

COVANTA HOLDING CORP

Form DEF 14A

April 05, 2011

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**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

SCHEDULE 14A

Proxy Statement Pursuant to Section 14(a) of the Securities
Exchange Act of 1934 (Amendment No.)

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Check the appropriate box:

- Preliminary Proxy Statement
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- Definitive Proxy Statement
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COVANTA HOLDING CORPORATION

(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

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COVANTA HOLDING CORPORATION
445 South Street
Morristown, New Jersey 07960
(862) 345-5000

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COVANTA HOLDING CORPORATION

**NOTICE OF ANNUAL MEETING OF STOCKHOLDERS
To Be Held On May 5, 2011**

To our Stockholders:

We are notifying you that our 2011 Annual Meeting of Stockholders will be held on May 5, 2011, at Covanta Holding Corporation, 445 South Street, Morristown, New Jersey 07960, at 11:00 a.m. local time. At the meeting we will ask you to:

1. elect ten directors to our Board of Directors, each for a term of one year;
2. ratify the appointment of Ernst & Young LLP, the independent registered public accountants, as our independent auditors for the 2011 fiscal year;
3. conduct an advisory vote on executive compensation;
4. conduct an advisory vote on the frequency of the advisory vote on executive compensation; and
5. consider such other business as may properly come before the Annual Meeting or any adjournment or postponement of the Annual Meeting.

Our Board of Directors has fixed the close of business on March 11, 2011 as the record date for the determination of stockholders entitled to notice of and to vote at the Annual Meeting and at any adjournment or postponement of the Annual Meeting. A complete list of these stockholders will be available at our principal executive offices prior to the Annual Meeting.

All stockholders are cordially invited to attend the Annual Meeting in person. Whether or not you expect to attend the meeting, please follow the instructions on the proxy card for voting over the Internet or by telephone or properly execute, date and return the enclosed proxy card as promptly as possible in order to ensure your representation at the Annual Meeting. A return envelope (which is postage pre-paid if mailed in the United States) is enclosed for that purpose. Even if you have given your proxy, you may still vote in person if you attend the Annual Meeting. Please note, however, that if your shares are held of record by a broker, bank or other nominee and you wish to vote at the Annual Meeting, you must obtain a proxy issued in your name from the institution that is the record holder and bring the proxy to the Annual Meeting.

By Order of the Board of Directors

Covanta Holding Corporation

Timothy J. Simpson
Secretary

Morristown, New Jersey
April 5, 2011

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**COVANTA HOLDING CORPORATION
445 South Street
Morristown, New Jersey 07960**

PROXY STATEMENT

The enclosed proxy is solicited by the Board of Directors of Covanta Holding Corporation for use at the Covanta Holding Corporation 2011 Annual Meeting of Stockholders to be held on May 5, 2011, at 11:00 a.m. local time, or any adjournment or postponement of the Annual Meeting, for the purposes described in this proxy statement and in the accompanying Notice of Annual Meeting of Stockholders. The Annual Meeting will be held at Covanta Holding Corporation, 445 South Street, Morristown, New Jersey 07960. This proxy statement and accompanying proxy card were mailed on or about April 5, 2011 to all stockholders entitled to vote at the Annual Meeting. Throughout this proxy statement when the terms Covanta, the Company, we, our, ours or us are used, they refer to Covanta Holding Corporation and we sometimes refer to our Board of Directors as the Board. Our subsidiary, Covanta Energy Corporation, is often referred to in this proxy statement as Covanta Energy.

IMPORTANT NOTICE REGARDING THE AVAILABILITY OF PROXY MATERIALS FOR THE STOCKHOLDER MEETING TO BE HELD ON MAY 5, 2011

The Covanta Holding Corporation Proxy Statement and 2010 Annual Report to Stockholders are available at www.covantaholding.com/annualmeeting.

What is the purpose of the Annual Meeting?

At the Annual Meeting, you will be asked to act upon the matters outlined in the accompanying Notice of Annual Meeting of Stockholders, including:

- election of ten directors to our Board of Directors, each for a term of one year (see page 12);
- ratification of the appointment of Ernst & Young LLP as our independent auditors for the fiscal year ending December 31, 2011 (see page 15);
- an advisory vote on executive compensation (see page 16); and
- an advisory vote on the frequency of the advisory vote on executive compensation (see page 16).

In addition, management will report on our performance and respond to questions from stockholders.

Who is entitled to vote at the Annual Meeting?

Holders of our common stock at the close of business on the record date, March 11, 2011, are entitled to vote their shares at the Annual Meeting. On that date there were 147,360,499 shares of our common stock outstanding and entitled to vote.

How many votes do I have?

You will have one vote for each outstanding share of our common stock that you owned on March 11, 2011 (the record date), as each outstanding share of common stock is entitled to one vote on each matter properly brought before the Annual Meeting.

How many votes must be present to hold the Annual Meeting?

The presence in person, or by proxy, of stockholders entitled to cast a majority of all of the votes entitled to be cast at the Annual Meeting, including shares represented by proxies that reflect abstentions, constitutes a quorum. Abstentions and broker non-votes are counted as present and entitled to vote for the purposes of determining a quorum. A broker non-vote occurs when a broker, bank or other holder of record holding shares for a beneficial owner does not vote on a particular proposal because that record holder does not have discretionary voting power for

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that particular proposal and has not received voting instructions from the beneficial owner. If there is not a quorum at the Annual Meeting, the stockholders entitled to vote at the Annual Meeting, whether present in person or represented by proxy, will only have the power to adjourn the Annual Meeting until there is a quorum. The Annual Meeting may be reconvened without additional notice to the stockholders within 30 days after the date of the prior adjournment if we announce the reconvened meeting at the prior adjournment. A quorum must be present at such reconvened meeting.

What is the difference between holding shares as a stockholder of record and as a beneficial owner?

If your shares are registered directly in your name with our transfer agent, American Stock Transfer & Trust Company, you are considered, with respect to those shares, the stockholder of record or record owner. As a record owner, the Notice of Annual Meeting, Proxy Statement and 2010 Annual Report including our 2010 Annual Report on Form 10-K and proxy card, have been sent directly to you. If your shares are held in a stock brokerage account or by a bank or other holder of record, you are considered the beneficial owner of shares held in street name. As a beneficial owner the Notice of Annual Meeting, Proxy Statement and 2010 Annual Report including our 2010 Annual Report on Form 10-K and proxy card have been sent to the holder of record of your shares. If you wish to attend the Annual Meeting and vote shares of our common stock held through a broker, bank or other nominee, you will need to obtain a proxy form from the institution that holds your shares and follow the voting instructions on that form.

How do I vote my shares at the Annual Meeting?

You may vote either in person at the Annual Meeting or by proxy. If you vote by proxy, you may still attend the Annual Meeting in person.

If you wish to vote in person at the Annual Meeting, please attend the meeting and you will be instructed there as to the balloting procedures. Please bring personal photo identification with you to the meeting. If you are a beneficial owner of shares, you must obtain a proxy form from your broker, bank or other holder of record and present it to the inspector of election with your ballot to be able to vote at the Annual Meeting in person.

If you wish to vote by proxy, you may vote over the Internet or by telephone by following the instructions included on your proxy card. Alternatively, you may properly execute, date and return the enclosed proxy to us by mail in the enclosed return envelope (which is postage pre-paid if mailed in the United States). If you do this, your shares of common stock represented by the proxy will be voted by the proxy holders in accordance with your instructions. The Internet and telephone voting facilities will close at 11:59 p.m. Eastern time on May 4, 2011. Anthony J. Orlando and Timothy J. Simpson are the proxy holders. If you are a beneficial owner of shares, you will need to obtain a proxy form from the institution that holds your shares and follow the voting instructions on that form.

If you do not intend to vote in person at the Annual Meeting, please remember to submit your proxy to us prior to the Annual Meeting to ensure that your vote is counted.

Can I revoke my proxy or change my vote after I have voted?

Even after you have submitted your proxy, you may revoke your proxy or change your vote. If you are the record owner of the shares, you can revoke your proxy by doing one of the following before your proxy is exercised at the Annual Meeting:

(1) deliver a written notice of revocation to our Secretary at Covanta Holding Corporation, 445 South Street, Morristown, New Jersey 07960; or

- (2) submit a properly executed proxy bearing a later date; or
- (3) attend the Annual Meeting and cast your vote in person.

To revoke a proxy previously submitted over the Internet or by telephone, you may simply vote again at a later date, using the same procedures, in which case the later submitted vote will be recorded and the earlier vote revoked.

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If you are the beneficial owner of shares and have submitted your proxy to the institution that holds your shares, you will need to contact that institution and follow its instructions for revoking a proxy.

Attendance at the Annual Meeting will not cause your previously submitted proxy to be revoked unless you cast a vote at the Annual Meeting.

What if I do not vote for some of the matters listed on the proxy?

If you properly execute, date and return a proxy to us without indicating your vote, in accordance with the Board's recommendation, your shares will be voted by the proxy holders as follows:

FOR election of the ten nominees for director;

FOR ratification of the appointment of Ernst & Young LLP as our independent auditors for the fiscal year ending December 31, 2011;

FOR an advisory vote in favor of the compensation of our named executive officers as disclosed in this proxy statement; and

THREE YEARS as the frequency on seeking an advisory vote on executive compensation.

In addition, if other matters are properly presented for voting at the Annual Meeting, or at any adjournment or postponement thereof, your proxy grants Messrs. Orlando and/or Simpson the discretion to vote your shares on such matters. Two joint holders of our common stock have provided notice that they intend to present at the Annual Meeting the same proposal regarding executive compensation awards that they proposed last year and which appeared as the third proposal in the proxy statement for our 2010 annual meeting. The proposal for this year's Annual Meeting was not received by us until after the deadline for possible inclusion of stockholder proposals in this proxy statement; however it was received by us prior to the deadline for consideration for stockholder action at the Annual Meeting. The Board recommended against this proposal in the 2010 proxy statement and the proposal was defeated at the 2010 annual meeting; if such proposal is properly presented for voting at this Annual Meeting, Messrs. Orlando and/or Simpson will use their discretion to vote the stockholder proxies against the proposal. If, for any unforeseen reason, any of the director nominees described in this proxy statement are not available as a candidate for director, then Messrs. Orlando and/or Simpson will vote the stockholder proxies for such other candidate or candidates as the Board may nominate.

How many votes are required to elect directors and to adopt the other proposals?

In the election for directors, the ten nominees receiving the highest number of FOR votes cast in person or by proxy will be elected. A WITHHOLD vote for a nominee is the equivalent of abstaining. Abstentions and broker non-votes are not counted as votes cast for the purposes of, and therefore will have no impact as to, the election of directors. Although the director nominees with the highest number of FOR votes cast will be elected at the Annual Meeting, our Corporate Governance Guidelines contain a majority voting policy which requires any nominee for director in an uncontested election to tender his or her resignation to the Board if that nominee receives a greater number of WITHHOLD votes than FOR votes in any election. The Board's Nominating and Governance Committee will consider the resignation offer and recommend to the Board the action to be taken with respect to the tendered resignation. The Board will act upon the Nominating and Governance Committee's recommendation no later than 90 days following certification of the stockholder vote. A complete copy of our Corporate Governance Guidelines is posted on our website at www.covantaholding.com.

With respect to Proposal No. 4, the advisory vote on the frequency of holding future advisory votes on executive compensation, you may vote ONE YEAR, TWO YEARS, THREE YEARS or ABSTAIN. If you abstain from voting on Proposal No. 4, the abstention will not have an effect on the outcome of the vote.

All proposals, other than the election of directors and the advisory vote on the frequency of holding future advisory votes on executive compensation, require the affirmative FOR vote of a majority of those shares present and entitled to vote. An abstention as to any matter, when passage requires the vote of a majority of the votes entitled to be cast at the Annual Meeting, will have the effect of a vote AGAINST. Broker non-votes will not be considered, and will not be counted for any purpose in determining whether a matter has been approved.

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Brokers, banks or other nominees have discretionary authority to vote shares without instructions from beneficial owners only on matters considered routine by the New York Stock Exchange, such as the ratification of the appointment of Ernst & Young LLP as our independent auditors addressed by Proposal No. 2 in this proxy statement; therefore, your shares may be voted on Proposal No. 2 if they are held in the name of a brokerage firm, even if you do not provide the brokerage firm with voting instructions. On non-routine matters, such as Proposals No. 1 and No. 3, brokers, banks or other nominees do not have discretion to vote shares without instructions from beneficial owners and thus are not entitled to vote on such proposals in the absence of such specific instructions, resulting in a broker non-vote for those shares.

Representatives of American Stock Transfer & Trust Company, our transfer agent, will tabulate the votes and act as the inspector of election at the Annual Meeting.

Can my shares be voted if I do not return my proxy and do not attend the Annual Meeting?

If you do not vote your shares and you are the beneficial owner of the shares, your broker can vote your shares on matters that the New York Stock Exchange has ruled are routine.

If you do not vote your shares and you are the record owner of the shares, your shares will not be voted.

Who pays the cost of solicitation of proxies for the Annual Meeting?

We will pay the cost of solicitation of proxies. In addition to the solicitation of proxies by mail, we have engaged Okapi Partners to assist in soliciting proxies on our behalf. Okapi Partners may solicit proxies personally, electronically or by telephone. We have agreed to pay Okapi Partners \$7,500, plus variable fees based upon stockholders contacted and votes received in connection with such services, and to reimburse Okapi Partners for its reasonable out-of-pocket expenses. Our directors, officers and employees may also solicit proxies personally, electronically or by telephone without additional compensation for such proxy solicitation activity. Brokers and other nominees who held our common stock on the record date will be asked to contact the beneficial owners of the shares that they hold to send proxy materials to and obtain proxies from such beneficial owners.

Although there is no formal agreement to do so, we may reimburse banks, brokerage houses and other custodians, nominees and fiduciaries for their reasonable expenses in forwarding this proxy statement to our stockholders.

BOARD STRUCTURE AND COMPOSITION

The Board is currently comprised of ten directors. During 2010, the Board held five meetings and took action by unanimous written consent two times. Each director attended at least 75% of all meetings of the Board and those Board committees on which he or she served during 2010. We expect our Board members to attend the Annual Meeting of Stockholders. In May 2010, all of the directors attended our Annual Meeting of Stockholders. The Board has adopted Corporate Governance Guidelines which, among other matters, describe the responsibilities and certain qualifications of our directors. Our Corporate Governance Guidelines are posted on our website at www.covantaholding.com. A copy also may be obtained by writing to our Vice President of Investor Relations at our principal executive offices.

Our Corporate Governance Guidelines include a Majority Voting Policy, which was adopted by the Board in February 2007 and provides that in an uncontested election (i.e., an election where the only nominees are those recommended by the Board), any nominee for director who receives a greater number of votes WITHHELD from his or her election than votes FOR such election shall promptly tender his or her resignation to the Board for consideration in accordance with the procedures described in the Majority Voting Policy attached to our Corporate Governance Guidelines.

The Corporate Governance Guidelines also require that a majority of the Board qualify as independent within the meaning of the independence standards of the New York Stock Exchange. The applicable standards for independence to the Board are attached to our Corporate Governance Guidelines, referred to as the Independence Standards. These Independence Standards contain categorical standards that are currently used to provide

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assistance in the review by the Board of all facts and circumstances in making determinations of director independence required by New York Stock Exchange listing standards.

During the Board's annual review of director independence, the Board considered transactions and relationships between each director or any member of his or her immediate family and us and our subsidiaries and affiliates. The Board also considered whether there were any transactions or relationships between directors, their organizational affiliations or any member of their immediate family, on the one hand, and us and our executive management, on the other hand. As provided in the Independence Standards, the purpose of this review was to determine whether any such relationships or transactions existed that were inconsistent with a determination that the director is independent.

As a result of this review, the Board affirmatively determined that the following directors nominated for re-election are independent of us and our management under the standards set forth in the Independence Standards: David M. Barse, Ronald J. Broglio, Peter C. B. Bynoe, Linda J. Fisher, Joseph M. Holsten, William C. Pate, Robert S. Silberman and Jean Smith, and that none of these directors had relationships with us except those that the Board has determined to be immaterial as set forth in the Independence Standards. In making these determinations, the Board considered that in the ordinary course of business, transactions may occur between us and our subsidiaries and companies at which one or more of our directors or nominees are or have been officers. In each case, the amounts paid to these other companies in each of the last three years did not exceed the applicable thresholds set forth in the Independence Standards or the nature of the relationships with these other companies did not otherwise affect the independent judgment of any of such directors. The Board also considered charitable contributions to not-for-profit organizations of which directors or nominees or their immediate family members are affiliated, none of which exceeded the applicable thresholds set forth in the Independence Standards.

Mr. Zell and Mr. Pate are executive officers of Equity Group Investments, L.L.C., referred to as EGI. EGI is affiliated with SZ Investments L.L.C., referred to as SZ Investments, a holder of approximately 10.1% of our common stock as of March 21, 2011, as described under Equity Ownership of Certain Beneficial Owners. The Board reviewed the independence of Mr. Pate. In particular, the Board noted the absence of any payments made to EGI and SZ Investments within the past three years (not including any dividends paid on shares of our common stock payable to all stockholders), and also the subjective nature of Mr. Pate's relationship with us, as our former non-executive Chairman of the Board. The Board determined that these relationships do not interfere with Mr. Pate's exercise of independent judgment as a director. Therefore, the Board concluded that Mr. Pate qualifies as an independent director under applicable Securities and Exchange Commission (referred to in this proxy statement as the SEC) rules and regulations and New York Stock Exchange listing standards.

Mr. Barse is the President and Chief Executive Officer of Third Avenue Management LLC, referred to as Third Avenue, a holder of approximately 6.3% of our common stock as of March 21, 2011, as described under Equity Ownership of Certain Beneficial Owners. The Board noted that although Mr. Barse was our President and Chief Operating Officer from July 1996 until July 2002, such prior service as our executive officer occurred more than three years ago and does not interfere with his exercise of independent judgment as a director. Further, the Board noted the absence of any amounts paid to Third Avenue and its affiliates within the past three years (not including any dividends paid on shares of our common stock payable to all stockholders). Therefore, the Board concluded that Mr. Barse qualifies as an independent director under applicable SEC rules and regulations and New York Stock Exchange listing standards.

Mr. Bynoe is Senior Counsel to the law firm of DLA Piper US, LLP. DLA Piper UK LLP provided Covanta Energy with certain legal services in 2010. Mr. Bynoe did not direct or have any direct or indirect involvement in the procurement, provision, oversight or billing of such legal services and does not directly or indirectly benefit from those fees.

Committees of the Board

Audit Committee. The current members of the Audit Committee are Mr. Pate (Chair), Mr. Holsten and Ms. Smith. Each of the members of the Audit Committee is an independent director under applicable SEC rules and regulations and New York Stock Exchange listing standards. The Board has determined that each of the members of the Audit Committee qualifies as an audit committee financial expert under applicable SEC rules and regulations.

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Our Board has determined that Mr. Pate is a financial expert in part due to his other relevant experience, which includes Mr. Pate's extensive investment banking experience involving the critical evaluation of financial statements as (a) a director of several public companies, (b) our former non-executive Chairman of the Board and (c) an investment manager of private capital. In this latter role, our Board has determined that he had oversight of the preparation, auditing or evaluation of financial statements in conjunction with numerous acquisitions in a variety of industries and in conjunction with raising public fixed income and equity capital for associated corporations.

The Audit Committee operates under a written charter dated as of October 1, 2010, a copy of which is available on our website at www.covantaholding.com or may be obtained by writing to our Vice President of Investor Relations at our principal executive offices. Under its charter, the functions of the Audit Committee include assisting the Board in its oversight of the quality and integrity of our financial statements and accounting processes, compliance with legal and regulatory requirements, assessing and reviewing the qualifications, independence and performance of our independent auditors and overseeing our internal audit function. The Audit Committee has the sole authority to select, evaluate, appoint or replace the independent auditors and has the sole authority to approve all audit engagement fees and terms. The Audit Committee must pre-approve all permitted non-auditing services to be provided by the independent auditors; discuss with management and the independent auditors our financial statements and any disclosures and SEC filings relating thereto; recommend for stockholder approval the ratification of the independent auditors for us; review the integrity of our financial reporting process; establish policies for hiring of employees or former employees of the auditors; and investigate any matters pertaining to the integrity of management. The Audit Committee held five meetings during 2010.

Compensation Committee. The current members of the Compensation Committee are Messrs. Silberman (Chair), Barse and Bynoe. Each of the members of the Compensation Committee qualifies as an independent director under applicable New York Stock Exchange listing standards and is considered to be a non-employee director under Rule 16b-3 of the Securities Exchange Act of 1934, as amended, which we refer to as the Exchange Act in this proxy statement. Messrs. Silberman and Bynoe are outside directors under section 162(m) of the Internal Revenue Code of 1986, as amended, which we refer to as the Tax Code in this proxy statement. Because Mr. Barse was previously an executive officer of ours, he does not qualify as an outside director solely for purposes of section 162(m) of the Tax Code. Consequently, Mr. Barse recuses himself from voting in connection with any compensation matters in which section 162(m) of the Tax Code issues may arise, whether made by the Compensation Committee or the full Board. However, our Board has determined that Mr. Barse's prior relationship does not interfere with his exercise of independent judgment as a director and noted that he qualifies as an independent director under applicable New York Stock Exchange listing standards.

The Compensation Committee operates under a written charter dated as of October 1, 2010, a copy of which is available on our website at www.covantaholding.com or may be obtained by writing to our Vice President of Investor Relations at our principal executive offices. Under its charter, the Compensation Committee, among other things, has the following authority:

- (1) to review and approve the Company's goals relating to the chief executive officer's compensation, evaluate the chief executive officer's performance under those goals and set the chief executive officer's compensation;
- (2) to evaluate, review and approve the compensation structure and process for our other officers and the officers of our subsidiaries;
- (3) to evaluate, review and recommend to our Board of Directors any changes to, or additional, stock-based and other incentive compensation plans;

(4) to engage independent advisors to assist the members of the Compensation Committee in carrying out their duties; and

(5) to recommend inclusion of the Compensation Discussion and Analysis in this proxy statement and our Annual Report on Form 10-K.

The Compensation Committee held two meetings during 2010 and took four actions by unanimous written consent.

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Nominating and Governance Committee. The current members of the Nominating and Governance Committee are Mr. Bynoe (Chair), Mr. Broglio, Ms. Fisher and Ms. Smith. Each of the members of the Nominating and Governance Committee qualifies as an independent director under applicable New York Stock Exchange listing standards.

The Nominating and Governance Committee operates under a written charter dated as of October 1, 2010, a copy of which is available on our website at www.covantaholding.com, or may be obtained by writing to our Vice President of Investor Relations at our principal executive offices. Under its charter, the Nominating and Governance Committee is responsible for assisting the Board in identifying qualified candidates to serve on the Board, recommending director nominees for the Annual Meeting of Stockholders, identifying individuals to fill vacancies on the Board, recommending Corporate Governance Guidelines to the Board, leading the Board in its annual self evaluations and recommending nominees to serve on each committee of the Board. The Nominating and Governance Committee, among other things, has the authority to evaluate candidates for the position of director, retain and terminate any search firm used to identify director candidates and review and reassess the adequacy of our corporate governance procedures.

In identifying candidates for positions on the Board, the Nominating and Governance Committee generally relies on suggestions and recommendations from members of the Board, management and stockholders. In 2010, we did not use any search firm or pay fees to other third parties in connection with seeking or evaluating Board nominee candidates.

The Nominating and Governance Committee does not set specific minimum qualifications for director positions. Instead, the Nominating and Governance Committee believes that nominations for election or re-election to the Board should be based on a particular candidate's merits and our needs after taking into account the current composition of the Board. When evaluating candidates annually for nomination for election, the Nominating and Governance Committee considers an individual's skills, diversity, independence from us, experience in areas that address the needs of the Board and ability to devote adequate time to Board duties. The Nominating and Governance Committee does not specifically define diversity, but values diversity of experience, perspective, education, race, gender and national origin as part of its overall annual evaluation of director nominees for election or re-election. Whenever a new seat or a vacated seat on the Board is being filled, candidates that appear to best fit the needs of the Board and the Company are identified and unless such individuals are well known to the Board, they are interviewed and further evaluated by the Nominating and Governance Committee. Candidates selected by the Nominating and Governance Committee are then recommended to the full Board. After the Board approves a candidate, the Chair of the Nominating and Governance Committee extends an invitation to the candidate to join the Board.

The Nominating and Governance Committee will consider candidates recommended by stockholders if such recommendations are accompanied by relevant biographical information and are submitted in accordance with our organizational documents, New York Stock Exchange requirements and SEC rules and regulations, each as in effect from time to time. Candidates recommended by stockholders will be evaluated in the same manner as other candidates. Under our Amended and Restated By-Laws, any holder of 20% or more of our outstanding voting securities has the right, but not the obligation, to nominate one qualified candidate for election as a director. Provided that such stockholder adequately notifies us of a nominee within the time periods set forth in our applicable proxy statement, that individual will be included in our proxy statement as a nominee.

The Nominating and Governance Committee held four meetings during 2010.

Finance Committee. The current members of the Finance Committee are Messrs. Barse (Chair), Orlando, Pate and Silberman.

The Finance Committee operates under a written charter dated as of October 1, 2010, a copy of which is available on our website at www.covantaholding.com, or may be obtained by writing to our Vice President of Investor Relations at our principal executive offices. Under its charter, the Finance Committee is responsible for assisting the Board in its oversight of our consideration of new financial commitments, acquisitions, investments, and other transactions that are either material to our financial condition or prospects, or are otherwise not contemplated by our annual budget or business/financial plan. The Finance Committee is also responsible for

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establishing policies with respect to the issuance of dividends on our common stock, establishing guidelines for approvals for proposed transactions and spending authorization by our senior executives.

The Finance Committee held nine meetings during 2010.

Public Policy Committee. The current members of the Public Policy Committee are Ms. Fisher (Chair) and Messrs. Orlando and Pate. The Public Policy Committee operates under a written charter dated as of October 1, 2010, a copy of which is available on our website at www.covantaholding.com, or may be obtained by writing to our Vice President of Investor Relations at our principal executive offices. Under its charter, the Public Policy Committee is responsible for assisting the Board in its oversight responsibilities for matters relating to public policy. The Public Policy Committee's responsibilities include oversight of legislative and regulatory developments affecting our business, employee safety programs and procedures, community relations programs, political and charitable contributions by us, and other matters of public policy affecting our renewable energy and waste business.

The Public Policy Committee held four meetings during 2010.

Technology Committee. The current members of the Technology Committee are Messrs. Broglio (Chair), Holsten and Orlando. The Technology Committee operates under a written charter dated as of October 1, 2010, a copy of which is available on our website at www.covantaholding.com, or may be obtained by writing to our Vice President of Investor Relations at our principal executive offices. Under its charter, the primary purpose of the Technology Committee is to assist the Board in fulfilling its oversight responsibilities for matters relating to technology and technology development as it relates to the Company's renewable energy and waste and energy services businesses. The Technology Committee's responsibilities include the development and implementation of major strategies relating to the Company's approach to technical and commercial innovation and the process of innovation and technology acquisition to assure ongoing business growth; the evaluation of the implications of new technologies on the Company's competitive position in the renewable energy and waste industries, both in the Americas and internationally; the research, development and implementation of new technologies in the renewable energy and waste industries; the research, development and implementation of improvements to the Company's existing technologies; and all matters related to the protection of intellectual property, including patents, trademarks and copyrights, involving existing or new technologies of the Company and its businesses.

The Technology Committee held two meetings during 2010.

Board Oversight of Risk Management

The Board of Directors and the Committees of the Board play a significant role in the oversight of Company-wide risk management. As part of the Company's enterprise risk management protocol, senior management discusses and identifies major areas of risk on an ongoing basis. Management annually reviews with the Board risks to the enterprise and the Company's efforts to address them. In addition, presentations are made in the ordinary course at scheduled Board meetings regarding market trends, competition and the various other risks that face the Company. On an ongoing basis, the various committees of the Board address risk in the areas germane to their scope. For example:

The Nominating and Governance Committee evaluates Board effectiveness, succession planning and general corporate best practices;

The Public Policy Committee oversees policy and regulatory risk, as well as risks in the areas of safety and environmental compliance, through an ongoing dialog with management regarding developments on these topics and by monitoring the Company's progress and maintenance of the Clean World Initiative;

Operational risk management is overseen by the Compensation Committee with respect to attracting, retaining and motivating talented employees and by tying compensation awards to actual performance;

The Technology Committee also plays a role in operational risk management, and oversees risk associated with managing existing technology and developing new technology to enhance and protect the Company's competitive advantage;

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The Finance and Audit Committees play key roles in the oversight of financial and market risk, currency risk, liquidity and tax risk; and

Overall ethics, policy and compliance risk is also overseen by the Audit Committee.

Separation of the Roles of Chairman and Chief Executive Officer

For the last seven years, the Company has maintained a separation of the roles of Chairman and Chief Executive Officer. The Chairman has held the role of overseeing the Board and working with and providing guidance to the Chief Executive Officer on the Company's overall strategic objectives and risk management. The Chairman of the Nominating and Governance Committee will act as Lead Director in the event of a potential conflict of interest involving the Chairman. In addition to being the primary liaison with the Chairman and the Board, the Chief Executive Officer's role is to directly oversee the day-to-day operations of the Company, lead and manage the senior management of the Company and implement the strategic plans, risk management and policies of the Company. The Chairman and Chief Executive Officer work closely together to ensure that critical information flows to the full Board, that discussions and debate of key business issues are fostered and afforded adequate time and consideration, that consensus on important matters is reached and decisions, delegation of authority and actions are taken in such a manner as to enhance the Company's businesses and functions. While the Board of Directors believes that the separation of these two roles currently best serves the Company and its stockholders, it recognizes that combining these roles may be appropriate in the future if circumstances change.

Executive Sessions of Non-Management Directors and Independent Directors

The non-management directors of the Board meet regularly in executive sessions without our management present. The independent directors also meet on occasion or as necessary in executive session. Our Lead Director will serve as the Chair of each executive session of independent directors in the event of any potential conflict of interest with our Chairman. Stockholders wishing to communicate with the independent directors may contact them by writing to: Independent Directors, c/o Corporate Secretary, Covanta Holding Corporation, 445 South Street, Morristown, New Jersey 07960. Any such communication will be promptly distributed by the Corporate Secretary to the individual director or directors named in the communication in the same manner as described below in Communications with the Board.

Communications with the Board

Stockholders and other interested parties can send communications to one or more members of the Board by writing to the Board or to specific directors or group of directors at the following address: Covanta Holding Corporation Board of Directors, c/o Corporate Secretary, Covanta Holding Corporation, 445 South Street, Morristown, New Jersey 07960. Any such communication will be promptly distributed by the Corporate Secretary to the individual director or directors named in the communication or to all directors if the communication is addressed to the entire Board.

Compensation of the Board

On an annual basis, at the Annual Meeting of Stockholders at which directors are elected, each non-employee director is awarded 4,500 shares of restricted stock, which vest as follows: one-third vest upon the grant of the award, one-third will vest one year after the date of grant and the final one-third of the restricted stock will vest two years after the date of grant. Mr. Barse waived his right to receive equity awards for 2010 and has indicated his intention to waive his right to receive equity compensation in 2011. Non-employee directors also will receive an annual fee of \$30,000. The Chairman of the Board will receive an additional annual fee of \$15,000. In addition, the chairs of the

Audit Committee and Compensation Committee will each receive an additional annual fee of \$10,000 for such service and the chair of each of the other committees of the Board, including without limitation, the Nominating and Governance Committee, the Finance Committee, the Public Policy Committee and the Technology Committee will be entitled to receive an additional annual fee of \$5,000 for such service. Non-employee directors will be entitled to receive a meeting fee of \$2,000 for each Audit Committee meeting and \$1,500 for each other

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committee meeting they attend. Directors who are appointed at a date other than the Annual Meeting will be entitled to receive a pro rata portion of the annual director compensation.

The following table sets forth the compensation paid to each of our non-employee directors for the year ended December 31, 2010 and reflects their committee chair positions during that period.

Director Compensation for 2010

Name⁽¹⁾	Fees Earned or Paid in Cash (\$)	Stock Awards⁽²⁾ (\$)	Option Awards⁽³⁾ (\$)	Total (\$)
David M. Barse ⁽⁴⁾	\$ 56,000			\$ 56,000
Ronald J. Broglio	\$ 45,500	\$ 73,755	\$ 20,001	\$ 139,256
Peter C.B. Bynoe	\$ 47,000	\$ 73,755	\$ 20,001	\$ 140,756
Linda J. Fisher	\$ 47,000	\$ 73,755		\$ 120,755
Joseph M. Holsten	\$ 42,500	\$ 73,755		\$ 116,255
Richard L. Huber ⁽⁵⁾	\$ 20,984		\$ 20,001	\$ 40,985
William C. Pate	\$ 66,000	\$ 73,755	\$ 40,002	\$ 179,757
Robert S. Silberman	\$ 61,000	\$ 73,755		\$ 134,755
Jean Smith	\$ 44,000	\$ 73,755	\$ 20,001	\$ 137,756
Clayton Yeutter ⁽⁵⁾	\$ 14,984		\$ 20,001	\$ 34,985
Samuel Zell	\$ 45,000	\$ 73,755	\$ 20,001	\$ 138,756

(1) As an employee, Mr. Orlando is not entitled to additional compensation for serving as a member of the Board or any committee of the Board. See the *Summary Compensation Table* for his compensation information.

(2) Each non-employee director, except for Mr. Barse, who declined to receive any non-cash compensation, and Messrs. Huber and Yeutter, who retired from the Board effective at our 2010 Annual Meeting of Stockholders, received an award of 4,500 shares of restricted stock on May 6, 2010 that had a grant date fair value of \$16.39 per share, as computed in accordance with Financial Accounting Standards Board Accounting Standards Codification Topic 718, Compensation Stock Compensation, referred to in this proxy statement as FASB ASC Topic 718. The grant date fair value is computed using the closing price of shares on the grant date. For a discussion of valuation assumptions, see Note 19 to our consolidated financial statements included in our Annual Report on Form 10-K for the year ended December 31, 2010. Set forth below is the total number of shares of unvested restricted stock that each non-employee director has been granted in his or her role as a director as of December 31, 2010, as well as the shares of restricted stock which vested during 2010.

Director	Number of Unvested Restricted Stock Awards Held as of December 31, 2010^{(a)(b)}	Number of Restricted Stock Awards Vested During Fiscal Year Ended December 31, 2010
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David M. Barse		
Ronald J. Broglio	4,938	4,500
Peter C.B. Bynoe	4,938	4,500
Linda J. Fisher	4,938	4,500
Joseph M. Holsten	4,938	3,000
Richard L. Huber	1,646	4,500
William C. Pate	4,938	4,500
Robert S. Silberman	4,938	4,500
Jean Smith	4,938	4,500
Clayton Yeutter	1,646	3,000
Samuel Zell	4,938	4,500

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- a. For each director except Messrs. Barse, Huber and Yeutter, 1,646 shares of restricted stock vest on each of May 6, 2011 and 2012 and May 7, 2011. For Messrs. Huber and Yeutter, 1,646 shares of restricted stock vest on May 7, 2011. Unvested restricted stock includes shares received as a result of the special dividend paid on July 20, 2010 with respect to unvested shares of restricted stock.
- b. Notwithstanding the vesting schedule attached to such restricted stock awards granted in 2010, all such restricted stock awards were considered to be vested for purposes of FASB ASC Topic 718.
- (3) No stock options were granted to non-employee directors in 2010. The per share exercise price of certain outstanding options was reduced by \$1.50, the amount of the per share special dividend paid by us on July 20, 2010. This adjustment, which was permitted under the terms of our equity award plan for directors, was made by the Compensation Committee in order to preserve the intended benefit of our plan. The amount shown in the table represents the change in fair value of the options immediately before and after the adjustment as computed in accordance with FASB ASC Topic 718. The change in fair value is computed using the Black Scholes option pricing model and includes assumptions about the expected life and stock price volatility. Set forth below is the total number of stock option awards made to each non-employee director in his or her role as a director that were outstanding as of December 31, 2010.

Director	Number of Stock Options Outstanding as of December 31, 2010^(a)
David M. Barse	
Ronald J. Broglio	13,334
Peter C.B. Bynoe	13,334
Linda J. Fisher	
Joseph M. Holsten	
Richard L. Huber	13,334
William C. Pate	26,668
Robert S. Silberman	
Jean Smith	13,334
Clayton Yeutter	13,334
Samuel Zell	13,334

- a. For each of the directors except Mr. Barse, Ms. Fisher, Mr. Holsten and Mr. Silberman, 13,334 of their options are exercisable at \$11.40 per share. For Mr. Pate, 13,334 of his options are exercisable at \$5.93 per share.
- (4) Mr. Barse waived his right to receive equity awards for 2010.
- (5) Messrs. Huber and Yeutter retired from the Board effective as of the 2010 Annual Meeting of Stockholders held on May 6, 2010.

Director Stock Ownership Guidelines

Our Board believes that it is important for all of our directors to acquire and maintain a significant equity ownership position in our company. Accordingly, we have established stock ownership guidelines for our directors in order to

specifically identify and align the interests of our directors with our stockholders. Accordingly, each director is required under our guidelines to hold at least 15,000 shares of our common stock. Directors are given five years to reach their target ownership levels and given that a majority of each director's annual compensation is in the form of restricted stock vesting over a period of time, our guidelines provide that credit is given for unvested restricted stock holdings toward individual targets.

Policies on Business Conduct and Ethics

We have a Code of Conduct and Ethics for Senior Financial Officers and a Policy of Business Conduct. The Code of Conduct and Ethics applies to our Chief Executive Officer, Chief Financial Officer, Chief Accounting Officer, Controller or persons performing similar functions. The Policy of Business Conduct applies to all of our, and our subsidiaries, directors, officers and employees. Both the Code of Conduct and Ethics and the Policy of

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Business Conduct are available on our website at www.covantaholding.com and copies may be obtained by writing to our Vice President of Investor Relations at our principal executive offices.

PROPOSAL NO. 1

ELECTION OF DIRECTORS

The Board is currently comprised of ten directors. The Board, at the recommendation of the Nominating and Governance Committee, has nominated each of the following ten individuals to serve as a director for a term of one year:

David M. Barse
Ronald J. Broglio
Peter C.B. Bynoe
Linda J. Fisher
Joseph M. Holsten
Anthony J. Orlando
William C. Pate
Robert S. Silberman
Jean Smith
Samuel Zell

Each of the nominees currently serves as a member of the Board. If elected at this year's Annual Meeting, each nominee will serve until the date of next year's Annual Meeting or until his or her successor has been elected and qualified. Each nominee provides a depth of knowledge, experience and diversity of perspective to facilitate meaningful participation and, through service on the Board, satisfy the needs of the Company and its stockholders.

Each nominee has consented to serve as a member of the Board if re-elected for another term. Nevertheless, if any nominee becomes unable to stand for election (which is not anticipated by the Board), each proxy will be voted for a substitute designated by the Board or, if no substitute is designated by the Board prior to or at the Annual Meeting, the Board will act to reduce the membership of the Board to the number of individuals nominated.

There is no family relationship between any nominee and any other nominee or any executive officer of ours. The information set forth below concerning the nominees has been furnished to us by the nominees.

The Board recommends that you vote FOR the election of each of the above named nominees to the Board. Proxies solicited by the Board will be voted FOR the election of each of the nominees named above unless instructions to the contrary are given.

Our Directors

David M. Barse has served as a director since 1996 and is Chairman of the Finance Committee and a member of the Compensation Committee. Mr. Barse's one-year term as a director will expire at the next Annual Meeting. Mr. Barse served as our President and Chief Operating Officer from July 1996 until July 24, 2002. Since February 1998, Mr. Barse has served as President and, since June 2003, Chief Executive Officer of Third Avenue, an investment adviser to mutual funds, private funds, solo-advised funds and separately managed accounts. From April 1995 until February 1998, Mr. Barse served as the Executive Vice President and Chief Operating Officer of Third Avenue Trust and its predecessor, Third Avenue Value Fund, Inc., before assuming the position of President in May 1998 and Chief Executive Officer in September 2003. In 2001, Mr. Barse became Trustee of both the Third Avenue Trust and Third

Avenue Variable Series Trust, and he continues to serve in that capacity. Since June 1995, Mr. Barse has been the President and, since July 1999, Chief Executive Officer of MJ Whitman LLC and its predecessor, a full service broker dealer. Mr. Barse joined the predecessor of MJ Whitman LLC and Third Avenue in December 1991 as General Counsel. Mr. Barse also presently serves as a Trustee of Brooklyn Law School and as a director of Manifold Capital Corp. (formerly American Capital Access Holdings, Inc.), a privately held financial services company. Mr. Barse's in-depth institutional knowledge of the Company's business, dating back more than 15 years and his prior role as President and Chief Operating Officer, his legal background and experience in investing in companies in a range of sectors, provide a direct benefit to the Board and our stockholders. Mr. Barse is 48 years old.

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Ronald J. Broglio has served as a director since October 2004 and is Chairman of the Technology Committee and a member of the Nominating and Governance Committee. Mr. Broglio's one-year term as a director will expire at the next Annual Meeting. Mr. Broglio has been the President of RJB Associates, a consulting firm specializing in energy and environmental solutions, since 1996. Mr. Broglio was Managing Director of Waste to Energy for Waste Management International Ltd. from 1991 to 1996. Prior to joining Waste Management, Mr. Broglio held a number of positions with Wheelabrator Environmental Systems Inc. from 1980 through 1990, including Managing Director, Senior Vice President – Engineering, Construction & Operations and Vice President of Engineering & Construction. Mr. Broglio served as Manager of Staff Engineering and as a staff engineer for Rust Engineering Company from 1970 through 1980. Mr. Broglio has more than 30 years of experience in the waste and energy-from-waste industries, and has an in-depth technical knowledge of combustion systems, complimentary technologies, and the engineering associated with our business. In these areas, as well as his management experience in the waste and energy-from-waste sectors both in the Americas and in Europe, he provides valuable insight to management and the Board. Mr. Broglio is 70 years old.

Peter C.B. Bynoe has served as a director since July 2004 and is Chairman of the Nominating and Governance Committee and is a member of the Compensation Committee. Mr. Bynoe's one-year term as a director will expire at the next Annual Meeting. As of February 2009, Mr. Bynoe became partner and Chief Operating Officer of Loop Capital LLC, a full-service investment banking firm based in Chicago, where he had been Managing Director since February 2008. Mr. Bynoe also currently serves as Senior Counsel to the law firm of DLA Piper US, LLP, which he joined as a partner in 1995. Mr. Bynoe has been a principal of Telemat Ltd., a consulting and project management firm, since 1982. Mr. Bynoe is a director of Frontier Communications Corporation (formerly known as Citizens Communication Corporation), a telephone, television and internet service provider and was formerly a director of Rewards Network Inc., a provider of credit card loyalty and rewards programs. The Board benefits from Mr. Bynoe's extensive legal and financial expertise, his background in infrastructure projects, his public sector service and his extensive knowledge of public policy issues. Mr. Bynoe's service as a board member for other public and private companies also enables him to provide valuable insight and perspective on governance matters. Mr. Bynoe is 60 years old.

Linda J. Fisher has served as a director since December 2007 and is Chair of the Public Policy Committee and a member of the Nominating and Governance Committee. Ms. Fisher's one-year term as a director will expire at the next Annual Meeting. Ms. Fisher has been Vice President, Safety, Health and Environment and Chief Sustainability Officer at E.I. du Pont de Nemours and Company (DuPont) since 2004. Prior to joining DuPont, Ms. Fisher was Deputy Administrator of the United States Environmental Protection Agency. Ms. Fisher also serves as a director of the Environmental Law Institute, an independent, non-partisan environmental education and policy research center, as a trustee of The National Parks Foundation, the only national charitable partner of America's national parks, as a director of RESOLVE, a public policy dispute resolution organization, and as a director of Resources for the Future, a nonprofit, non-partisan organization that conducts independent research on environmental, energy and natural resource issues. Ms. Fisher's background at the United States Environmental Protection Agency and her current position as Chief Sustainability Officer, with responsibility over safety and environmental compliance at DuPont, provide to management and the Board valuable insight into the regulatory and policy developments affecting the Company's business. In addition, Ms. Fisher provides valuable expertise and guidance on how we think about investing in sustainability, through our Clean World Initiative, to grow our business, and in expanding our emphasis on safety as a core value. Ms. Fisher's depth of knowledge in matters relating to the environment and public policy add to the Board's breadth and further enhance our ability to improve and build upon the Clean World Initiative. Ms. Fisher is 58 years old.

Joseph M. Holsten has served as a director since May 2009 and is a member of the Audit Committee and the Technology Committee. Mr. Holsten's one-year term as a director will expire at the next Annual Meeting. Mr. Holsten has served as Vice Chairman of the Board since November 2010 and Co-Chief Executive Officer of LKQ Corporation

(LKQ), the leading provider of recycled and aftermarket parts in the U.S., since January 2011. Prior to this Mr. Holsten was Chief Executive Officer and a director of LKQ from November 1998 to December 2010. Mr. Holsten also serves as a director of LKQ. Prior to joining LKQ, Mr. Holsten held various positions of increasing responsibility with the North American and International operations of Waste Management, Inc. for approximately 17 years. From February 1997 until July 1998, Mr. Holsten served as Executive Vice President and Chief Operating Officer of Waste Management, Inc. From July 1995 until February 1997, he served as Chief

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Executive Officer of Waste Management International, plc. Prior to working for Waste Management, Inc., Mr. Holsten was a staff auditor at a public accounting firm. Mr. Holsten's experience in the waste industry, in both domestic and international markets, combined with his knowledge of commodities markets, provides the Board with valuable insight and perspective on industry specific issues. In addition, as a chief executive officer of a public company, Mr. Holsten brings valuable perspective to management on a range of issues, as well as a deep financial expertise and understanding. Mr. Holsten is 58 years old.

Anthony J. Orlando has served as our President and Chief Executive Officer since October 2004. He has served as a director since September 2005 and is a member of the Finance Committee, the Public Policy Committee and the Technology Committee. Mr. Orlando's one-year term as a director will expire at the next Annual Meeting. Previously, Mr. Orlando had been President and Chief Executive Officer of Covanta Energy since November 2003. From March 2003 to November 2003, Mr. Orlando served as Senior Vice President, Business and Financial Management of Covanta Energy. From January 2001 until March 2003, Mr. Orlando served as Covanta Energy's Senior Vice President, Waste-to-Energy. Mr. Orlando joined Covanta Energy in 1987. Mr. Orlando's extensive first-hand knowledge and experience with the Company and the industry provides the Board with a greater understanding of all aspects of the Company's business. Mr. Orlando is 51 years old.

William C. Pate has served as a director since 1999 and is Chairman of the Audit Committee and a member of the Finance Committee and the Public Policy Committee. Mr. Pate's one-year term as a director will expire at the next Annual Meeting. He was our Chairman of the Board from October 2004 through September 2005. Mr. Pate is Managing Director of EGI, a privately-held investment firm. Mr. Pate has been employed by EGI or its predecessor in various capacities since 1994. Mr. Pate also serves as a director of Exterran Holdings, Inc., a natural gas compression company, and was formerly a director of Adams Respiratory Therapeutic, Inc., a specialty pharmaceutical company, and MiddleBrook Pharmaceuticals, Inc., a biopharmaceutical company. Mr. Pate's intimate familiarity with all aspects of capital markets, financial transactions and investing in a range of business in domestic and numerous international markets, provides value and informed perspective to management and the Board. His experience as a board member of other public and private companies provides additional perspective on governance issues. Mr. Pate is 47 years old.

Robert S. Silberman has served as a director since December 2004 and is the Chairman of the Compensation Committee and a member of the Finance Committee. Mr. Silberman's one-year term as a director will expire at the next Annual Meeting. Mr. Silberman has been Chairman of the Board of Directors of Strayer Education, Inc. since February 2003 and its Chief Executive Officer since March 2001. Strayer Education, Inc. is an education services company, whose main operating asset, Strayer University, is a leading provider of graduate and undergraduate degree programs focusing on working adults. From 1995 to 2000, Mr. Silberman held several senior positions, including President and Chief Operating Officer of CalEnergy Company, Inc., an independent energy producer. Mr. Silberman has also held senior positions within the U.S. Department of Defense, including Assistant Secretary of the Army. Mr. Silberman is a member of the Council on Foreign Relations, a nonpartisan resource for information and analysis on foreign relations. He also serves on the Board of Trustees of the Philips Exeter Academy and on the Board of Visitors of The Johns Hopkins University School of Advanced International Studies. Mr. Silberman was previously a director of Surgis, Inc., an ambulatory surgery center and surgical services company and New Page Holding Corporation, a paper manufacturer. Mr. Silberman's positions as chief executive officer and board member of public companies, coupled with his background in energy, project development and the public sector, combine to provide valuable insight and perspective to both the Board and management. Mr. Silberman is 53 years old.

Jean Smith has served as a director since December 2003 and is a member of the Audit Committee and the Nominating and Governance Committee. Ms. Smith's one-year term as a director will expire at the next Annual Meeting. Ms. Smith is a Managing Director of Gordian Group, LLC, an independently owned investment bank. From 2006 through 2008 Ms. Smith served as Managing Director of Plainfield Asset Management LLC, an investment manager for institutions and high net worth individuals. Ms. Smith previously held the position of President of Sure

Fit Inc., a home textiles company, from 2004 to 2006 and was a private investor and consultant on various special situation projects from 2001 to 2004. Ms. Smith has more than 25 years of investment and international banking experience, having previously held the position of Managing Director of Corporate Finance for U.S. Bancorp Libra and senior positions with Bankers Trust Company, Citicorp Investment Bank, Security

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Pacific Merchant Bank and UBS Securities. Ms. Smith was originally recommended to the Board in 2003 by a significant stockholder to be an independent director. Ms. Smith brings a range of extensive and diverse financial and business experience to the Board, including in the areas of capital markets, investment management, and operations and business management in both domestic and international markets. Ms. Smith is 55 years old.

Samuel Zell has served as our Chairman of the Board since September 2005, and had also previously served as a director from 1999 to 2004, as our President and Chief Executive Officer from July 2002 to April 2004 and as our Chairman of the Board from July 2002 to October 2004. Mr. Zell's one-year term as our Chairman and as a director will expire at the next Annual Meeting. Mr. Zell has served as Chairman of EGI since 1999, and had been Chairman of its predecessor, Equity Group Investments, Inc., for more than five years. Mr. Zell has been the Chairman of Tribune Company, a media company, since December 2007 and served as its Chief Executive Officer from December 2007 until December 2009. In December 2008, the Tribune Company filed for protection under Chapter 11 of the Bankruptcy Code. Until its sale in September 2007, Mr. Zell was a trustee and Chairman of the Board of Trustees of Equity Office Properties Trust, an equity real estate investment trust, commonly known as a REIT, primarily focused on office buildings, since October 1996, was its Interim President from April 2002 until November 2002 and was its Interim Chief Executive Officer from April 2002 until April 2003. For more than the past five years, Mr. Zell has served as Chairman of the Board of Directors of Anixter International, Inc., a global distributor of electrical and cable systems; Chairman of the Board of Directors of Equity Lifestyle Properties, Inc. (previously known as Manufactured Home Communities, Inc.), an equity REIT primarily engaged in the ownership and operation of manufactured home resort communities; Chairman of the Board of Trustees of Equity Residential, an equity REIT that owns and operates multi-family residential properties; and Chairman of the Board of Directors of Capital Trust, Inc., a specialized finance company. Mr. Zell was previously Chairman of the Board of Rewards Network, Inc., a provider of credit card loyalty and rewards programs. Mr. Zell's financial sophistication, extensive investment and management experience and dynamic business and strategic expertise significantly augments the Board in substantially every aspect of its functionality. Mr. Zell is 69 years old.

PROPOSAL NO. 2

RATIFICATION OF APPOINTMENT OF INDEPENDENT AUDITORS

The Audit Committee has appointed Ernst & Young LLP, an independent registered accounting firm, as our independent auditors to audit our consolidated financial statements for the year ending December 31, 2011, subject to ratification of the appointment by our stockholders. During the 2010 fiscal year, Ernst & Young LLP served as our independent auditors and also provided certain tax and audit-related services. We have been advised by Ernst & Young LLP that neither it nor any of its members has any direct or indirect financial interest in us.

Although we are not required to seek stockholder ratification of this appointment, the Audit Committee and the Board believe it to be sound corporate practice to do so. If the appointment is not ratified, the Audit Committee will investigate the reasons for stockholder rejection and the Audit Committee will reconsider the appointment. Representatives of Ernst & Young LLP are expected to attend the Annual Meeting where they will be available to respond to appropriate questions and, if they desire, to make a statement.

The Audit Committee recommends a vote FOR the ratification of the appointment of Ernst & Young LLP as our independent auditors. Proxies solicited by the Board will be voted FOR the ratification of the appointment of Ernst & Young LLP as our independent auditors unless instructions to the contrary are given.

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PROPOSAL NO. 3

ADVISORY VOTE ON EXECUTIVE COMPENSATION

The Dodd-Frank Wall Street Reform and Consumer Protection Act, enacted in July 2010, requires that we provide our stockholders with the opportunity to vote to approve, on a non-binding, advisory basis, the compensation of our named executive officers as disclosed in this proxy statement in accordance with the compensation disclosure rules of the Securities and Exchange Commission.

As described in detail under *Executive Compensation Compensation Discussion and Analysis*, the objective of compensation arrangements with our named executive officers is to motivate and reward them for creating long-term stockholder value by effectively operating our existing business and executing our strategic growth initiatives. Our compensation programs are generally broad-based and do not include either tax reimbursements or perquisites for our executive officers. In 2010, we adopted a new compensation structure for named executive officers to ensure that a significant portion of compensation opportunities are directly related to creating growth opportunities, while also rewarding operating performance, including safety, health and environmental performance, financial performance and advancing our Clean World Initiative. At the same time, these new incentives incorporate structural limits to prevent excessive leverage and risk-taking. Cash incentive compensation will be more heavily weighted on current year safety, health and environmental performance and financial performance measures. Equity incentive compensation will be more heavily based upon achieving growth objectives, including the introduction of new awards based solely upon acquisitions or development projects to drive our growth, subject to clawback provisions if the expected benefits are less than originally anticipated. As a result, the compensation of named executive officers will have more variability based upon successfully achieving specific growth objectives. See the *Executive Summary* under *Executive Compensation Compensation Discussion and Analysis* for further information on key points of the Company's 2010 named executive officer compensation.

The vote on this resolution is not intended to address any specific element of compensation; rather, the vote relates to the overall compensation of our named executive officers, as described in this proxy statement in accordance with the compensation disclosure rules of the Securities and Exchange Commission. The vote is advisory, which means that the vote is not binding on the Company, the Board or the Compensation Committee. But we value the opinions expressed by our stockholders and the Board and the Compensation Committee will take the results of the vote into account in future compensation decisions.

We ask our stockholders to vote on the following resolution at the Annual Meeting:

RESOLVED, that the Company's stockholders approve, on an advisory basis, the compensation of the named executive officers, as disclosed in the Company's Proxy Statement for the 2011 Annual Meeting of Stockholders pursuant to the compensation disclosure rules of the Securities and Exchange Commission, including the Compensation Discussion and Analysis, the 2010 Summary Compensation Table and the other related tables and disclosure.

The Board recommends that you vote FOR the approval of the compensation of our named executive officers, as disclosed in this proxy statement. Proxies solicited by the Board will be voted FOR the approval of the compensation of our named executive officers unless instructions to the contrary are given.

PROPOSAL NO. 4

**ADVISORY VOTE ON THE FREQUENCY OF
THE ADVISORY VOTE ON EXECUTIVE COMPENSATION**

The Dodd-Frank Wall Street Reform and Consumer Protection Act also provides that stockholders must be given the opportunity to vote, on a non-binding, advisory basis, for their preference as to how frequently we should seek future advisory votes on the compensation of our named executive officers as disclosed in accordance with the compensation disclosure rules of the Securities and Exchange Commission, which we refer to as an advisory vote on executive compensation. By voting with respect to this Proposal No. 4, stockholders may indicate whether they

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would prefer that we conduct future advisory votes on executive compensation once every one, two, or three years. Stockholders may also, if they wish, abstain from casting a vote on this proposal.

Our Board has determined that an advisory vote on executive compensation that occurs once every three years is the most appropriate alternative for the Company and therefore our Board recommends that you vote for a three-year interval for the advisory vote on executive compensation. In determining to recommend that stockholders vote for a frequency of once every three years, the Board considered how an advisory vote at this frequency will provide our stockholders with sufficient time to evaluate the effectiveness of our overall compensation philosophy, policies and practices in the context of our long-term business results for the corresponding period, while avoiding over-emphasis on short-term variations in compensation and business results. An advisory vote occurring once every three years will also permit our stockholders to observe and evaluate the impact of any changes to our executive compensation policies and practices which have occurred since the last advisory vote on executive compensation.

The Company recognizes that the stockholders may have different views as to the best approach for the Company, and therefore we look forward to hearing from our stockholders as to their preferences on the frequency of an advisory vote on executive compensation. Because this vote is advisory it will not be binding on the Company or our Board.

The proxy card provides stockholders with the opportunity to choose among four options (holding the vote every one, two or three years or abstaining) and, therefore, stockholders will not be voting to approve or disapprove the Board's recommendation.

The Board recommends that you choose THREE YEARS on the ballot as the frequency for the advisory vote on executive compensation. Proxies solicited by the Board will be voted as THREE YEARS as the preferred frequency for the advisory vote on executive compensation unless instructions to the contrary are given.

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EXECUTIVE COMPENSATION

Compensation Discussion and Analysis

Executive Summary and Overview

Executive Summary

We are one of the world's largest owners and operators of infrastructure for the conversion of waste to energy (known as energy-from-waste or EfW), as well as other waste disposal and renewable energy production businesses. Energy-from-waste serves two key markets as both a sustainable waste disposal solution that is environmentally superior to landfilling and as a source of clean energy that reduces overall greenhouse gas emissions and is considered renewable under the laws of many states and under federal law. Our facilities are critical infrastructure assets that allow our customers, which are principally municipal entities, to provide an essential public service. Maintaining this reputation and continuing to position us for future success requires high caliber talent to protect and grow our business in support of our goal of producing superior financial returns for our stockholders. We designed our executive compensation program to provide a competitive and internally equitable compensation and benefits package that reflects individual and company performance, job responsibilities, and the strategic value of our market position and reputation while ensuring long-term retention and motivation.

Other than our recently appointed Chief Financial Officer, each of the named executive officers is a longstanding member of our management. As a result, our named executive officers are especially knowledgeable about our business and our industry and thus particularly valuable to us and our stockholders as we continue to manage through dynamic market, economic and regulatory environments.

Our objective for named executive officer compensation is consistent with our objective for our business to create long-term stockholder value. We have designed our compensation arrangements with our named executive officers to motivate and reward them for creating long-term value by effectively operating our existing business and executing our strategic growth initiatives. We have created incentives for them to remain as productive long-term employees, to lead our strategic growth initiatives, to manage effectively our businesses and related risks, to drive financial performance and generally to align their interests with those of our stockholders. We have also structured our compensation programs for named executive officers to place a meaningful portion of their compensation at risk and subject to satisfaction of both objective and subjective performance measures and targets, with greater relative percentages for the most senior officers to reflect their respective areas and levels of responsibility for our performance. In addition, we expect that there will be greater volatility in compensation on a year-to-year basis based upon our success each year in closing acquisitions or breaking ground on new projects. Predominantly due to the grant in 2010 of new growth-based equity awards, which we refer to as Growth Equity Awards, approximately 76% of our Chief Executive Officer's compensation in 2010 was in the form of equity (both Growth Equity Awards and restricted stock awards) compared with approximately 33% in 2009 (solely restricted stock awards), while the equity portion of compensation for our other named executive officers ranged (excluding Messrs. Pytosh, Khattri and Bucks none of whom served as Chief Financial Officer for the full year) from 76% to 79% in 2010 (both Growth Equity Awards and restricted stock awards), compared to a range of 36% to 40% in 2009 (solely restricted stock awards).

We believe that compensation programs should be broadly-based and equitable. Accordingly, 366 employees participate in the Long-Term Incentive Plan, ranging from certain Managers, Engineers and Supervisors to the Chief Executive Officer. In addition, none of our named executive officers have an employment agreement, nor are they entitled to receive tax reimbursements or perquisites.

Consistent with our objective, the compensation paid to our named executive officers has reflected our performance over the past several years. Below we provide a more detailed explanation of the compensation and benefit programs for our named executive officers, including a description of our philosophy, plans and processes.

2010 Compensation Highlights

After extensive review and consideration, in 2010 we adopted a new compensation structure for our named executive officers intended to create economic incentives to achieve operating performance goals in the areas of safety and environmental compliance which we refer to as Safety, Health and Environmental (SHE), financial

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goals and to successfully implement our strategic growth plans while at the same time imposing structural limits on excessive leverage and risk-taking. The new compensation structure also was designed to provide simplicity and a clearer line of sight to employees. Cash incentive compensation will be more heavily weighted on current year SHE performance and financial performance measures. Equity incentive compensation will be more heavily based upon achieving growth objectives, including the introduction of new Growth Equity Awards based solely upon acquisitions or development projects to drive our growth. As a result, the compensation of our named executive officers will have much more variability based upon successfully achieving specific growth objectives.

The Compensation Committee believes that the revised program more closely ties the amount of compensation that we pay to our named executive officers to the performance and goals of the business. Accordingly, we expect that one result of the revised program would be that if our growth objectives are achieved and substantial stockholder value is created, then incentive equity compensation levels for our named executive officers will provide substantial rewards; conversely, if we operate our existing business effectively, but do not achieve growth-based objectives to create stockholder value, then the compensation of our named executive officers will be meaningfully less than they have historically received.

In order to assure that excessive leverage and risk-taking is not undertaken in seeking to achieve those growth objectives, our invested cost of capital is taken into account in determining the value of awards granted and a very substantial portion of incentive compensation will be paid in equity that will vest over time or, as in the case of the new Growth Equity Awards, will not vest for at least three years and at vesting will be subject to a clawback based upon actual performance and updated projections measured against original projections.

Compensation for the named executive officers in 2010 consisted of the following components:

Competitive annual base salary;

Annual cash bonus based upon performance and weighted equally among achieving objectives measured by:

safety, health and environmental performance targets,

corporate financial metrics, and

growth and individual goal milestones approved by the Compensation Committee;

Annual restricted stock grants largely tied to achievement of growth milestones vesting ratably over three years based upon time only and based upon an expanded range of award size than has historically been the case; and

Growth-based restricted stock units tied to specific value-creating activities, such as acquisitions or development projects.

2010 Performance Highlights

For the twelve months ended December 31, 2010, total operating revenues increased 14% to \$1.6 billion from \$1.4 billion in 2009 due to additional businesses acquired, higher metals revenues and higher construction revenues, partially offset by the impact of contract transitions, further weakness in power pricing and continued softness in spot waste disposal pricing. For 2010, net cash provided from operating activities was \$397 million, down slightly from \$402 million generated in 2009. Strong operating performance and the acquired businesses were key contributors to this growth, along with a positive \$21 million working capital movement. The working capital movement is expected to be largely reversed during 2011 and 2012. Finally, during 2010, the Company utilized its strong cash flow and cash

on hand to: return \$328 million to shareholders; invest \$130 million to complete the acquisition of the Veolia businesses; and pay down \$177 million of debt.

As discussed more fully below, in February 2010, we granted significant Growth Equity Awards to named executive officers in consideration for the successful acquisition of the businesses and breaking ground on several significant development projects. As a result, the compensation reported for each named executive officer in the Summary Compensation Table below will generally be comparatively high for the years in which significant Growth Equity Awards are made and comparatively low when such awards are not made.

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While the integration of the acquired businesses has been very successful, including the Veolia businesses and our construction at the H-Power facility in Hawaii, we have encountered significant delays in connection with our development efforts in Dublin, resulting in a write-off of capitalized costs at the end of 2010. Due to the structural mechanisms incorporated into the awards, however, alignment of management's interests with our stockholders is maintained because the ultimate realization and vesting of those awards will be directly tied to the actual performance and benefits to the Company of such acquisitions or development projects through the operation of the bring down calculation and clawback provisions. For example, if the Dublin facility is ultimately not constructed, under the terms of the award agreements awards granted with respect to such project will not vest.

Compensation Philosophy and Objectives

The Compensation Committee believes that a significant portion of annual and long-term compensation paid to named executive officers should be closely aligned with our operating and financial performance on both a short-term and long-term basis. The goal of our executive compensation programs is to provide our named executive officers with compensation and benefits that are fair, reasonable and competitive in the marketplace. The programs are intended to help us recruit and retain qualified executives, to generate growth while appropriately managing risks and to provide rewards that are linked to performance while also aligning the interests of these individuals with those of our stockholders.

Our incentive programs are generally broad-based. While providing specifically tailored incentives for our senior management team, we have also retained our philosophy that in order to provide incentives across the organization, our benefits programs must be broadly available to our officers and management-level employees. Accordingly, under our long-term incentive plan we granted awards of restricted stock during 2010 to 366 participants up from 342 participants in 2009, 308 participants in 2008 and 234 participants in 2007. Participants in the long-term incentive plan include employees ranging from certain managers, engineers and supervisors in our facilities to our senior officers.

The Compensation Committee has the following objectives in designing the programs:

Performance

The compensation and benefits we offer to named executive officers are structured to ensure that a significant portion of compensation opportunities are directly related to our operating performance, including safety, health and environmental performance, financial performance and the creation of growth opportunities that directly and indirectly influence stockholder value. Incentive compensation awards are based in part on three performance measures: (1) a company operating performance measure in the areas of safety and environmental compliance which we refer to as the SHE Performance Measure, (2) a company financial measure which we refer to as the Financial Performance Measure, and on (3) individually weighted performance measures targeting growth which we refer to as the Individual Growth Measures.

The SHE Performance Measure for 2010 consisted of a combination of criteria measuring improvements in performance relative to safety, health and environmental matters.

The Financial Performance Measure for 2010, as used in our cash incentive program, consisted of free cash flow for all corporate officers and employees, including all named executive officers.

Individual Growth Measures for both our cash incentive and equity incentive award programs in 2010 measured individual performance in the following four major categories as they relate to executing on our growth strategy: (1) Clean World Initiative, (2) Americas, (3) Europe and (4) Asia. These categories were

similar to the categories measured in 2009, as we continue to focus our attention on the development of clean technologies, policies and market awareness of our business as a clean renewable energy source, and capital allocation and financial statement strength to support our growth initiatives. The categories were also generally chosen to reflect the way management views our business and the different areas of importance to us in order to implement our business plan and enhance stockholder value. Within these major categories, individually weighted business goals were established which were specific to each named executive officer reflecting their respective areas of responsibility and their ability to influence or effect results in such areas.

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Equity awards to reward performance consistent with our growth objectives, in the form of acquisitions closed and new development and construction projects commenced, were significantly expanded in 2010 with the introduction of Growth Equity Awards. These awards, which are only granted for demonstrated performance, are determined in the discretion of the Compensation Committee by creating a pool based upon internal calculations of the value of transactions closed and new development or expansion projects commenced using a discounted cash flow analysis of such growth-based projects and an un-levered investment return. To focus the rewards on actual performance, the growth-based equity awards generally are allocated at the discretion of the Compensation Committee to the officers and employees responsible for such acquisitions or projects.

Our SHE Performance Measure, as well as a portion of our Individual Growth Measures, are tied to elements of our Clean World Initiative, which is an umbrella program under which we are focused on continuous improvement to safety and environmental performance, advancing clean technologies, and improving the awareness from a policy and public awareness perspective of the benefits of EfW and our business generally.

Alignment

In order to align the interests of our named executive officers with our stockholders, a significant component of total compensation each year is in the form of equity awards. In addition to annual restricted stock grants and Growth Equity Awards, from time to time we also may grant awards of stock options or other instruments tied to stockholder value creation, vesting over a period of time or based upon our future performance in order to provide additional long-term incentives. We did not grant any awards of stock options to any of our named executive officers in 2010.

We also have implemented stock ownership guidelines for our officers, including our named executive officers, to create structural and objective means of assuring equity ownership and retention of shares of our common stock in value equal to a specified multiple of their base salary, increasing with levels of responsibility.

Alignment with our stockholders is further enhanced by the proportionate clawback provisions incorporated into the new Growth Equity Awards which, after a period of not less than three years, require a bring down calculation of value upon vesting and a proportionate reduction in value of the award if the bring down value is not equal to at least 95% of the initial calculated value.

Retention

To create retention incentives, 100% of grants of restricted stock in 2010 and portions of our previously granted equity awards are earned over a period ranging from three to five years, with vesting generally conditioned upon the employee's continued employment with us on the vesting date.

Competitiveness and Benchmarking

We generally compete for employees and officers with utility companies, independent energy companies, renewable energy companies and waste disposal companies. We offer total compensation packages at levels we believe are required to attract and retain qualified employees and officers, including named executive officers. In assessing appropriate levels of total compensation and benefits, the Compensation Committee uses a variety of benchmarking techniques and generally has compared our compensation levels to a market median. It has, in the past, with advice from its compensation consultants (described more fully below) developed a peer group of selected companies with a range of sizes in the waste, independent power and renewable energy industries for inclusion in surveys reviewed by

the Compensation Committee. For 2010, in connection with developing baseline compensation levels in connection with the introduction of the new growth-based compensation structure, the Compensation Committee created a new peer group of the following companies in the businesses of environmental and facilities services, independent power producers, oil and gas equipment and services and electric components and equipment that had comparable revenues and/or market capitalizations: Alliant Energy Corporation; Allegheny Energy, Inc.; Teco Energy, Inc.; Pinnacle West Capital Corporation; NSTAR Electric Company; Hawaiian Electric Industries, Inc.; Vectren Corporation; PNM Resources, Inc.; Westar Energy, Inc.; Portland General Electric

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Company; Avista Corporation; Great Plains Energy, Inc.; DPL Inc.; Unisource Energy Corporation; and CH Energy Group, Inc.

Role of Compensation Consultants

Neither we nor the Compensation Committee has any contractual relationship with any compensation consultant who has a role in determining or recommending the amount or form of senior executive or director compensation. Periodically, through our human resources department, we have discussed compensation matters with compensation consultants at Frederic W. Cook & Co., Inc. These consultants have provided assistance in market intelligence and information regarding compensation levels at comparable companies as well as providing assistance in structuring some aspects of the framework (but not compensation levels) of the new growth-based awards program for the senior management team.

Beginning in 2004, the Compensation Committee has periodically engaged its own independent compensation advisors to provide assistance and advice in carrying out its duties, which advisors are currently at Towers Watson & Co. (Towers Watson). These advisors, upon request by the Compensation Committee, have provided independent compensation advice on various aspects of executive compensation, including the compensation payable to our executive officers, reviewing compensation structures and recommendations presented by management and other compensation matters. These advisors took their direction solely from, and provided their reports solely to, the Compensation Committee. Billing by these advisors was provided directly to, and approved for payment by, the Compensation Committee. Further formal written procedures were adopted and implemented to maintain the independence of this relationship.

Use of Consultants in Analysis of 2010 Compensation

At the request of the Compensation Committee, Towers Watson assisted the Compensation Committee in constructing a new customized peer group (identified above) in order to provide an additional benchmark of compensation levels to assist the Compensation Committee in developing the new compensation structure for the named executive officers implemented in 2010. The new compensation structure is focused on growth-based objectives and Towers Watson reviewed the new growth-based equity award program on behalf of the Compensation Committee.

The Annual Compensation Process

Our annual compensation review is undertaken at the direction and under the supervision of the Compensation Committee. Other than our Chief Executive Officer working with our Chief Financial Officer and Chief Human Resources Officer, no executive officers are involved in making recommendations for executive officer compensation. No officers are involved in determining director compensation. Following the review process, the Compensation Committee discusses the review process and compensation determinations with the non-management members of the Board, and approves the annual base salary, incentive cash award targets for the upcoming year, and incentive cash awards for the prior year for the named executive officers.

At the same time, the Compensation Committee also approves:

the targets for the SHE Performance Measure and the Financial Performance Measure for the Company performance portion of the annual cash incentive awards;

the growth objectives relating to the Individual Performance Measures for the individual performance portion of the annual cash incentive awards;

the form and amount or dollar value of equity awards; and

the vesting criteria, including any performance-based criteria, and vesting dates for equity awards.

In the first quarter of each year, typically in February, the Compensation Committee reviews management's recommendations and our historical pay and performance information. The Compensation Committee's review includes approval of the value of restricted stock grants. Since 2008, it has been the Compensation Committee's policy to authorize and grant equity awards as of the date of the Board of Directors meeting at which such awards are

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ratified by the non-management members of the Board of Directors upon the recommendation of the Compensation Committee, based upon the closing price of our common stock on the date of the award.

Periodically throughout the year, the Compensation Committee may discuss, as appropriate, the philosophy for the overall compensation program, and decide whether changes should be made in program components or whether special awards are appropriate or desirable during the year or for future periods. In this way, after extensive review and careful consideration by the Compensation Committee and its advisors, we adopted structural changes to our incentive equity awards program designed to improve alignment between management and our stockholders with respect to the effective implementation of our growth strategy. Under this new program described more fully below, beginning in 2010 Growth Equity Awards in the form of restricted stock units were awarded to the named executive officers and other officers and employees who were directly responsible for specific value-creating transactions. These and other changes were made to further align compensation with our commitment to continuously improve safety, health and environmental performance; and to further align compensation related to growth with the creation of long-term stockholder value.

In 2010, the Compensation Committee used historic awards and tally sheets to assist in analyzing the named executive officers' total compensation and various elements of their compensation and benefits, as well as potential payments in the event of a change in control. The tally sheets provided an additional macro level data point and long-term check and balance to the compensation process, which is typically more focused on the micro level and annual aspects of the individual components of compensation. The tally sheets also provided the Compensation Committee with information regarding the wealth accumulation of our executive officers in the form of cumulative equity awards and then current equity holdings. The Compensation Committee also examined equity wealth accumulation through its review of the compliance by the named executive officers with their respective stock ownership guidelines. Although the Compensation Committee has the authority to increase or decrease compensation based upon its review of tally sheets, it did not change any compensation based upon its review of tally sheets in 2010.

Overview of 2010 Compensation Structure

After two years of review and consideration, in 2010 we adopted a new compensation structure for our named executive officers intended to create economic incentives to achieve existing business SHE and financial goals and to successfully implement our strategic growth plans while at the same time imposing structural limits on excessive leverage and risk-taking. In order to assure that excessive leverage and risk-taking is not undertaken in seeking to achieve those growth objectives, our invested cost of capital is taken into account in determining the value of awards granted and a very substantial portion of incentive compensation will be paid in equity that will vest over time. Further, in the case of the Growth Equity Awards, vesting will be subject to a clawback based upon actual performance and updated projections measured against original projections.

Growth Equity Awards were granted at the discretion of the Compensation Committee based upon growth-based acquisitions closed and development projects commenced. The amount of the awards were determined in the discretion of the Compensation Committee by creating a pool based upon internal calculations of the value of transactions and new development or expansion projects using a discounted cash flow analysis of such growth-based projects. In order to prevent excessive leverage, the calculation of net present value was based on an un-levered investment return. As determined by the Compensation Committee, in order to tie awards more directly to the officers and employees responsible for such projects, the growth-based equity awards generally were allocated to the senior management team, including all named executive officers; participating regional staff where the transaction or project is located; and participating corporate staff.

Finally, to discourage excessive risk-taking behavior and to assure our stockholders that the performance of such acquisitions and development projects achieved our projected value, vesting of such awards will not occur until a

reasonably sufficient time has passed following the award (at least three years for acquisitions and after one year of operations (but not less than three years) for a development project), at which time a bring down calculation of the value will be made, and in the event that the bring down value is less than 95% of the original projected value established at the time the award was granted, a proportionate clawback of vesting will be applied.

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Components of Total Compensation

Our compensation and benefits package for named executive officers consists of direct compensation and company-sponsored benefit plans. Each component is designed to contribute to a total compensation package that is competitive and appropriately performance-based, and to create incentives for our named executive officers that coincide with our goals and intentions.

Direct Compensation

Direct compensation in 2010 consisted of a base salary and awards that were linked to performance comprised of an annual incentive cash award and a long-term incentive equity award. Other than base salary, all elements of direct compensation included a component that was directly linked to our performance. By creating these links, we seek to achieve our objectives of performance-based, cost-effective compensation programs. There are no formulas to determine annual base compensation. In addition, we may also consider various external factors, such as competition for certain executive skills and internal needs, when setting annual base salaries as well as other components of total compensation. For example, in order to fill vacancies or new positions, or retain certain individuals, we may offer base salaries above the applicable market median. Further, named executive officers who have significant experience and have demonstrated sustained superior performance over time also may have salaries or other elements of compensation above the applicable market median.

Base Salary

Purpose: Base salary is designed to attract and retain experienced executives who can operate our business in a manner to achieve our short-term and long-term business goals and objectives.

Performance drivers: While a named executive officer's initial base salary is determined by an assessment of competitive market levels, the major factor driving changes in such base salary will be that named executive officer's individual performance measured by his satisfaction of internal objectives specific to such named executive officer and his assigned responsibilities.

Other Factors: In addition, we may also consider various external factors, such as competition for certain executive skills and internal needs, when setting annual base salaries. Although we have historically granted regular, annual merit-based salary increases to officers and salary adjustments as needed to reflect changes in role, responsibility and the competitive environment, such increases are not automatic. Further, although we also consider overall levels of compensation in making compensation decisions, and attempt to balance annual base salary amounts with performance-based measures of compensation, such as incentive cash awards and equity awards.

Performance-Based Awards

In order to align our compensation plan with the interests of our stockholders, we tie significant portions of our named executive officers' compensation to our annual SHE and financial performance, as well as to the execution of our growth strategy. In 2010, our performance-based awards program was revised to include an annual incentive cash award, a long-term incentive equity award in the form of restricted stock vesting over a three year period and discretionary Growth Equity Awards in the form of restricted stock units. The Compensation Committee believes that under this compensation program, if our growth objectives are achieved and substantial stockholder value is created, then our named executive officers will receive substantial incentive equity compensation awards; conversely, if we operate our existing business effectively, but do not achieve growth-based objectives to create stockholder value, then the compensation of our named executive officers will be less than they have historically received. In contrast, in

previous years, targets for performance-based awards were set annually (subject to adjustment by the Compensation Committee) and the named executive officers were entitled to target percentages of annual base salaries pursuant to their employment agreements.

While long-term growth equity incentive awards were made in 2010 with respect to performance by our named executive officers in 2009, no such awards were made in 2011 with respect to performance in 2010. Further, all of

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the employment agreements for executive officers were allowed to expire by their terms in October 2009 and were not renewed.

Annual Incentive Cash Awards

Purpose: The annual incentive cash award is a non-equity incentive-based compensation component designed such that a significant portion of a named executive officer's annual compensation will be at risk and will vary (up or down) in any given year based upon our performance and the performance of each such named executive officer.

Application of Performance Measures: As noted above, annual cash bonus awards in 2010 for our named executive officers were based upon performance and weighted equally among achieving objectives measured by (1) performance under the SHE Performance Measure; (2) our actual free cash flow compared to the Financial Performance Measure target for free cash flow; and (3) the individual performance of such officer compared to various subjective Individual Growth Measures specific to such named executive officer, as described more fully below.

Target Bonus: The Compensation Committee also set a target bonus level for each of the named executive officers which was a stated percentage of such officer's base salary. These target levels were 90% for the Chief Executive Officer and 75% for the Chief Financial Officer*, and ranged from 60% to 75% for the other named executive officers.

Safety, Health and Environmental (SHE) Performance Measure

For 2010, we measured the performance of our named executive officers by our satisfaction of a combination of goals relating to improvements in performance with respect to job safety, compliance and air emissions and the introduction a new safety program throughout the company entitled: Safety Today and Everyday is Paramount Unleash the Power or Step Up in short. The Step Up program embodies all the principles and components of the enhanced safety and health program that we implemented, including enhancements to improve the timeliness of reporting to senior management, increased awareness and attention to safety throughout the Company, regular meetings at local and regional levels, leadership training and active participation of senior management including all named executive officers. The purpose of using the SHE Performance Measure was to further align compensation for our named executive officers with the overall design of our Clean World Initiative by focusing on continuous improvement in performance rather than mere compliance with legal requirements. Specific target goals for safety incidents and environmental reporting and compliance and emissions levels were established. In 2010, we significantly reduced safety incidents (110% of target) and achieved significant compliance improvements and modest reductions in emissions. However, this positive performance in environmental compliance was offset by one environmental emission incident, resulting in performance at 67% of target. The overall bonus for the SHE Performance Measure was determined to be 88% of the target level.

Financial Performance Measure

For 2010, the Compensation Committee adopted minimum, threshold, target and stretch goals for the Financial Performance Measure. Based on our budget, which was approved by our full Board in December 2009 for the upcoming 2010 calendar year, these levels were reviewed by the Compensation Committee in February 2010 and approved by the Compensation Committee for the full year 2010 performance on a prospective basis as part of the annual compensation process. We measured financial performance results with a percentage that is calculated from the difference between the target and actual level achieved, in accordance with the following:

if financial performance was at or below the minimum level, then no cash awards would have been paid;

if financial performance was at the threshold level, then a cash award at 50% of the target level would have been paid;

* Does not include Thomas Bucks, our Chief Accounting Officer, who served as Interim Chief Financial Officer from April 1, 2010 through August 15, 2010. Mr. Bucks target bonus level was 40% of his base salary in 2010.

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if financial performance was at the target level, then a cash award at 100% of target level would have been paid; and

if financial performance was at or above the stretch level, then a cash award at 200% of the target level would have been paid.

Between each of the foregoing levels, results were prorated linearly within each category to calculate specific incentive cash award percentages. Financial results were capped at 200% of target levels for all named executive officers. Under the structure of this series of performance goals, each percentage of performance below the target level results in a reduction in the amount of incentive cash awards relating to financial performance that is greater than the relative amount of increases in such awards that would result from the same percentage of performance above the target level.

In order to assure that the intents and purposes of the compensation plans, including the annual incentive cash awards, are effectuated, the Compensation Committee retains the discretion to make adjustments to the results for any given year. Reasons for adjustments could include removing the effects of unanticipated events, such as accounting changes, project restructurings, balance sheet adjustments and similar items, which unless excluded would produce unintended consequences that are inconsistent with the goals of aligning the interests of named executive officers with our stockholders and of providing financial incentives to named executive officers to effectively implement our business plan and goals.

Awards were determined in February 2011 with reference to our actual free cash flow generated during 2010 compared to the target Financial Performance Measure of free cash flow set in February 2010 by the Compensation Committee. After the Compensation Committee made certain adjustments to the free cash flow performance measure including reductions (1) to eliminate the benefit (other than the time value of money) related to working capital changes that are expected to reverse in subsequent years, and (2) relating to portions of write-downs previously capitalized (principally related to our Dublin and Harrisburg projects), the 2010 actual free cash flow as adjusted was \$315.6 million. As a result, financial performance in 2010 compared to the target Financial Performance Measure resulted in a cash award of 109% of the target level.

The following table summarizes the historical performance targets for the Financial Performance Measure of free cash flow, the variances from targets for payout purposes, as calculated in accordance with the foregoing linear pro-rations for the last three years (dollars in millions):

	Target Free Cash Flow	Actual Free Cash Flow, as Adjusted	Payout Variances⁽¹⁾
2008	\$ 340.0	\$ 343.0	106%
2009	\$ 296.0	\$ 331.0	170%
2010	\$ 310.0	\$ 315.6	109%

(1) Payout variances measure the linear pro-ratio between the target performance measure and either the threshold performance level if the target is not achieved or the stretch level if the target is surpassed, as the case may be.

While budgets and operational targets are reset each year and reviewed and approved by the Board, the Compensation Committee seeks to set target levels of our financial performance for purposes of the annual incentive cash awards that continue to challenge management but are achievable if certain conditions are satisfied, including, in particular the following:

we continue to operate our business to the historic standards of efficiency, production and improved standards for safety and environmental performance;

we continue to control our costs of conducting and growing our business and operations;

external market forces and pricing are consistent with expectations (at the time we establish our annual budgets) in key areas, including waste, energy, commodity and scrap metal prices and interest rates;

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third parties, including communities we serve and the purchasers of the energy we generate, continue to remain financially sound and satisfy their contractual obligations to us; and

we do not experience unforeseen events, such as accidents or fires at our facilities, acts of God, pandemics, natural disasters, terrorism or other casualty events, that have a material adverse impact on our financial results.

Consequently, our ability to achieve the target levels of the Financial Performance Measure each year is heavily dependent not only upon factors within our control, but also upon other conditions over which we have no control. While there is substantial uncertainty with respect to achieving the target levels at the time that the Financial Performance Measure is set and communicated, with our strong historical operating performance, our success in adapting to changing market conditions and the continued performance by third parties with whom we contract, we have in recent years consistently achieved the Financial Performance Measure and our named executive officers have experienced a reasonable expectation of receiving, and have received, cash incentive award levels at, near or above the target levels for that portion of their respective awards that are based upon the Financial Performance Measure. However, with the current challenging economic environment, even if we are able to avoid a material adverse impact to our business resulting from unforeseen events, with the softening and increasing volatility of the energy, waste, commodity and ferrous recovery markets, it has been increasingly necessary for us to seek new and different ways to conduct our business to maintain operating efficiencies and levels of performance and to find and capitalize on opportunities to expand. As a result, it has been and may continue in the future to be, more difficult for our named executive officers to continue to receive incentive cash awards at or near the target level. In addition, other factors such as our increasing exposure to market pricing in the energy and other markets, the age of our facilities and increasing competition in our sector, could increase the difficulty in the future of achieving performance at levels sufficient for such target levels for cash awards and equity awards granted in prior years to be achieved.

On a historical basis, our aggregate financial performance exceeded target levels for payout purposes in prior years. The aggregate financial performance exceeded target levels and resulted in a payout of 106% of target level payouts in 2008, 170% in 2009 and 109% in 2010. We have never reached the stretch target levels set at 200% of target levels. The stretch level of the Financial Performance Measure remains extremely difficult to obtain and maximum cash award levels have not been reached in prior periods.

In addition, the Compensation Committee retains the authority and discretion to increase or decrease the size of any performance-based award or payout. The Compensation Committee did not exercise such authority and discretion in 2010 with respect to awards based upon the Financial Performance Measure.

Individual Growth Measures

We also measured the performance of our named executive officers in 2010 by their personal satisfaction of various individual performance goals, referred to as the Individual Growth Measures. These Individual Growth Measures, which were tied to the specific job and responsibilities of each named executive officer in 2010, were also set on a prospective basis in January 2010 by the Compensation Committee as part of its annual compensation process and communicated to the named executive officers. Although not directly tied to the Financial Performance Measure, if we did not meet the minimum level of performance for the Financial Performance Measure in 2010, then the incentive cash award pool would not have been funded and no incentive cash awards would have been payable for satisfaction of Individual Growth Measures. Furthermore, if the threshold was not achieved the awards under the Individual Growth Measures would have been limited to the financial results.

The Individual Growth Measures were the basis upon which the individual portion of a named executive officer's annual incentive cash award was determined. In 2010 we measured named executive officer's performance through the

following four major categories:

- (1) Clean World Initiative;
- (2) Americas growth;
- (3) Europe growth; and
- (4) Asia growth.

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These general categories in 2010 were similar to those used in 2009, with the addition of capital allocation and balance sheet strength added for 2010. These objectives continued to highlight current areas of importance to us in order to implement our business plan and enhance our value to our stockholders. Within these guidelines, the importance of each category varied significantly between each named executive officer and was weighted in order to best tie each such officer's respective areas of responsibilities and ability to influence, control or impact results with the categories relating to such responsibilities. Accordingly, Individual Growth Measures were individually weighted for each of the named executive officers. For example, the Chief Operating Officer has the greatest relative responsibility for our development and implementation of our Clean World Initiative, therefore, his compensation is more highly weighted and dependent upon the Clean World Initiative category. Similarly, our President-Americas has relatively greater weight upon our performance within the Americas growth category over which he has the greatest relative level of responsibility and control. Determinations within each of these categories are frequently subject to subjective judgments of both individual and, where applicable, business area performance.

As noted, within each of these major categories, individual performance was further measured by business goals specific to each named executive officer's responsibilities. Among the specific goals incorporated into each named executive officer's respective Individual Growth Measures, included some or all of the following:

contracts to be obtained, amended or renewed;

businesses to acquire or joint ventures to be created;

project developments and expansions to be advanced or completed;

technology development in specific areas and installation of new technologies to improve performance;

favorable treatment of energy-from-waste and our other renewable technologies in Federal and state legislation and policy initiatives;

establishment of partnerships, programs and community and media outreach to communicate the benefits of our renewable technologies;

expansion into strategic geographic areas around the world; and

allocation of capital to pursue strategic initiatives, maximize return on investment and maintain a strong balance sheet and liquidity position in order to support ongoing development efforts.

In determining achievement of these Individual Growth Measures, the Compensation Committee receives an initial assessment from our Chief Executive Officer of each named executive officer's performance with respect to each of the Individual Growth Measure categories for the preceding year. This recommendation is then reviewed by the Compensation Committee in connection with its determination of each named executive officer's incentive cash award. Many of the factors that influence determinations are subjective, are based upon positive and negative developments occurring during the prior year and vary from year to year based upon our goals and actions undertaken or desired to be taken within such period. For 2010, awards reflect both Growth Equity Awards granted in February 2010 for growth projects as of December 31, 2009, as well as non-equity incentive awards based upon individual performance in 2010. Accordingly, solely for growth related performance in 2010, the aggregate growth performance relating to the non-equity incentive award was determined to be 71% of the target, and the principal factors that influenced this determination regarding named executive officers' performance included the following:

acquiring additional businesses;

commencing or delaying construction projects;

energy-from-waste bids and other development efforts in strategic markets;

new agreements to enhance revenue, including waste disposal and service agreement contracts and contract extensions;

developing recognition in emerging energy policies of our renewable energy technologies and their benefits regarding greenhouse gas reduction, reduced reliance on fossil fuels, job creation and energy security; and

accessing the capital markets and allocating our capital to fund growth initiatives.

Table of Contents*Overall Performance*

Based upon these Individual Growth Measures, as they applied to each named executive officer, respectively, and our overall financial and operating performance measured by the Financial Performance Measure and the SHE Performance Measure, the named executive officers* earned incentive cash awards ranging from 87% to 102% of their individual targets (assumed to be 100%) in 2010. The following table compares the award earned by each of the named executive officers, as compared to their respective target bonus opportunity, in each of the last three years:

Named Executive Officer*	2008 Award %	2009 Award %	2010 Award %
Anthony J. Orlando	95	124	90
Mark A. Pytosh	105	134	n/a
Sanjiv Khattri	n/a	n/a	97
John M. Klett	104	122	87
Timothy J. Simpson	110	130	95
Seth Myones	113	136	102

* Does not include Thomas Bucks, our Chief Accounting Officer, who served as Interim Chief Financial Officer from April 1, 2010 through August 15, 2010. Mr. Bucks' non-equity incentive award included consideration for his performance of additional duties as Interim Chief Financial Officer.

As described above, the foregoing awards are consistent with our SHE, financial and growth performance and consistent with the Compensation Committee's philosophy that individual and company performance above targets would result in corresponding awards in excess of target bonus opportunities while performance below targets would result in corresponding awards below target bonus opportunities. In 2008, the Financial Performance Measure was slightly above target, the SHE Measure (then referred to as the Clean World Performance Measures) was slightly below target, and Individual Growth Measures were essentially at target. In 2009, the Financial Performance Measure was significantly above target, the SHE Performance Measure was significantly below target, and the Individual Growth Measures were above target. Since Individual Growth Measures had the most weight and the Financial Performance Measure was significantly above target, on an overall basis the percentage paid against targets in annual incentive cash awards in 2009 were greater than similar awards in 2008 and above target award levels. In 2010, each performance measure carried an equal weight and performance against Financial Performance Measures exceeded target while SHE Performance fell below target and Individual Growth Measures fell below targets resulting in an aggregate bonus at 92% of target levels.

Long-term Incentive Equity Awards

Purpose: Long-term incentive equity awards are equity awards designed to attract and retain executives, and to strengthen the link between compensation and increased stockholder value. Long-term incentive equity awards granted to officers and employees are discretionary performance-based awards and may be made annually under our long-term incentive plan in the form of restricted stock, restricted stock units, stock options and /or similar equity-based instruments.

Forms of Equity Awards: The Compensation Committee has generally limited long-term incentive equity awards to grants of restricted stock in past years. In addition, the Compensation Committee introduced awards

of restricted stock units for the new Growth Equity Awards first granted in 2010. The Compensation Committee made long-term, broad-based awards of stock options in 2004 and 2007. These grants, like initial grants to newly-hired named executive officers, were made to align the interests of management with our stockholders and create specific incentives to increase equity value. Similar awards were not made in 2010.

Vesting of Equity Awards Restricted Stock: Restricted stock awards granted in 2010 vest in three equal tranches on March 17 of 2011, 2012 and 2013. As a result of the changes to the compensation structure for 2010, the Compensation Committee has determined that vesting of the restricted stock awards granted in 2010 would be more appropriate to be based on continued employment. This adjustment was implemented

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for two principal reasons. First, beginning in 2010, the Compensation Committee has determined to implement an exclusively performance-based equity award program under which grants would be made for specific transactions that are directly tied to our growth strategy and provide a more direct alignment between performance by our named executive officers and stockholder value creation. Second, removing the additional performance vesting element provides greater clarity and simplicity to employees regarding the incentives for different aspects of compensation.

Vesting of Equity Awards – Growth Equity Awards: Growth Equity Awards granted in 2010 were in the form of restricted stock units that will vest as follows: awards based upon acquisitions will vest in the year that is three years following their respective date of grant and awards based upon development projects will vest in the year that follows one year of commercial operation, but in no event less than three years from the date of grant. Vesting of Growth Equity Awards are subject to a “bring down” calculation of value at the time of vesting, with a proportionate clawback of the amount to be vested in the event that the bring down calculation is less than 95% of the original value established as the time the award was granted.

Performance Criteria of Growth Equity Awards. The amount of Growth Equity Awards granted in 2010 was determined in the discretion of the Compensation Committee by creating a “pool” based upon internal calculations of the value of transactions closed in 2009 and new development or expansion projects commenced in 2009 using a discounted cash flow analysis of such growth-based projects. The calculation of net present value was based on an un-levered investment return in order to reflect the Company’s cost of capital invested in such projects in order to better align performance with the interests of the Company’s stockholders. In order to tie awards more directly to the officers and employees responsible for such projects, the Growth Equity Awards generally were awarded to the senior management team, including all named executive officers*, based upon their level of active involvement and responsibility in such projects. Finally, vesting of such awards will be determined based upon the actual performance after three years for acquisition projects and after one year of commercial operations (but not less than three years) for development projects.

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- * Does not include Mr. Bucks, who served as Interim Chief Financial Officer from April 1, 2010 to August 15, 2010, or Mr. Khattri, who was hired subsequent to the time of the grant of the Growth Equity Awards.

Equity awards are determined by the Compensation Committee in February of each year. The value of awards granted to each named executive officer reflects our overall performance for the prior year in creating future long-term value, the responsibilities of such officer and his individual performance. In February 2011, the Compensation Committee authorized equity awards of a fixed dollar amount to our named executive officers in the form of restricted stock.

The Compensation Committee does not have a specific policy or practice to time equity awards, including restricted stock or stock option grants to the release of material non-public information. However, the Compensation Committee may determine the value of a restricted stock award or number of stock options but not issue or establish the number of shares of restricted stock or the exercise price of stock options while in possession of material non-public information, such as a material pending transaction. Our practice is not to accelerate or delay the disclosure of material non-public information, whether favorable or unfavorable, but to make such disclosures when appropriate or required by applicable securities laws. In order not to unduly benefit or harm officers and employees, we have in the past postponed, and would consider postponing in the future, the issuance of awards until after the material non-public information has been publicly disclosed or is no longer considered to be material information.

Performance Drivers

The size of individual long-term incentive equity awards is determined using compensation guidelines developed based on competitive benchmarks. Within those guidelines, actual award recommendations are based on individual, and where applicable, business area performance.

For 2010 compensation decisions, as discussed above and in light of the introduction of Growth Equity Awards, the Compensation Committee discontinued the use of free cash flow as a Financial Performance Measure as a vesting criteria for restricted stock award grants in 2010. Free cash flow continues to be used as a Financial Performance Measure for purposes of vesting outstanding restricted stock awards granted in previous years. As

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noted above, vesting of equity awards granted in prior years occurs on an all or nothing basis at 90% of the free cash flow target performance level.

Based upon our achievement of the Financial Performance Measures (which included Adjusted EBITDA for awards granted in certain prior years) during 2010, the portion of prior equity awards that were eligible to vest during the first quarter of 2011 based upon achieving these levels of financial performance did vest. On an historical basis, we have satisfied applicable targets for equity award vesting as set forth in the following table, as measured in the first quarter in the year following the period of performance (in millions):

Equity Award Period of Performance	Target Adjusted EBITDA	Adjusted EBITDA	Target Free Cash Flow	Adjusted Free Cash Flow
2008	\$ 492.0 ⁽¹⁾	\$ 572.0	\$ 207.0 ⁽¹⁾	\$ 343.0
	\$ 503.0 ⁽²⁾	\$ 572.0	\$ 266.0 ⁽²⁾	\$ 343.0
	n/a	n/a	\$ 306.0 ⁽³⁾	\$ 343.0
2009	\$ 503.0 ⁽²⁾	\$ 523.1	\$ 296.0 ⁽²⁾	\$ 343.0
	n/a	n/a	\$ 313.0 ⁽³⁾	\$ 343.0
	n/a	n/a	\$ 266.0 ⁽⁴⁾	\$ 335.0
2010	n/a	n/a	\$ 307.0 ⁽³⁾	\$ 326.0
	n/a	n/a	\$ 293.0 ⁽⁴⁾	\$ 326.0
	n/a ⁽⁵⁾	n/a ⁽⁵⁾	n/a ⁽⁵⁾	n/a ⁽⁵⁾

⁽¹⁾ Targets established and awards granted in 2006.

⁽²⁾ Targets established and awards granted in 2007.

⁽³⁾ Targets established and awards granted in 2008.

⁽⁴⁾ Targets established and awards granted in 2009.

⁽⁵⁾ No targets were established for awards granted in 2010.

Analysis of Risk

The Compensation Committee also is aware of the levels of risk attendant to capital allocation and expansion projects that we entered, which are components of the Individual Growth Measures for our named executive officers.

On a structural level, all material transactions, as well as transactions not deemed material to us, that involve capital allocations above specified levels are reviewed and approved by our Finance Committee, which as part of its analysis of transactions examines the potential risk and reward of our investments in business acquisitions and expansion projects. To the extent necessary, members of the Finance Committee discuss with the Compensation Committee the analysis and rationale for investment decisions.

In order to assure that excessive leverage and risk-taking is not undertaken in seeking to achieve growth objectives, our invested cost of capital is taken into account in determining the value of awards granted and a very substantial portion of incentive compensation will be paid in equity that will vest over time or, as in the case of the new Growth

Equity Awards, will not vest for at least three years and at vesting will be subject to a clawback based upon actual performance measured on an un-levered basis and updated projections measured against original projections. The combination of time vesting over three years, long-term performance vesting and clawbacks, together with executive stock ownership guidelines, act as additional incentives and precautions to control against excessive risk-taking in the investment decisions by management.

Summary of 2010 Compensation

The following table sets forth a breakdown for each of our named executive officers of the amount of each named executive officer's non-equity incentive compensation award attributable to (a) to our performance under the SHE Performance Measure, (b) our actual free cash flow compared to the Financial Performance Measure of free

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cash flow, and (c) the individual performance of such named executive officer compared to the Individual Growth Measures specific to each such officer's roles and responsibilities.

Named Executive Officer	SHE Performance Measure (33.3%)	Financial Performance Measure (33.3%)	Individual Growth Measures (33.3%)	Total Non-Equity Incentive Compensation (100%)⁽¹⁾
Anthony Orlando, President & Chief Executive Officer	\$ 190,078	\$ 235,419	\$ 154,504	\$ 580,000
Sanjiv Khattri, Executive Vice President & Chief Financial Officer	\$ 46,749 ⁽²⁾	\$ 57,901 ⁽²⁾	50,350 ⁽²⁾	\$ 155,000 ⁽²⁾
Mark Pytosh, fr. Executive Vice President & Chief Financial Officer	\$ 0	\$ 0	\$ 0	\$ 0
John Klett, Executive Vice President & Chief Operating Officer of Covanta Energy Corporation	\$ 77,769	\$ 96,320	\$ 55,911	\$ 230,000
Timothy Simpson, Executive Vice President, General Counsel & Secretary	\$ 55,651	\$ 68,927	\$ 55,424	\$ 180,000
Seth Myones, President, Americas Covanta Energy Corporation	\$ 56,319	\$ 69,754	\$ 68,927	\$ 195,000
Thomas Bucks, Vice President and Chief Accounting Officer and fr. Interim Chief Financial Officer ⁽³⁾	\$ n/a	\$ n/a	\$ n/a	\$ 139,913

⁽¹⁾ Differences between the total Non-Equity Incentive Compensation and the sum of the individual components are due to rounding.

⁽²⁾ Pro rated for partial year based upon a target bonus of \$318,750.

⁽³⁾ Mr. Bucks served as Interim Chief Financial Officer from April 1, 2010 until August 15, 2010. As Chief Accounting Officer, Mr. Bucks does not participate in growth-based compensation programs and his bonus is not calculated in accordance with the formula set forth above for the named executive officers. Mr. Bucks' non-equity incentive award in 2010 reflected Mr. Bucks' performance of additional responsibilities as Interim Chief Financial Officer and was allocated as follows: \$28,386 for SHE Performance; \$71,385 for Financial Performance; and \$40,142 for individual performance.

Growth Equity Awards

In February 2010 we awarded a total of \$18.25 million of Growth Equity Awards, including \$9.8 million to our named executive officers. These awards were made based upon the projected value to us from the following 2009 growth-related transactions:

acquisition of EfW business from Veolia North America;

acquisition of two transfer stations;

ground-breaking of construction projects:

H-Power facility expansion in Honolulu, Hawaii;

Dublin, Ireland EfW project; and

Taixing, China EfW project.

Growth Equity Awards to our named executive officers in 2010 were granted based upon their level of responsibility and effort in such acquisitions or projects and vest three years following grant in the event of awards related to acquisitions and at least one year following commencement of commercial operations (but not less than three years) for construction projects. At such times, a bring down calculation of the projected value to us will be

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made with a proportionate reduction in the event that such amount is less than 95% of the original projected amount. Growth Equity Awards to our named executive officers in 2010 were as follows:

Named Executive Officer⁽¹⁾	Growth Equity Award
Anthony J. Orlando	\$ 3,350,000
Mark A. Pytosh ⁽²⁾	\$ 1,650,000
Sanjiv Khattri ⁽³⁾	n/a
John M. Klett	\$ 1,600,000
Timothy J. Simpson	\$ 1,600,000
Seth Myones	\$ 1,600,000

(1) Does not include Mr. Bucks who served as Interim Chief Financial Officer from April 1, 2010 until August 15, 2010 and who did not receive Growth Equity Awards.

(2) Upon Mr. Pytosh's resignation, his Growth Equity Award was forfeited and cancelled.

(3) Mr. Khattri's employment commenced in August, 2010, therefore he was not eligible to receive these Growth Equity Awards.

Grants of Growth Equity Awards are solely dependent upon consummating acquisitions or breaking ground on new development or construction projects that are consistent with our growth objectives. Whether these events occur involve not only factors within our control, but also upon other conditions over which we have no control. In addition, factors such as increasing competition in our sector and volatility in both commodity prices, energy demand and waste supplies, could increase the difficulty in the future of consummating transactions or commencing development or construction projects that would form the basis for Growth Equity Awards. Consequently, there is substantial uncertainty with respect to whether Growth Equity Awards will be granted in any year, and if awarded, the aggregate amount of such awards. For example, while awards were granted in 2010 for acquisitions completed and projects commenced in 2009, it is not anticipated that any Growth Equity Awards will be granted in 2011 for acquisitions completed or projects commenced in 2010. As a result, there is no assurance that our named executive officers will continue to receive Growth Equity Awards in any given year or the amount of any such awards.

CEO Compensation

In determining the compensation of Mr. Orlando, as the Chief Executive Officer, the Compensation Committee considered our operating and financial performance as a whole, as well as Mr. Orlando's satisfaction of personal Individual Growth Measures. As in prior years, a very significant portion of Mr. Orlando's compensation was tied to our performance. The Compensation Committee believes, and it has structured compensation accordingly, that the compensation of our named executive officers, and our Chief Executive Officer in particular, should have a very significant component which is not fixed but is at risk and performance-based. The Compensation Committee believes that the Chief Executive Officer has the most control and responsibility for our overall performance of any officer and, accordingly, it is appropriate that the relatively greatest percentage of compensation be at risk and tied to our overall performance in order to best align his interests with those of our stockholders. Due to our strong performance over the past several years since acquiring Covanta Energy and promoting Mr. Orlando to be our Chief Executive Officer, consistent with the intents and purposes of the compensation structure, Mr. Orlando's compensation has been materially higher than other named executive officers.

Mr. Orlando's compensation package for 2010 consisted of an annual base salary of \$720,000 and an incentive cash award of \$580,000 awarded in March 2011. Consistent with the treatment of other members of senior management, Mr. Orlando's annual base salary, which was not increased in 2009, received an increase of less than 3% of his base salary. In setting Mr. Orlando's compensation levels, the Compensation Committee noted Mr. Orlando's role in 2010 in the following:

successful implementation of our safety STEP-UP program and Clean World Initiative;

our free cash flow in excess of targets;

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integration of EfW facilities from Veolia North America and two transfer stations in Philadelphia;

successful completion of various asset management initiatives, including contract extensions, to enhance and secure ongoing revenue;

successful issuance of the 7.25% notes to refinance and repurchase over 85% of the Corporation's 1% convertible preferred securities;

execution of definitive agreements to sell certain independent power production facilities in Asia;

return of \$328 million to shareholders in the form of a \$233 million special dividend and over \$95 million in repurchases of our common stock; and

demonstrated progress in our recognition as a renewable energy source in federal and state legislation.

The Compensation Committee authorized a restricted stock grant to Mr. Orlando valued at \$650,000, effective upon its ratification by independent, non-management directors on March 1, 2010, vesting ratably over three years based upon continued employment. Consistent with the approach taken by the Compensation Committee in 2010 to incorporate a greater component of compensation directly tied to performance, we reduced the value of the restricted stock equity award granted in 2010 to Mr. Orlando. In recognition of the closing of the acquisition of the Veolia North America assets and two transfer stations in Philadelphia, and breaking ground on the Dublin and H-Power development projects, Mr. Orlando received a Growth Equity Award valued at \$3,350,000 at the time of grant.

Based upon our performance in 2010, we exceeded 90% of the Financial Performance Measure of free cash flow performance target. Accordingly, all 39,442 shares of restricted stock eligible for vesting on March 17, 2011 vested. In addition, options to purchase a total of 94,000 shares of common stock vested in accordance with their terms in the first quarter of 2011.

Employment Arrangements

Prior to October 2009, we had employment agreements with each of our named executive officers which were substantially similar, except for specific levels of compensation and the term of severance for the Chief Executive Officer. Each of these employment agreements expired in October 2009.

In order to retain greater flexibility on compensation decisions, we did not renew any of the employment agreements. In lieu of entering into new employment agreements, we incorporated into our standard form of growth equity award agreement the terms of restrictive covenants that had been in the employment agreements, covering non-competition, non-solicitation, confidentiality and assignment of intellectual property rights. In addition, we adopted a new severance policy in 2009 for certain specified senior officers, including all named executive officers, and provided severance benefits payable over a period that matches the length of the applicable restrictive covenants. Severance is payable in the event that an eligible employee is terminated for reasons other than cause. See also *Employment Arrangements and Potential Payments upon Termination or Change in Control* below in this proxy statement for more information regarding the severance plan and payments following a change in control. For the purposes of the severance plan, cause is defined to include the following:

an employee's failure or refusal to perform the duties of his or her employment in a reasonably satisfactory manner;

fraud or other act of dishonesty;

serious misconduct in connection with the performance of his or her duties;

material violation of any applicable policies or procedures;

conviction of, or plea of *nolo contendere* to, a felony or other crime; or

other conduct that has or reasonably is expected to result in material injury to our business or reputation.

The 24 month severance term for our Chief Executive Officer is longer than the 18 month severance term for other named executive officers because we desired the benefits to us of extended non-competition and non-

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solicitation covenant periods. Similarly, the 18 month severance period for our Executive Vice Presidents, Senior Vice Presidents, Chief Accounting Officer and Treasurer, including the other named executive officers, is longer than other eligible employees because we also desired the benefits of their relatively longer restrictive covenant periods.

Executive Stock Ownership

Stock Ownership Guidelines: Our Board believes that it is important for all of our officers, including our officers and officers of our subsidiary Covanta Energy, to acquire and maintain a substantial equity ownership position in our company. Accordingly, we have established stock ownership guidelines for our officers in order to specifically identify and align the interests of our officers with our stockholders and focus attention on managing our business as an equity owner. Our guidelines provide that credit is given for unvested restricted stock holdings toward individual targets, and transition periods are included for newly-named officers or individuals who have been promoted. Officers are given five years to reach their target ownership levels from the date we adopted the stock ownership guidelines, if they were officers governed by such guidelines as of such date, or five years from the date they became an officer governed by the guidelines. Given the importance of continued significant stock ownership in aligning the interests of our officers with our stockholders and the significant appreciation in the trading price of our common stock at that time, the Compensation Committee as part of its ongoing review process amended its stock ownership guidelines in February 2008 to increase the holdings by the Chief Executive Officer and the officers with the title of Executive Vice President or Covanta Energy Division President, with an additional two years time given to such officers to comply with the revised or newly applicable guidelines. The current guidelines are as follows:

Title	Multiple of Base Salary
Chief Executive Officer	4.0 x Base Salary
Executive Vice Presidents and Covanta Energy Division Presidents	3.0 x Base Salary
Senior Vice Presidents	2.0 x Base Salary
Vice Presidents	1.0 x Base Salary

The Compensation Committee has the sole discretion and authority to modify the stock ownership guidelines at any time.

Insider Derivative and Short-Sale Trading Restrictions: In order to avoid any appearance of a conflict of interest and to prevent opportunities for trading in violation of applicable securities laws, it is our policy that our employees, including our officers and directors, may not purchase or sell options on our common stock, nor engage in short sales with respect to our common stock. Also, we prohibit trading by employees, officers and directors in puts, calls, straddles, equity swaps or other derivative securities that are linked directly to our common stock. These prohibitions prevent our employees, officers and directors from hedging the economic risk inherent with their ownership of our common stock.

Perquisites

Consistent with our philosophy of providing the same forms of compensation throughout a broad spectrum of our managerial base, we have not provided any perquisites to our named executive officers in any of the last three years.

Benefit Plans

We provide company-sponsored insurance and retirement benefit plans to our named executive officers. Benefit programs for named executive officers are the same as those offered to our non-union employee base and are designed to offer financial security.

Insurance Plans

The core insurance package includes health, dental, disability, AD&D and basic group life insurance coverage.

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Retirement Plans

We provide retirement benefits to named executive officers through a combination of qualified and non-qualified plans, as such terms are used and defined under the Tax Code. We believe these retirement plans are a cost-effective means of providing for long-term retention of our named executive officers. Effective January 1, 2010, we amended our defined benefit and non-qualified benefit plans to exclude future compensation increases received by eligible participants after December 31, 2009. For more information on the retirement plans, see Retirement Plans under the Executive Compensation heading of this proxy statement.

Determining Benefit Levels

The Compensation Committee reviews benefit levels periodically to ensure that the plans and programs create the desired incentives for our employees, including named executive officers, which are generally competitive with the applicable marketplace, are cost-effective, and support our human capital needs. Benefit levels are not tied to company, business area or individual performance. In part due to the stock ownership guidelines that we have adopted for our officers and officers of our subsidiary Covanta Energy, we have not reviewed or tied retirement benefits to gains realized upon the exercise of stock options or the sale of restricted stock.

Tax Considerations

We generally will be entitled to a tax deduction in connection with awards under the Equity Award Plan in an amount equal to the ordinary income realized by participants and at the time the participants recognize such income. Special rules limit the deductibility of compensation paid to our named executive officers.

Under section 162(m) of the Tax Code, the annual compensation paid to named executive officers will be deductible to the extent it does not exceed \$1,000,000 or satisfies certain conditions set forth in section 162(m) relating to qualifying performance-based compensation plans. Qualifying performance-based compensation consists of compensation paid only if the individual's performance meets pre-established objective goals based on performance criteria approved by stockholders. For 2010, the grant of Growth Equity Awards has been designed to satisfy the requirements for deductible compensation; the grant of restricted stock awards does not because such awards are time vesting only. However, the Compensation Committee retains the discretion to award compensation that exceeds section 162(m)'s deductibility limit.

COMPENSATION COMMITTEE REPORT

The Compensation Committee has reviewed and discussed with management the Compensation Discussion and Analysis contained in this proxy statement. Based upon the review and discussions, the Compensation Committee has recommended to our Board that the Compensation Discussion and Analysis be included in this proxy statement and incorporated into our Annual Report on Form 10-K for the year ended December 31, 2010. This report is provided by the following independent directors, who comprised the Compensation Committee throughout 2010 and through the date hereof:

Robert S. Silberman (Chair)
David M. Barse
Peter C.B. Bynoe

Table of Contents**Summary Compensation Table For Year Ended December 31, 2010**

The following table sets forth the compensation for the services in all capacities to us or our subsidiary companies for the years ended December 31, 2010, 2009, and 2008 of (a) our Chief Executive Officer, (b) our current and former Chief Financial Officers, and (c) the three most highly compensated executive officers, other than the Chief Executive Officer and Chief Financial Officer, employed by us as of December 31, 2010, whose total annual salary and bonus exceeded \$100,000, referred to as the named executive officers in this proxy statement:

Name and Principal Position	Year	Salary ⁽¹⁾ (\$)	Stock Awards ⁽²⁾ (\$)	Option Awards (\$)	Non-Equity Incentive Plan Compensation ⁽³⁾ (\$)	Change in	All Other Compensation ⁽⁵⁾ (\$)	Total (\$)
						Pension Value and Nonqualified Deferred Earnings ⁽⁴⁾ (\$)		
Anthony J. Orlando President & Chief Executive Officer	2010	\$ 720,000	\$ 3,999,989 ⁽⁷⁾	\$ 311,713 ⁽⁸⁾	\$ 580,000	\$ 299,655	\$ 22,646	\$ 5,930,367
	2009	\$ 726,923	\$ 750,017	\$	\$ 779,534	\$ 305,064	\$ 22,724	\$ 2,583,241
	2008	\$ 700,000	\$ 900,009	\$ 1,900,812 ⁽⁹⁾	\$ 598,838	\$		\$ 4,199,659