

Performance Tables

Safety and Health Performance^{1,2}

	2020	2019	2018	2017	2016
EMPLOYEES					
Employee Days Away/Restricted/Transfer Rate (DART)	0.53	0.44	0.61	0.77	0.81
Employee Total Case Incident Rate (TCIR)	0.73	0.80	0.81	1.06	1.00
Employee fatality rate	–	–	–	–	–
Number of sites in OSHA VPP program	31	32	33	35	37
CONTRACTORS³					
Contractor DART	0.71	1.08	1.19	0.90	0.89
Contractor TCIR	1.13	1.63	1.80	1.40	1.48
Contractor fatality rate	1.58	–	–	–	–

¹ For the years ended December 31.

² Safety and Health data is for U.S. and Canada only.

³ Contractor safety performance rates reflect the overall safety performance of the contractors employed by Covanta, not their specific performance on Covanta's sites.

2020 Employee Safety, Health and Environmental (SHE) Training

WTE FACILITY PERSONNEL	
Environmental training hours (average)	12.0
Safety and health training hours (average)	22.0
CORPORATE SUPPLY CHAIN PERSONNEL	
Combined safety, health and environmental training hours (average)	16.0
COVANTA ENVIRONMENTAL SOLUTIONS PERSONNEL	
Combined safety, health and environmental training hours (average)	5.5
Environmental training hours (average)	4.5

Environmental Performance¹

AIR EMISSIONS (CONCENTRATIONS, OPERATIONAL CONTROL BASIS)

	U.S. Federal Standard ²	2020	2019	2018	2017	2016
Lead (µg/dscm)	400	8.1	9.8	11.0	11.5	12.1
Cadmium (µg/dscm)	35	0.8	1.2	1.2	1.2	1.2
Mercury (µg/dscm)	50	2.5	2.0	2.3	1.9	2.7
Total dioxins and furans (ng/dscm)	30	1.6	2.0	2.2	2.0	3.4
Particulate matter (mg/dscm)	25	2.0	2.2	2.8	2.4	2.8
Hydrogen chloride (ppm)	29	6.9	6.2	7.0	7.0	6.8
Carbon monoxide (ppm)	100	32.0	30.2	32.0	30.3	29.1
Sulfur oxides (ppm)	29	8.8	8.1	7.5	7.0	7.5
Nitrogen oxides (ppm)	205	127.0	127.9	132.1	134.3	136.4

GREENHOUSE GAS EMISSIONS (THOUSAND TONS CO₂E, EQUITY SHARE BASIS)

	2020	2019	2018	2017	2016
Total Scope 1, 2 and 3 GHG emissions	4,660	4,688	4,732	4,260	4,677
Scope 1 ³	4,382	4,398	4,454	4,004	4,405
Scope 2	12	24	22	25	34
Scope 3 ⁴	265	266	256	231	238
Biogenic CO ₂	6,371	6,388	6,428	5,781	5,928
GHG emission intensity (t CO ₂ e/\$ revenue)	0.0024	0.0024	0.0025	0.0023	0.0026
GHG emissions covered under an emissions-limiting regulation (%)	3.8%	3.5%	3.9%	4.0%	3.8%

NET WTE LIFE-CYCLE GHG BENEFIT (THOUSAND TONS CO₂E REDUCED, NET BASIS)

	2020	2019	2018	2017	2016
Equity-share basis	10,800	10,900	11,100	10,000	10,600
Operational Control Basis ⁵	18,800	18,800	18,200	16,800	17,100

MONETARY FINES AND COMPLIANCE FREQUENCY

	2020	2019	2018	2017	2016
FINES (\$)					
WTE continuous emission monitor (CEM) fines	13,660	27,005	80,976	123,268	95,423
WTE stack test fines	–	10,080	–	–	25,600
Other environmental fines, including biomass and other facilities	117,125	180,150	86,350	423,228	1,000
COMPLIANCE					
WTE stack test compliance rate	100%	99.90%	100%	100%	99.90%
WTE CEM compliance rate	99.99%	99.97%	99.95%	99.96%	99.95%

¹ For the years ended December 31.

² 40 CFR 60 Subpart Cb.

³ Scope 1 recalculated with 20-year Methane GWP (86) as defined in the IPCC's Fifth Assessment Report.

⁴ Scope 3 boundary expanded in 2020 to include emissions from capital goods (UK construction), upstream fuel, upstream transport of MSW, downstream transport of ash, and employee commuting.

⁵ Reported on an operational control + equity interest basis, excluding China.

Workforce Performance¹

	2020	2019	2018	2017	2016
EMPLOYEE BREAKDOWN					
Salaried	1,256	1,228	1,230	1,193	1,157
Hourly ²	2,694	2,653	2,683	2,526	2,425
Total employees	3,950	3,881	3,911	3,719	3,582
REGION					
North America	3,857	3,803	3,834	3,649	3,537
United States	3,690	3,638	3,676	3,520	3,454
Canada	167	165	158	129	83
Europe	80	65	62	56	30
Asia	13	13	15	14	15
GENDER AND RACIAL DIVERSITY³					
Women as a percentage of the total workforce	12%	11%	11%	11%	10%
People of color as a percentage of total workforce	31%	28%	28%	26%	26%
2020 COLLECTIVE BARGAINING STATUS					
Employees covered by collective bargaining agreements	332	298	298		
Percent of North American workforce covered by collective bargaining agreements	8.6%	7.8%	7.8%		

2020 Employee Turnover

	Salaried	Hourly ²	Total Turnover	Average Service (years)	Total Turnover Rate (%)	Average Service (years)	# of Voluntary Separations	# of Involuntary Separations	Total # of Separations
Gender									
Female	35	35	70	4.7	14.8%	6	50	20	70
Male	131	367	498	6.4	14.3%	6.4	345	153	498
Age									
Under 30 years old	9	114	123	0.9	26.9%	2	102	21	123
30-50 years old	68	192	260	4.0	15.0%	4	192	68	260
Over 50 years old	89	96	185	12.8	12.3%	13	101	84	185
Region									
United States	161	372	533	6.3	14.4%	7	365	168	533
Non-United States	5	32	37	2.3	14.2%	7	32	5	37
Total	166	402	568	568	16.0%	6	395	173	568

2020 New Employee Hires

	Total	Salaried	Hourly ²
Gender			
Female	68	31	37
Male	436	99	337
Age			
Under 30 years old	147	19	128
30-50 years old	253	65	188
Over 50 years old	102	45	57
Region			
United States	442	110	332
Non-United States	40	13	27

Diversity Performance

2020 RACIAL AND ETHNIC COMPOSITION OF U.S. WORKFORCE⁴									
	Total	American Indian	Black	White	Hispanic	Asian	Pacific Islander	Two or more races	Not Specified
Executives	58	0	213	52	1	2	0	1	-
Directors	217	0	10	192	4	9	0	2	-
Managers	264	1	12	208	21	19	0	3	-
Professionals	586	3	48	445	39	36	5	10	-
Technical, sales and administrative	380	1	46	286	29	12	2	4	-
Laborers	2,185	14	319	1,366	291	77	68	50	-
Total	3,690	19	437	2,549	385	155	75	70	0
2020 AGE COMPOSITION OF GLOBAL WORKFORCE									
	Total	Under 30 years old	30-50 years old	Over 50 years old					
Executives	58	-	13	45					
Directors	217	1	73	143					
Managers	264	11	131	122					
Professionals	586	54	257	275					
Technical, sales and administrative	380	40	173	167					
Laborers	2,185	341	1,090	754					
Total	3,690	472	3,478	1,506					
2020 GENDER COMPOSITION OF U.S. WORKFORCE									
	Total	Female	Male						

Employee Category							
Executives	58	10	48				
Directors	217	32	185				
Managers	264	75	189				
Professionals	586	116	470				
Technical, sales and administrative	380	158	222				
Laborers	2,185	20	2,165				
Total	3,690	411	3,279				
Employee Type							
Part-time	33	17	17				
Full-time	3,917	455	3,462				
2020 GENDER COMPOSITION OF GLOBAL WORKFORCE							
Region							
North America	3,857	458	3,399				
United States	3,690	411	3,279				
Canada	167	47	120				
Europe	80	8	72				
Asia	13	6	7				
Total	3,950	472	3,478				

2020 Governance Body Diversity

GENDER AND RACIAL DIVERSITY	
Percent women	27%
Percent people of color	9%
Percent independent	82%
AGE	
Under 30 years old	–
30-50 years old	–
Over 50 years old	11%
Total	36%

¹ For the years ended December 31.

² Hourly employees include technicians, sales workers, administrative support, craft workers, operatives, laborers, and helpers.

³ Women are represented as a percentage of the entire workforce. People of color are represented as a percentage of U.S. workforce, where race/ethnicity information is known.

⁴ US Employees only. Job Categories are defined as follows: Executives (EEO category 1.1), Professionals (EEO category 2), Technical/Sales/Administrative (EEO categories 3,4,5), Laborers (EEO Categories 6,7,8,9). EEO Category 1.2 subdivided into Directors and Managers.

Operations Performance¹

	2020	2019	2018	2017	2016
FACILITIES (OWNED, EQUITY INVESTMENTS IN, AND / OR OPERATED)					
Number of WTE operations	46	44	45	43	43
Total electrical generation capacity (MW)	1,878	1,791	1,714	1,574	1,557
Total capacity (TPD)	68,250	65,764	63,294	58,938	58,249
Number of material processing facilities	20	20	20	19	15
Number of transfer stations	13	14	16	17	17
Number of landfills	4	4	4	4	4
Number of electronic waste recycling facilities	1	1	1	1	1
WASTE PROCESSED					
Total waste processed	21,900	22,203	21,124	19,493	19,905
Sustainable Waste Management	21,590	21,908	20,862	19,218	19,733
Covanta Waste-to-Energy	21,184	21,430	20,418	18,816	19,455
Other Waste-to-Energy	11	15	14	9	2
Waste recycled ²	1,066	1,104	1,020	886	789
Metals recycled	560	529	496	464	512
E-waste recycled ³	6	7	7	8	8
Other Recycling (including Aggregate)	500	568	517	414	269
Landfilled Waste ⁴	298	283	254	264	169
Waste incinerated, no energy recovery	0.0	0.0	0.1	0.1	–
Other Waste Managed	12	13	8	11	3
Total hazardous waste combusted	–	–	–	–	–
Other Waste Indicators					
Municipal waste processed	20,564	20,591	19,560	18,015	18,475
Commercial and industrial waste processed	1,336	1,612	1,564	1,478	1,358
Landfilled WTE residue ⁵	5,342	5,440	5,140	4,792	4,991
ENERGY GENERATION					
Net electricity exported to the grid (million MW hours)	9.9	10.0	9.4	8.6	8.8
Steam exported (billion lbs.)	9.2	9	10	9	9
Total energy, million MWh electrical equivalent	10.7	10.7	10.3	9.4	9.4
RECs, value recognized (\$M)	26.2	17	12	13	12
ENERGY USE (THOUSAND GJ)					
Total energy consumption⁶	218,232	219,577	208,672	192,527	198,852
Waste	213,627	215,534	204,071	188,368	194,415
Fossil fuel	4,292	3,638	4,174	3,751	3,824
Biogenic fuel	–	–	22	18	17
Fossil fuel (% of total energy input)	2.0%	1.7%	2.0%	1.9%	1.9%
Fleet fuel consumption⁷	133	169	134	150	–
Natural gas as fleet fuel (%)	0%	0%	0%	0%	0%
Renewable fuel as fleet fuel (%)	0%	0%	0%	0%	0%
WATER USE (MGAL.)					
Total potable water use	6,107	5,998	6,022	5,648	5,903
Reclaimed water use	2,993	3,499	2,649	2,331	2,749
Saline/other non-potable water use	31,160	31,524	58,276	1,052	1,089
Alternative water use as percentage of total freshwater use (%)	34.9%	38.9%	32.9%	31.5%	33.8%

- 1 For the years ended December 31. Unless otherwise noted, reported on an operational control + equity interest basis, excluding China.
2 Recycled metals and ash aggregate are included in both the Covanta Waste-to-Energy and Waste Recycled subtotals.
3 Reflects total e-waste received for processing.
4 Landfilled waste from CES and transfer station operations. Does not include WTE residues, reported separately.
5 Residue includes WTE ash and landfilled wastes from RDF / shred-and-burn processing. Both are included in Covanta WTE tons.
6 Energy consumption total includes heat input from MSW and auxiliary fuel, as well as purchased electricity. Purchased electricity is not reflected breakdown below.
7 Represents fleet operations, insignificant prior to 2017, predominately associated with Covanta Environmental Solutions (CES).

Economic Performance¹

(data for Covanta Holding Corp., including all global operations, in millions, except per share amounts, USD) ²	2020	2019	2018	2017	2016
OPERATING REVENUE					
Waste and service revenue	1,412	1,393	1,327	1,231	1,187
Energy revenue	357	329	343	334	370
Recycled metals revenue	81	86	95	82	61
Other operating revenue	54	62	103	105	81
Total operating revenue	1,904	1,870	1,868	1,752	1,699
OPERATING EXPENSE					
Total operating expense	1,835	1,780	1,805	1,651	1,590
INCOME TAX					
Income tax expense (benefit)	(18)	(7)	(29)	(191)	22
NET INCOME					
Net (loss) income attributable to Covanta Holding	(28)	10	152	57	(4)
CASH FLOW					
Cash flow provided by operating activities	254	226	238	242	264
NON-GAAP FINANCIAL MEASURES					
Adjusted EBITDA	424	428	457	408	410
Free Cash Flow	95	140	100	132	176
DIVIDENDS					
Annualized Cash Dividends per Share	\$0.49	\$1.00	\$1.00	\$1.00	\$1.00
COMMUNITY INVESTMENT					
Total donations	1.7	1.9	1.8	2.0	1.9

¹ For the years ended December 31.

² For complete information, please refer to Covanta's Form 10-K filings.

Non-GAAP Reconciliation (Adjusted EBITDA and Free Cash Flow)^{1,2}

(\$ in Millions)	2020	2019	2018	2017	2016
Net (Loss) Income Attributable to Covanta Holding Corporation	\$(28)	\$10	\$152	\$57	\$(4)
Depreciation and amortization expense	224	221	218	215	207
Interest expense, net	133	143	145	147	138
Income tax expense (benefit) expense	(18)	(7)	(29)	(191)	22
Impairment charges	19	2	86	2	20
Loss on extinguishment of debt	12	–	15	84	–
(Gain) loss on sale of business and investments	(26)	(49)	(217)	6	(44)
Property insurance recoveries (net)	(1)	–	(18)	(2)	–
Net income attributable to noncontrolling interests in subsidiaries	–	–	–	–	–
OTHER ADJUSTMENTS					
Debt service billings in excess of revenue recognized	–	–	(1)	5	4
Business development and transaction costs	1	2	3	5	2
Severance and reorganization costs	5	13	5	1	3
Capital type expenditures at service-fee operated facilities ³	36	34	37	55	39
Non-cash compensation expense	29	25	24	18	16
Adjustments to reflect Adjusted EBITDA from unconsolidated investments	24	25	23	–	–
Other	14	9	14	6	7
Subtotal other adjustments	109	108	105	90	71
Total adjustments	452	418	305	351	414
Adjusted EBITDA	\$424	\$428	\$457	\$408	\$410
Cash paid for interest, net of capitalized interest	(112)	(152)	(136)	(132)	(135)
Cash paid for taxes	4	(5)	(2)	–	(6)
Equity in net income from unconsolidated investments	(4)	(6)	(6)	(1)	(4)
Adjustments to reflect Adjusted EBITDA from unconsolidated investments	(24)	(25)	(23)	–	–
Dividends from unconsolidated investments	9	9	13	2	2
Capital-type expenditures at service-fee operated facilities ³	(36)	(34)	(37)	(55)	(39)
Working capital/other	(7)	11	(28)	20	36
Cash flow provided by operating activities⁴	\$254	\$226	\$238	\$242	\$264
Plus: Changes in restricted funds—operating ⁵	\$1	\$20	\$4	\$1	\$22
Less: Maintenance capital expenditures	(160)	(106)	(142)	(111)	(110)
Free Cash Flow	\$95	\$140	\$100	\$132	\$176

¹ For the years ended December 31.

² For complete information, please refer to Covanta's Form 10-K filings.

³ Adjustment for impact of adoption of FASB ASC 853 — Service Concession Arrangements.

⁴ Prior years were revised to reflect adoption of FASB ASU 2016-18 Statement of Cash Flows (Topic 230) — Restricted Cash adopted 1/1/2018 and FASB 2016-09 Compensation — Stock Compensation (Topic 718); Improvements to Employee Share-Based Payment Accounting adopted 1/1/2017.

⁵ Adjustment for impact of adoption of FASB ASU 2016-18 Statement of Cash Flows (Topic 230) — Restricted Cash.