be contaminated by oil, gas or raw sewage and may be electrically charged.

Explosion

Explosion prevention by oxidant concentration reduction, also known as inerting, is a technique that involves the prevention of an explosion by substituting the air in the enclosure to be protected by an inerting gas to make flame propagation impossible.

Explosion – Office, Shop and Other Buildings – Action

- Try to establish communication with ESC.
- Exit the building ASAP, if able.
- Check for fire and other hazards while exiting.
- If you do not have time to safely exit, take shelter against your desk or a sturdy table.
- Proceed to designated safe assemble area for roll call. If the designated safe assembly area is now unsafe, go directly to the first available safe area away from dangerous and unstable structures.
- If you are trapped in debris, avoid unnecessary movement so that you do not kick up dust.
- Cover your nose and mouth with anything you have on hand.
- Tap on a pipe or wall so rescuers can hear where you are.
- Shouting only as a last resort. Shouting can cause a person to inhale dangerous amounts of dust.

Explosion – On Route – Action

- Try to return to home base. If the explosion makes it difficult to control the vehicle, pull over, stop the vehicle, and set the parking brake.
- If the physical stability of the roadway is compromised, avoid overpasses, bridges, power lines, signs, and other hazards.
- If a power line falls on your vehicle, stay inside until rescue personnel arrive.
- If your radio is working, contact the dispatcher to inform him of your situation. If you have a cell phone, try to contact the dispatcher, office, or ESC. If you cannot contact the office, dial 911.
- Listen to your radio for the information and instructions as they become available.

Explosion – Yard and Landfill Areas – Action

- Try to return to the office.
- If operating equipment and the explosion makes it difficult to control, stop the equipment and set the parking brake.
- If the physical stability of the roadway is compromised, avoid overpasses, bridges, power lines, signs, and other hazards.
- If you have a working radio, contact the dispatcher to inform him of your situation. If you have a cell phone, try to make contact with the dispatcher, office, or ESC. If you cannot make contact with the office, dial 911.
- If a power line falls on your equipment, stay inside until rescue personnel arrive.

- If you are trapped in debris, avoid unnecessary movement so that you do not kick up dust.
- Cover your nose and mouth with anything you have on hand.
- Tap on a pipe or wall so rescuers can hear where you are.
- Shouting only as a last resort. Shouting can cause a person to inhale dangerous amounts of dust.
- Listen to your radio for information and instructions as they become available.

Threats of Violence

A statement or conduct that causes a person to fear for his or her safety because there is a reasonable possibility the person might be physically injured, and that serves no legitimate purpose.

Threats of Violence – Office, Shop, Buildings, Yard, and Landfill Areas – Action

- If you witness disruptive, threatening, or violent behavior notify the ESC immediately.
- If you witness workplace crimes in progress, violent incidents, or specific threats of imminent violence call 911:
- Makes threats of physical harm toward you, others, or himself/herself.
- Has a weapon.
- Behaves in a manner that causes you to fear for your own or another's safety.
- If you are confronted with an angry or violent person, calmly listen and if the situation escalates, find a way to excuse yourself and immediately get help.
- Do not mention discipline or police if you fear a threatening response.
- Use a phone out of sight/hearing of the individual.
- Do not attempt to intervene physically or deal with a situation yourself.
- Get to safety as quickly as possible.
- Stay in a safe place until you hear an all-clear message from ERC or local authorities.
- If possible, keep a line open to police until they arrive.

Threats of Violence – On Route – Action

- If you witness disruptive, threatening, or violent behavior notify the ESC and/or dispatcher by radio or phone immediately.
- If you witness crimes in progress, violent incidents, or specific threats of imminent violence by a co-worker or customer, call 911.
- Makes threats of physical harm toward you, others, or himself/herself.
- Has a weapon.
- Behaves in a manner that causes you to fear for your own or another's safety.
- If you are confronted with an angry or violent co-worker or customer, calmly listen and if the situation escalates, find a way to excuse yourself and leave the area.
- Do not mention discipline or police if you fear a threatening response.

- Do not attempt to intervene physically or deal with a situation yourself.
- Get to safety as quickly as possible.
- If possible, stay in contact with the dispatcher or ESC until help is on the scene.

Chemical Threats

Chemical threats are poisonous vapors, aerosols, liquids, and solids that have toxic effects on people. They can be released by bombs or sprayed from aircraft, boats, and vehicles. They can be used as a liquid to create a hazard to people and the environment.

Chemical Threat – Office, Shop, Buildings, Yard, and Landfill Areas – Action

- Listen for instructions from the ERC. If available, turn on the radio, TVs, or internet connections for official instructions.
- If you see signs of a chemical attack, find clear air quickly.
- Quickly try to define the impacted area or where the chemical is coming from, if possible.
- If the chemical is inside a building where you are, get out quickly without passing through the contaminated area.
- If you cannot get out of the building or find clear air without passing through a contaminated area, move as far away as possible and “Shelter-In-Place.”
- If you are outside, quickly decide what the fastest way is to clean the air.
- If your eyes are watering, your skin is stinging and having trouble breathing, you may have been exposed to a chemical. If you have been exposed, strip immediately and wash. Look for a hose, fountain or any source of water and wash with soap if possible. Do not scrub chemicals into skin.
- If locations management and co-workers are unaware of your location, notify the office, as soon as is practical, of your status and whereabouts.

Chemical Threat – On Route – Action

- Distance yourself as far away from the chemical as possible. The farther you are away from the release of toxic gas the lower your exposure.
- Seek shelter if you are able and go inside a building that is not damaged or contaminated.
- Stay in the vehicle if you are unable to seek shelter. Roll up windows, shut vents and turn off air-conditioning. If you have a thick shield between yourself and the toxic gas, you will be exposed to less.
- If your radio is working, contact the dispatcher to inform him of your situation. If you have a cell phone, call the office.
- Listen to your radio for the information and instructions as they become available.

Blackouts

A blackout is a totally unexpected loss of power. Blackouts can last anywhere from a few minutes to a few days, or even weeks. A brownout is only a partial loss of power, where a system's capacity and voltage are reduced. Brownouts usually happen when there's high demand across the power grid.

Blackouts – Office, Shop, Buildings, Yard, and Landfill Areas – Action

- During a black out, the phone system, alarm system and intercom system may not be operating.
- Listen for verbal instructions from the ERC and/or ESC.
- If the lights are out and you cannot see, stay in voice contact with co-workers. Take turns yelling out your name and location.
- Turn off the electrical equipment you were using.
- Listen to a transistor radio for updated information.
- Only use a flashlight for emergency lighting, never candles.
- If instructed, evacuate the building, and proceed to your assigned safe assembly area to wait for roll call.

Blackouts – On Route – Action

- Be aware that during a power outage, traffic lights will not be working. Proceed with caution at every intersection.
- Notify the dispatcher or first available supervisor via radio or phone immediately of the nature, severity, location and if traffic control is needed.
- Listen to your radio for further instructions. If this is a national emergency, return to home base.

DUTIES OF THE EMERGENCY SCENE COORDINATOR (ESC)

Emergency Scene Coordinators (ESC) are volunteer employees who have been properly trained in emergency response. ESCs are responsible for coordinating other employees' activities during an emergency. Emergency Scene Coordinators must know how to respond to all emergencies identified in this plan, the evacuation procedures for the facility, and how to use emergency communication equipment. They should know CPR, first-aid and how to respond to threats of violence. Each coordinator should be responsible for about twenty employees within a designated work area. If you have volunteered to be an ESC your primary duties are:

1. Inform the emergency chain of command of specifics of emergency.
2. Take direction from Emergency Response Commander and professional responders.
3. Be familiar with the policy and this written action plan and be able to provide employee training on the procedures herein.
4. Warn employees about an emergency.
5. Conduct an orderly, efficient workplace evacuation.
6. Check rooms and other enclosed spaces for employees who may be trapped or unable to evacuate during an emergency.

7. Understand how employees will be notified during an emergency such as, plant intercom system, telephone intercom system, radios, and alarm systems and have knowledge of how to operate each system.
8. Keep an updated list of any employees who may need assistance during an emergency or evacuation due to a handicap or language barrier.
9. Ensure a system is in place where you can quickly access the home contact numbers and addresses of employees.
10. Shut down critical equipment, operate fire extinguishers, and perform other essential services during an evacuation.
11. Understand the emergency escape and exit route.
12. Direct employees to the nearest emergency clinic or hospital, if necessary.
13. Account for employees, customers, contractors after an evacuation and notify authorities if anyone is missing.
14. Report to the Emergency Response Commander any defects they notice in equipment, obstructed exits, misuse of fire doors and poor housekeeping.
15. Assist Emergency Scene Commander with employee training program.

LOCAL EMERGENCY CONTACT INFORMATION

NAME	CONTACT NUMBER
Emergency Responders	9-1-1
Fire Department	Headquarters 904-255-3280
Police Department	904-630-7600
Hospital	904-308-7300
Poison Control	1-800-222-1222

INTERNAL EMERGENCY CONTACT INFORMATION

NAME	CONTACT NUMBER
Jon Hipp, General Manager	404-557-6896
Dave Shepler, Area President	904-237-6546
Ricky Rochester, Operations Manager	904-254-6113
Ed Mosley, Compliance & Safety Manager	904-370-0343
Leroy Hulst, Maintenance Manager	904-716-8262

Meridian Waste

Item: **Fee Schedule**

Attachments

Sarasota FINAL Pricing - Meridian Waste Florida.xlsx

PRICE FORM - PAGE 1 of 7**PROPOSER'S NAME: Meridian Waste Florida, LLC****Class I Residential Collection Service
(Curbside Service)**

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. The County will be responsible for billing all Residential Customers. All unit prices must be rounded to the nearest cent. Unit numbers provided are estimated and for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the option and level of service as provided in Part II Scope of Services.

CLASS I and CLASS II (Curbside Service) OPTION #1: Automated Solid Waste Collection with Single Stream Carted Recycling			
Line	Type of Service	North District Monthly Service Rate per Unit	South District Monthly Service Rate per Unit
1	Solid Waste: 1x per week carted collection in County provided carts ¹	\$8.77	\$8.77
2	Recyclables: 1x per week single stream collection in County provided carts ¹	\$5.77	\$5.77
3	Yard Trash: 1x per week unlimited collection	\$6.65	\$6.85
4	Bulk/Special Waste: Up to 4x per year collection of up to 10 cubic yards (includes collection of Bulk Waste, White Goods, E-Waste, used oil, used oil filters, and Tires)	\$0.00	\$0.00
5	Total Monthly Fee per Unit	\$21.19	\$21.39
6	Estimated Units	64,277	74,037
7	Estimated Annualized Cost for Option #1 [Line 5 x Line 6 x 12 months]	\$16,344,355.56	\$19,003,817.16
8	¹ Franchisee responsible for cart maintenance and replacement.		

PRICE FORM - PAGE 2 of 7

PROPOSER'S NAME: Meridian Waste Florida, LLC

**Class II Residential Collection Service
(Site Service)**

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. The County will be responsible for billing all Residential Customers. All unit prices must be rounded to the nearest cent. Unit numbers provided are estimated and for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the option and level of service as provided in Part II Scope of Services.

**CLASS II (Site Service) OPTION #1:
Solid Waste Collection with Single Stream Recycling**

Line	Type of Service	North District Monthly Service Rate per Unit	South District Monthly Service Rate per Unit
9	Solid Waste: Minimum of 1x per week collection in Franchisee-provided or Customer-provided containers (includes collection of Bulk Waste, White Goods, used oil, used oil filters, and Tires)	\$8.77	\$8.77
10	Recyclables: Minimum of 1x per week single stream collection	\$5.77	\$5.77
11	Yard Trash: Minimum of 1x per week ¹ in Franchisee-provided or Customer-provided containers.	\$6.65	\$6.85
12	Bulk/Special Waste: Collection up to 4x per year of up to 20 cubic yards per complex (includes collection of Bulk Waste, White Goods, E-Waste, used oil, used oil filters, and Tires) ²	\$0.00	\$0.00
13	Total Monthly Fee per Unit	\$21.19	\$21.39
14	Estimated Complexes ³	163	284
15	Estimated Units	17,172	11,365
16	Estimated Annualized Cost for Option #1 [(Line 13 x Line 15) x 12 months]	\$4,366,496.16	\$2,917,168.20
17	¹ Customers may elect to use Commercial Lawn Care Service, which is not part of the Agreement.		
18	² Collection shall be coordinated between complex owner/manager and Franchisee.		
19	³ Estimated complexes not utilized in annualized cost. Provided to assist proposers in calculating Bulk/Special Waste monthly service rate per unit.		

Class I and Class II (Curbside and Site) Residential Supplemental Collection Services

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only and should not include disposal. Franchisee is responsible for billing for Residential Supplemental Collection Services. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee on the number of units to be serviced. Proposers are encouraged to thoroughly read the options and level of service as provided in Part II Scope of Services.

Note: Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost for scoring of Compensation (Price Form) Evaluation per Part I Section 11.6 of the ITN.

Line	Type of Service	North District	South District
	Class I & II (Curbside) Residential Supplemental Collection Services	Monthly Service Rate per Unit	Monthly Service Rate per Unit
20	Second collection day	\$26.19	\$26.19
21	Rear door service for non-handicapped	\$19.54	\$19.54
22	Each additional roll cart	\$15.54	\$15.54
23	In ground container service	\$19.54	\$19.54
24		Service Rate per cubic yard	Service Rate per cubic yard
25	Improperly prepared Solid Waste	\$5.50	\$5.50
26	Improperly prepared Yard Trash	\$7.50	\$7.50
	Class II (Site) Residential Supplemental Collection Services	Service Rate per occurrence	Service Rate per occurrence
28	Rolling out container(s) and returning to original location	\$3.50	\$3.50
29	Estimated Annualized Cost for Residential Supplemental Collection Services [((Line 20 x 1)+(Line 21 x 1)+(Line 22 x 1)+(Line 23 x 1)+(Line 25 x 1)+(Line 26 x 1)+(Line 28 x 1)) x 12 months]	\$1,167.72	\$1,167.72

PRICE FORM - PAGE 3 of 7

PROPOSER'S NAME: Meridian Waste Florida, LLC

Commercial Solid Waste and Yard Trash Collection Services - Non-Compaction Containers

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		=((axb)+(cxd)+(exf)+(gxh)+(ixj)+(kxl)+(mxn)+(oxp)+(qxr))x12
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Pickups/ Month	
30	1 cubic yard	\$39.40	1	\$78.81	1	\$118.21	1	\$157.61	1	\$197.02	1	\$236.42	1	\$35.00	1					\$10,349.64
31	2 cubic yard	\$78.81	418	\$157.61	48	\$236.42	19	\$315.22	1	\$394.03	3	\$472.84	1	\$45.00	1	\$50.00	1	\$55.00	1	\$565,439.88
32	3 cubic yard	\$118.21	85	\$236.42	21	\$354.63	15	\$472.84	1	\$591.05	1	\$709.25	1	\$55.00	1	\$60.00	1	\$65.00	1	\$267,423.12
33	4 cubic yard	\$157.61	362	\$315.22	77	\$472.84	44	\$630.45	5	\$788.06	5	\$945.67	1	\$65.00	1	\$70.00	1	\$75.00	1	\$1,324,559.28
34	6 cubic yard	\$236.42	179	\$472.84	74	\$709.25	39	\$945.67	3	\$1,182.09	9	\$1,418.51	2	\$75.00	1	\$80.00	1	\$85.00	1	\$1,458,275.16
35	8 cubic yard	\$315.22	192	\$630.45	142	\$945.67	104	\$1,260.90	26	\$1,576.12	46	\$1,891.34	27	\$85.00	1	\$90.00	1	\$95.00	1	\$4,860,203.04
Customer-Owned Containers																				
36	1 cubic yard	\$39.40	1	\$78.81	1	\$118.21	1	\$157.61	1	\$197.02	1	\$236.42	1	\$35.00	1					\$10,349.64
37	2 cubic yard	\$78.81	1	\$157.61	1	\$236.42	1	\$315.22	1	\$394.03	1	\$472.84	1	\$45.00	1					\$20,399.16
38	3 cubic yard	\$118.21	1	\$236.42	1	\$354.63	1	\$472.84	1	\$591.05	1	\$709.25	1	\$55.00	1					\$30,448.80
39	4 cubic yard	\$157.61	1	\$315.22	1	\$472.84	1	\$630.45	1	\$788.06	1	\$945.67	1	\$65.00	1					\$40,498.20
40	6 cubic yard	\$236.42	1	\$472.84	1	\$709.25	1	\$945.67	1	\$1,182.09	1	\$1,418.51	1	\$75.00	1					\$60,477.36
41	8 cubic yard	\$315.22	1	\$630.45	1	\$945.67	1	\$1,260.90	1	\$1,576.12	1	\$1,891.34	1	\$85.00	1					\$80,456.40
42	Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers (Sum of Lines 30-41)																			\$8,728,879.68

SOUTH DISTRICT - NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		=((axb)+(cxd)+(exf)+(gxh)+(ixj)+(kxl)+(mxn)+(oxp)+(qxr))x12
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Pickups/ Month	
43	1 cubic yard	\$39.40	1	\$78.81	1	\$118.21	1	\$157.61	1	\$197.02	1	\$236.42	1	\$35.00	1					\$10,349.64
44	2 cubic yard	\$78.81	225	\$157.61	26	\$236.42	8	\$315.22	12	\$394.03	2	\$472.84	1	\$45.00	4	\$50.00	1	\$55.00	1	\$348,600.12
45	3 cubic yard	\$118.21	24	\$236.42	4	\$354.63	2	\$472.84	1	\$591.05	1	\$709.25	1	\$55.00	1	\$60.00	1	\$65.00	1	\$77,341.44
46	4 cubic yard	\$157.61	195	\$315.22	47	\$472.84	9	\$630.45	1	\$788.06	2	\$945.67	2	\$65.00	1	\$70.00	2	\$75.00	2	\$651,093.12
47	6 cubic yard	\$236.42	94	\$472.84	39	\$709.25	10	\$945.67	3	\$1,182.09	7	\$1,418.51	1	\$75.00	1	\$80.00	2	\$85.00	2	\$728,302.68
48	8 cubic yard	\$315.22	84	\$630.45	61	\$945.67	51	\$1,260.90	18	\$1,576.12	12	\$1,891.34	7	\$85.00	1	\$90.00	1	\$95.00	1	\$2,019,409.44
Customer-Owned Containers																				
49	1 cubic yard	\$39.40	1	\$78.81	1	\$118.21	1	\$157.61	1	\$197.02	1	\$236.42	1	\$35.00	1					\$10,349.64
50	2 cubic yard	\$78.81	1	\$157.61	1	\$236.42	1	\$315.22	1	\$394.03	1	\$472.84	1	\$45.00	1					\$20,399.16
51	3 cubic yard	\$118.21	1	\$236.42	1	\$354.63	1	\$472.84	1	\$591.05	1	\$709.25	1	\$55.00	1					\$30,448.80
52	4 cubic yard	\$157.61	1	\$315.22	1	\$472.84	1	\$630.45	1	\$788.06	1	\$945.67	1	\$65.00	1					\$40,498.20
53	6 cubic yard	\$236.42	1	\$472.84	1	\$709.25	1	\$945.67	1	\$1,182.09	1	\$1,418.51	1	\$75.00	1					\$60,477.36
54	8 cubic yard	\$315.22	1	\$630.45	1	\$945.67	1	\$1,260.90	1	\$1,576.12	1	\$1,891.34	1	\$85.00	1					\$80,456.40
55	Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers (Sum of Lines 43-54)																			\$4,077,726.00

PRICE FORM - PAGE 4 of 7

PROPOSER'S NAME: Meridian Waste Florida, LLC

Commercial Solid Waste and Yard Trash Collection Services - Compaction Containers

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - COMPACTION CONTAINERS																
Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickups		Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	
56	1 cubic yard	\$179.90	1	\$309.80	1	\$489.70	1	\$619.60	1	\$754.40	1	\$979.40	1	\$140.00	1	\$34,238.40
57	2 cubic yard	\$308.80	1	\$619.60	3	\$979.40	1	\$1,239.20	1	\$1,349.50	1	\$1,658.80	1	\$180.00	1	\$76,023.60
58	3 cubic yard	\$489.70	1	\$979.40	1	\$1,269.10	1	\$1,658.80	1	\$2,048.50	1	\$2,538.20	1	\$220.00	1	\$90,538.80
59	4 cubic yard	\$619.60	1	\$1,239.20	1	\$1,658.80	1	\$2,278.40	1	\$2,698.00	1	\$3,317.60	1	\$260.00	1	\$117,518.40
60	6 cubic yard	\$979.40	1	\$1,758.80	3	\$2,538.20	4	\$3,317.60	2	\$4,097.00	2	\$4,876.40	2	\$300.00	1	\$415,864.80
61	8 cubic yard	\$1,239.20	1	\$2,278.40	2	\$3,317.60	1	\$4,356.80	1	\$5,396.00	1	\$6,435.20	1	\$340.00	1	\$255,417.60
	Customer-Owned Containers															
62	1 cubic yard	\$129.90	1	\$259.80	1	\$389.70	1	\$519.60	1	\$649.50	1	\$779.40	1	\$140.00	1	\$28,179.60
63	2 cubic yard	\$259.80	1	\$519.60	1	\$779.40	1	\$1,039.20	1	\$1,299.00	1	\$1,558.80	1	\$180.00	1	\$55,159.20
64	3 cubic yard	\$389.70	1	\$779.40	1	\$1,163.10	1	\$1,558.80	1	\$1,948.50	1	\$2,338.20	1	\$220.00	1	\$82,066.80
65	4 cubic yard	\$519.60	1	\$1,039.20	1	\$1,558.80	1	\$2,078.40	1	\$2,598.00	1	\$3,117.60	1	\$260.00	1	\$109,118.40
66	6 cubic yard	\$779.40	1	\$1,558.80	1	\$2,338.20	1	\$3,117.60	1	\$3,897.00	1	\$4,676.40	1	\$300.00	1	\$162,597.60
67	8 cubic yard	\$1,039.20	1	\$2,078.40	1	\$3,117.60	1	\$4,156.80	1	\$5,196.00	1	\$6,235.20	1	\$340.00	1	\$216,076.80
	Estimated Annualized Cost for Commercial Collection in Compaction Containers (Sum of Lines 56-67)															\$1,642,800.00

SOUTH DISTRICT - COMPACTION CONTAINERS																
Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickups		Annual Price Proposal
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	
68	1 cubic yard	\$179.90	1	\$309.80	1	\$489.70	1	\$619.60	1	\$754.40	1	\$979.40	1	\$140.00	1	\$34,238.40
69	2 cubic yard	\$308.80	1	\$619.60	1	\$979.40	1	\$1,239.20	1	\$1,349.50	1	\$1,658.80	1	\$180.00	1	\$61,153.20
70	3 cubic yard	\$489.70	1	\$979.40	1	\$1,269.10	1	\$1,658.80	1	\$2,048.50	1	\$2,538.20	1	\$220.00	1	\$90,538.80
71	4 cubic yard	\$619.60	3	\$1,239.20	1	\$1,658.80	1	\$2,278.40	1	\$2,698.00	1	\$3,317.60	1	\$260.00	1	\$132,388.80
72	6 cubic yard	\$979.40	1	\$1,758.80	4	\$2,538.20	1	\$3,317.60	1	\$4,097.00	1	\$4,876.40	1	\$300.00	1	\$237,914.40
73	8 cubic yard	\$1,239.20	1	\$2,278.40	1	\$3,317.60	1	\$4,356.80	1	\$5,396.00	1	\$6,435.20	1	\$340.00	1	\$228,076.80
	Customer-Owned Containers															
74	1 cubic yard	\$129.90	1	\$259.80	1	\$389.70	1	\$519.60	1	\$649.50	1	\$779.40	1	\$140.00	1	\$28,179.60
75	2 cubic yard	\$259.80	1	\$519.60	1	\$779.40	1	\$1,039.20	1	\$1,299.00	1	\$1,558.80	1	\$180.00	1	\$55,159.20
76	3 cubic yard	\$389.70	1	\$779.40	1	\$1,163.10	1	\$1,558.80	1	\$1,948.50	1	\$2,338.20	1	\$220.00	1	\$82,066.80
77	4 cubic yard	\$519.60	1	\$1,039.20	1	\$1,558.80	1	\$2,078.40	1	\$2,598.00	1	\$3,117.60	1	\$260.00	1	\$109,118.40
78	6 cubic yard	\$779.40	1	\$1,558.80	1	\$2,338.20	1	\$3,117.60	1	\$3,897.00	1	\$4,676.40	1	\$300.00	1	\$162,597.60
79	8 cubic yard	\$1,039.20	1	\$2,078.40	1	\$3,117.60	1	\$4,156.80	1	\$5,196.00	1	\$6,235.20	1	\$340.00	1	\$216,076.80
80	Estimated Annualized Cost for Commercial Collection in Compaction Containers (Sum of Lines 68-79)															\$1,437,508.80

PRICE FORM - PAGE 5 of 7

PROPOSER'S NAME: Meridian Waste Florida, LLC

Commercial Solid Waste and Yard Trash Collection Services - Hand Pickups

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal Drop-off Charges (tip fees) shall be a component to the Commercial Base Rate to all containers that include disposal. Should the Drop-off Charge be adjusted during the Agreement term, Franchisee may apply the applicable percent change of increase to the Commercial Customer Base Rate as specified in the Scope of Services, Attachment VII.

NORTH DISTRICT - COMMERCIAL REAR LOAD CONTAINERS

Line	Container	(a)	(b)	(c)	(d)	= ((axb)+(cxd)) x 12 months
		Monthly Rate for 1x/Week Pickup	Est. Billing Units/ Month	Monthly Rate/ 2x/Week Pickup	Est. Billing Units/ Month	Annual Price Proposal
81	1 - 3 cans/bags	\$25.00	97	\$45.00	19	\$39,360.00
82	4 cans	\$37.00	8	\$57.00	2	\$4,920.00
83	5 cans	\$47.00	1	\$67.00	2	\$2,172.00
84	Each additional can	\$12.00	1	\$20.00	1	\$384.00
85	1 96-gal Roll Cart	\$25.00	309	\$50.00	6	\$96,300.00
86	2 96-gal Roll Carts	\$40.00	3	\$65.00	1	\$2,220.00
87	Each additional Roll Cart	\$15.00	1	\$25.00	1	\$480.00
88	Estimated Annualized Cost for Commercial Collection in curbside cans/bags and carts (Sum of Lines 81-87)					\$145,836.00

SOUTH DISTRICT - COMMERCIAL REAR LOAD CONTAINERS

Line	Container	(a)	(b)	(c)	(d)	= ((axb)+(cxd)) x 12 months
		Monthly Rate for 1x/Week Pickup	Est. Billing Units/ Month	Monthly Rate/ Additional Weekly Pickup	Est. Billing Units/ Month	Annual Price Proposal
89	1 - 3 cans/bags	\$25.00	10	\$45.00	6	\$6,240.00
90	4 cans	\$37.00	1	\$57.00	1	\$1,128.00
91	5 cans	\$47.00	1	\$67.00	1	\$1,368.00
92	Each additional can	\$12.00	1	\$20.00	1	\$384.00
93	1 96-gal Roll Cart	\$25.00	280	\$50.00	5	\$87,000.00
94	2 96-gal Roll Carts	\$40.00	1	\$65.00	1	\$1,260.00
95	Each additional Roll Cart	\$15.00	1	\$25.00	1	\$480.00
96	Estimated Annualized Cost for Commercial Collection in curbside cans/bags and carts (Sum of Lines 89-95)					\$97,860.00

Collection of Debris from Disaster Events (as Defined in ITN Part II Sec. 20.4)

Proposer must fill in all proposed pricing (yellow highlighted cells); all other cells are locked. Prices are for collection service only. See Section 20.4 of the ITN Part II Scope of Services for additional information regarding this service. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced.

Line	Type of Service	North District	South District
97	Collection of debris (\$/ton)	\$175.00	\$175.00
98	Estimated tons/year (for RFP purposes only)	50	50
99	Estimated Annualized Cost for Debris Collection (Line 97 x Line 98)	\$8,750.00	\$8,750.00

Commercial Supplemental Collection Services

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced.

Note: Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost for scoring of Compensation (Price Form) Evaluation per Part I Section 11.6 of the ITN.

Line	Type of Service	North District	South District
		Service Rate per Occurance	Service Rate per Occurance
100	Rolling out container(s) and returning to original location	\$3.50	\$3.50
101	Unlocking and locking containers	\$10.00	\$10.00
102	Moving container location per Customer request (if more than 2x per year)	\$50.00	\$50.00
103	Changing out container size (if more than 2x per year)	\$75.00	\$75.00
104		One-time fee	One-time fee
105	Locks for containers	\$175.00	\$175.00
106	Estimated Annualized Cost for Commercial Supplemental Collection Services (((Line 100 x 1)+(Line 101 x 1)+(Line 102 x 1)+(Line 103 x 1)+(Line 105 x 1)) x 12 months)	\$3,762.00	\$3,762.00

PRICE FORM - PAGE 6 of 7

PROPOSER'S NAME: Meridian Waste Florida, LLC

Commercial Collection Service - Roll-Offs

Proposer must fill in all proposed pricing (yellow highlighted cells). All other cells are locked. Prices are for collection service only. Franchisee shall provide Commercial Collection Service for roll-offs as arranged between the Commercial Customer and Franchisee as defined in ITN Part II Scope of Services Section 5. All unit prices must be rounded to the nearest cent. Unit numbers provided are for evaluation purposes only. The County makes no guarantee as to the number of units to be serviced. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use. Disposal rates or Drop-off Charges to Commercial Customers for roll-off containers shall be based upon scale tickets and shall not be a component to the Commercial Base Rate provided for roll-off containers.

NORTH DISTRICT/ ROLL-OFFS

Line	Container Size	(a)	(b)	(c)	(d)	= ((axb) + (cxd)) x 12 months
		Monthly Container & Maintenance Fee	Est. Billing Units/Month	Fee per Pull	Est. Pulls/ Month	Annual Price Proposal
107	Non-Compaction: 15 cy	\$150.00	5	\$450.00	10	\$63,000.00
108	Non-Compaction: 20 cy	\$150.00	5	\$450.00	10	\$63,000.00
109	Non-Compaction: 25 cy	\$150.00	5	\$475.00	10	\$66,000.00
110	Non-Compaction: 30 cy	\$175.00	5	\$475.00	5	\$39,000.00
111	Non-Compaction: 40 cy	\$175.00	5	\$475.00	20	\$124,500.00
112	Compaction: 30 cubic yards	\$750.00	5	\$500.00	20	\$165,000.00
113	Compaction: 36 cubic yards	\$850.00	5	\$525.00	10	\$114,000.00
114	Compaction: 40 cubic yards	\$950.00	5	\$550.00	5	\$90,000.00
115	Estimated Annualized Cost for Commercial Collection in Roll-Offs (Sum of Lines 107-113)					\$724,500.00

SOUTH DISTRICT / ROLL-OFFS

Line	Container Size	(a)	(b)	(c)	(d)	= ((axb) + (cxd)) x 12 months
		Monthly Container & Maintenance Fee	Est. Billing Units/Month	Fee per Pull	Est. Pulls/ Month	Annual Price Proposal
116	Non-Compaction: 15 cy	\$150.00	5	\$450.00	10	\$63,000.00
117	Non-Compaction: 20 cy	\$150.00	5	\$450.00	10	\$63,000.00
118	Non-Compaction: 25 cy	\$150.00	5	\$475.00	10	\$66,000.00
119	Non-Compaction: 30 cy	\$175.00	5	\$475.00	5	\$39,000.00
120	Non-Compaction: 40 cy	\$175.00	5	\$475.00	20	\$124,500.00
121	Compaction: 30 cubic yards	\$750.00	5	\$500.00	20	\$165,000.00
122	Compaction: 36 cubic yards	\$850.00	5	\$525.00	10	\$114,000.00
123	Compaction: 40 cubic yards	\$950.00	5	\$550.00	5	\$90,000.00
124	Estimated Annualized Cost for Commercial Collection in Roll-Offs (Sum of Lines 116-123)					\$724,500.00

PRICE FORM - PAGE 7 of 7

PROPOSER'S NAME: Meridian Waste Florida, LLC

Total Proposed Annual Contract Value

NORTH DISTRICT	
Service	Est. Annualized Cost
Class I & II (Curbside) Residential Collection Service	
(a) Class I & II Option #1: Automated Solid Waste Collection with Single Stream Recycling	\$16,344,355.56
Class II (Site) Residential Collection Service	
(b) Class II Option #1: Solid Waste Collection with Single Stream Recycling	\$4,366,496.16
Commercial Collection Service	
(c) All Container Types and Services	\$11,242,015.68
Other Collection Services	
(d) Residential Supplemental Collection Services	\$1,167.72
(e) Commercial Supplemental Collection Services	\$3,762.00
(f) Collection of Debris from Non-Declared Emergency Events	\$8,750.00
Total Class I & II Option #1 with all other Services (a + b + c + d + e + f)	\$31,966,547.12

SOUTH DISTRICT	
Service	Est. Annualized Cost
Class I & II (Curbside) Residential Collection Service	
(a) Class I & II Option #1: Automated Solid Waste Collection with Single Stream Recycling	\$19,003,817.16
Class II (Site) Residential Collection Service	
(b) Class II Option #1: Solid Waste Collection with Single Stream Recycling	\$2,917,168.20
Commercial Collection Service	
(c) All Container Types and Services	\$6,337,594.80
Other Collection Services	
(d) Residential Supplemental Collection Services	\$1,167.72
(e) Commercial Supplemental Collection Services	\$3,762.00
(f) Collection of Debris from Non-Declared Emergency Events	\$8,750.00
Total Class I & II Option #1 with all other Services (a + b + c + d + e + f)	\$28,272,259.88

Supplier: Meridian Waste



PROPOSER INFORMATION

Proposer Information:

Proposer (legal name of firm submitting proposal): **Meridian Waste Florida, LLC**
 # of Years in Business: **5** MBE? (check if yes)
 Contact Name: **Mary M. O'Brien**
 Contact Email: **MObrien@MeridianWaste.com** Contact Phone: **9046165322**

Proposer's Headquarters:

Headquarters Address: **5925 Carnegie Blvd**
 City: **Charlotte** State: **NC** Zip: **328209** # of years @ location: **3.75**

Location of Personnel's Office:

Address: **2078 Lane Avenue North**
 City: **Jacksonville** State: **FL** Zip: **32254** # of years @ location: **2**

Summary of Qualifications:

Provide a high level overview of your firm's qualifications and interest in providing services related to this RPS.

Our Philosophy:

Meridian Waste is a company defined by our commitment to servicing our customers, caring for and engaging our employees and generating financial value for our shareholders while delivering a clean and healthy community.

â€ We cannot operate successfully without equal focus on each segment of our business.

â€ We are proud to be called garbage men and women with our core waste business centered on residential, commercial and industrial non-hazardous waste collection and disposal.

Locations:

The company operates thirteen hauling companies, five transfer stations, two recycling facilities/MRFâ€™s, two municipal solid waste landfills and four C&D landfills combined in the St. Louis, Mo., Richmond, Va., Blacksburg, Va., Staunton, Va., Northeast Fla., Knoxville, Tenn., Raleigh, Greensboro and Goldston, N.C. and Greenville, S.C. marketplaces. The company is headquartered in Charlotte, N.C.

Customers:

Â More than 219,850 residential, commercial, industrial, and governmental customers

Â 37 city and county municipal contracts

Fleet:

Â 432 commercial, residential, and roll-off trucks

Disposal Volumes:

Â Collects 831,978 tons of waste annually

Â Safely disposes of 882,066 tons of waste in company-owned landfills

Recycling Volumes:

Â Collects and delivers 19,120 tons of recyclables annually to state-permitted MRFs

Employees:**Â· 663 team members****Disclosure:**

List all private sector clients with who you have an active or pending contract and who have an interest within the areas affected by this scope of services. Also include any properties or interests held by your firm, or officers of your firm within the areas affected by this scope of services.

Assuming the affected area means Sarasota County, Meridian Waste Florida, LLC has no active or pending contracts, has no property, leases or other interests within Sarasota Co, and no officers of the company are affected by this scope of services (unless awarded as a result of this RFP and then all 3 officers would be involved in the transition and management of the contract).

The person named below certifies that the information provided above is true and correct. Proposers who submit falsified data shall be subject to Section 2-213 of the Sarasota County Procurement Code and subject to suspension and debarment pursuant to Chapter 13 of the Sarasota County Procurement Manual.

Business Name:	<i>Meridian Waste Florida, LLC</i>	Title:	<i>Chief Marketing Officer & Secretary</i>
Authorized Representative:	<i>Mary M. O'Brien</i>	Date:	<i>9-1-2023</i>
Solicitation #:	<i>232452VG</i>		

No Bids

GFL Environmental

GFL Solid Waste Southeast, LLC appreciated the opportunity to submit a proposal to collect residential and commercial solid waste within Sarasota County. After careful review, we have decided not to submit a proposal for Bid No. 232452VG. We have provided the following reasons for our decision: 1. Challenges with procuring all necessary equipment within the specified timeline to start collection services. 2. Challenges associated with purchasing or leasing a customer service office and maintenance facility within Sarasota County within the specified timeline. Even though we decided to not participate in this RFP, GFL will continue to seek current and future opportunities to participate in servicing the residents and businesses of Sarasota County.

Waste Connections of Florida, Inc

Vianey Garcia, Procurement Professional III Sarasota County Procurement 1660 Ringling Blvd Sarasota, FL 34236 RE: Solicitation 232452VG Solid Waste, Recyclable Materials, and Yard Trash Collection Services Dear Ms. Garcia: Waste Connections of Florida, Inc., has carefully reviewed Solicitation 232452VG, Solid Waste, Recyclable Materials, and Yard Trash Collection Services, and at this time we respectfully submit a "No-Bid"™ for this opportunity. Thank you for the opportunity to be a part of this RFP process. We wish the County and the future vendors success with this contract. If you should have any questions, please do not hesitate to contact me at (813)352-9156. Respectfully Submitted, Ian Boyle Government Affairs Manager Waste Connections of Florida, Inc.