

# Waste management companies in Europe 2009

by  
David Hall  
[d.j.hall@gre.ac.uk](mailto:d.j.hall@gre.ac.uk)

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**PSIRU, Business School, University of Greenwich, Park Row, London SE10 9LS, U.K.**

Website: [www.psiru.org](http://www.psiru.org) Email: [psiru@psiru.org](mailto:psiru@psiru.org) Tel: +44-(0)208-331-9933 Fax: +44 (0)208-331-8665

Researchers: Prof. Stephen Thomas, David Hall (Director), Jane Lethbridge, Emanuele Lobina, Vladimir Popov, Violeta Corral

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## 1. Major companies

The major waste companies in Europe are shown in the table. The largest companies remain Veolia and Suez, followed by Remondis (whose size in the European wastemarket is less than the figures suggest, due to the inclusion of water and some non-European activities) .

**Table 1. Largest municipal waste management companies in Europe 2009**

(P=private; PE=private equity; S=stock exchange listed; Mun=municipal)

| Company             | Parent     | Parent country | Parent type | Sales 2008 (€m.) | Notes |
|---------------------|------------|----------------|-------------|------------------|-------|
| Veolia              | Veolia     | France         | S           | 7668             | a     |
| Suez Environnement  | GdF-Suez   | France         | S           | 5770             | a     |
| Remondis            | Rethmann   | Germany        | P           | 5600             | b     |
| FCC                 | FCC        | Spain          | S           | 2788             | c     |
| Alba                | Alba       | Germany        | P           | 2700             | d     |
| Urbaser             | ACS        | Spain          | S           | 1480             | b     |
| AVR/Van Gansewinkel | KKR/CVC    | USA/UK         | PE          | 1197             | d     |
| Biffa               | Montagu PE | UK             | PE          | 788              | e     |
| Shanks              |            | UK             | S           | 697              | e     |
| Séché-SAUR          |            | France         | S           | 695              | f     |
| Cespa               | Ferrovial  | Spain          | S           | 606              | d     |
| Ragn-Sells          |            | Sweden         | P           | 408              | d     |
| Delta               |            | Netherlands    | Mun         | 405              | a     |
| Lassila & Tikanoja  |            | Finland        | S           | 300              | a     |
| CNIM                |            | France         | S           | 271              | a     |

Source: Orbis; company reports; PSIRU calculations (combining sales of merged companies); Lindauer Managementberatung 2006<sup>1</sup>

Notes: a. Waste management, Europe b. Includes water c. Environmental services, excluding water d. Total company sales e. Year to March 2009, total company sales f. including waste business of SAUR

The annexe includes a table of companies eligible for EWCs in the waste management sector. It includes all the above companies (except Biffa, which now operates only in the UK), and some other smaller companies which operate internationally, such as the French company Nicollin and the Austrian Becker.

## 2. Ownership and takeovers

There have been very few major mergers or takeovers in the European waste sector over the last 2 years. This is in sharp contrast to the extreme burst of buying and selling of waste companies, driven by private equity (PE), in the 2003-2007 period.<sup>2</sup> The main transactions in the 2007-2009 period were the takeover of the UK firm Biffa by Montagu Private Equity in 2008, and the merger of the German groups Alba and Intersoh, also in 2008. At the end of 2009 the UK firm Shanks Group was the subject of a £535m. takeover bid from the private equity firm Carlyle.<sup>3</sup>

The list of major waste companies now falls into five main categories. The French listed companies Suez and Veolia (and Seche-SAUR), with major government shareholdings; the Spanish companies, all subsidiaries of major listed construction groups FCC, ACS, and Ferrovial; 'traditional' private companies, led by Rethamn-Remondis and Alba; two companies still owned by private equity; and municipally owned companies. This last category is represented on this list of internationally active companies by the Dutch

municipal company Delta, but municipal companies remain important operators within most countries, notably Germany.

The two private German groups are amongst the largest 5 in Europe: Rethmann (whose waste and water division operates as Remondis) and the Alba Group, which now includes Intersoh. The Swedish group Ragn-Sells is also privately owned. These are 'traditional' private companies owned by individuals or families, rather than private equity firms. There are also many small privately owned waste operators in many European countries.

In France, by contrast, the state has continued to extend and consolidate dominant shareholdings in the major operators. As a result of the GdF-Suez merger, Suez Environnement is 35% owned by GDF-Suez, which is itself 35% owned by the French state; Veolia is proposing to form a similar structure under which it would be 10% owned by the French state investment fund Caisse des Depots (CDC) and 16% owned by the French electricity company EdF (itself 85% state owned). S  ch   Environnement is also 20% owned by Caisse des Depots, and also owns 33% of the waste and water business of SAUR (of which CDC owns 47%), with an option of acquiring a further 18% to achieve full control.

Two major waste companies are still owned by PE investors: AVR/van Gansewinkel, and Biffa. Other PE investments were all sold on to industrial companies by 2007. The PE-owned Bulgarian company, Novera, had its waste concession for Sofia terminated in March 2009 for non-performance and health and safety breaches, and Novera is now in liquidation.<sup>4</sup>

Recent PE activity has focussed on the incineration and/or recycling sectors in Europe, or international activity. A PE-owned Swedish firm, EcoEnergy Scandinavia, has won a contract to develop a waste-to-energy plant in the Ukraine. Another Swedish PE firm has bought a Danish hazardous waste management operation, Kommunekemi. A UK PE firm, Acuity, is launching a £100m. fund to target organic waste recycling. There have been recent PE acquisitions in the waste sector outside Europe: in Egypt, where an Egyptian PE company, helped by investments from both the IFC and the EIB, has bought Egyptian waste processing companies; and India, where PE funds have invested in a waste company. Bill Gates' funds have also bought 15% of the 2<sup>nd</sup> largest waste company in the USA, Republic Services Inc., which also merged at the end of 2008 with the previous 3<sup>rd</sup> largest USA waste company, Allied Waste.<sup>5</sup>

### 3. Recent developments

The business of waste management companies has been affected by the recession in two ways. Firstly, through a decline in demand for industrial services to businesses; secondly, through a decline in demand for the secondary materials and energy by-products of waste processing. Some companies have cut jobs, including AVR/Van Gansewinkel in the Netherlands (see below), and Lassila and Tikanoja, which cut 110 jobs in Finland in January 2010.

#### 3.1. AVR/Van Gansewinkel

The Van Gansewinkel name remains as the brand covering the company's waste collection services whilst the AVR brand stays to include all of the organisation's treatment activities. Combined, AVR - Van Gansewinkel operates in nine countries (the Benelux, Poland, the Czech Republic, France, England, Ireland and Portugal). The group closed a waste processing plant in 2009, with the loss of 128 jobs, citing a drastic fall in the prices obtained for secondary materials and processing over-capacity in Europe

#### 3.2. FCC

FCC is a large Spanish construction and services company. For some years it was indirectly controlled by Veolia, but their interests were sold back to the main Spanish shareholder, Esther Koplowitz, in 2004. FCC and Veolia still have a 50-50 joint venture in water and waste in Latin America. FCC is the leading waste management company in both Spain and the UK, and operates in France, Portugal, Spain, UK, Austria, Bosnia, Croatia, Czech Republic, Hungary, Poland, and Slovakia.

Waste management accounts for about 1/5 of FCC's total business, in which construction is the largest business. Sales of environmental services fell 1% in the year to the end of the 3<sup>rd</sup> quarter of 2009, and operating profit fell 2.8%. The performance of the Waste Recycling Group, bought by FCC in 2007, has been worse, with a fall in sales of 6.7% to the end of 3<sup>rd</sup> quarter of 2009.

### 3.3. Remondis/Rethmann

Remondis is the waste division of Rethmann, a privately owned German company. It bought the waste management division of RWE in 2005; in 2006 it bought 40% of the Dutch municipal waste company ARN. It operates in 20 European countries, has expanded in waste management into Ukraine and Turkey, and in water into Russia, and has also expanded outside Europe to Australia and Egypt. Rethmann states that the sales in 2008 of Remondis, in both waste management and water, totalled €5.6 billion, with 18,800 employees.

### 3.4. Suez

Suez Environnement, consisting of the water and waste divisions of Suez, was spun off as a separate company in 2008. It is 35.5% owned by GdF-Suez, the company formed by the merger of Suez' energy division with GdF. GdF is itself 35.7% owned by the French state. Suez has extended its water activities by agreeing to buy the whole of the water business of Aguas de Barcelona, partly financed by selling the health services division of AgBar.

The sales of the waste division in the third quarter of 2009 were about 10% lower than in 2008, mainly due to the fall in income from recycling and recovery activities. Revenue from refuse collection was stable. Profits in were also affected, with operating profit in the first half of 2009 18% lower than the previous year, but still providing a profit equal to 14.2% of sales revenue. The company has made unspecified cuts under 'the Compass cost-cutting programme'.<sup>6</sup>

### 3.5. Veolia

Veolia is restructuring the group, apart from water and waste, into a series of joint ventures with companies in which the French government is the sole or dominant shareholder.

- Veolia has agreed to merge its transport division with Transdev, a transport business owned by the CDC. The result is a new transport company which is 50% owned by Veolia and 50% by CDC. Veolia has also created a 50-50 transport joint venture in Asia with RATP, the public sector transport services company covering Paris.<sup>7</sup>
- Veolia has created a new joint venture for managing military bases, Defense Environnement Services. It is 50% owned by Veolia, and 50% by DCNS, a French company which manages naval bases, and which is owned by the French government.
- Dalkia, the energy services division of Veolia, is already a 50-50 joint venture with EDF, which is 85% owned by the French government.

The water and environmental services divisions remain wholly owned by Veolia, except for Proactiva, the subsidiary operating in Latin America, which is 50-50 owned by Veolia and the Spanish group FCC (which was itself partly owned by Veolia in the early 2000s). In January 2010 the majority owner of FCC, Esther Koplowitz, was re-appointed to the board of Veolia.<sup>8</sup>

The French government may increase its stake in Veolia as a whole. The government fund, Caisse des Depots et Consignations (CDC), already owns nearly 10% of Veolia, and at the end of 2009 a proposal emerged to partially merge Veolia with EDF. The deal would involve EDF swapping shares in an energy services company for shares in Veolia, raising its stake in Veolia to about 16%. Together with the CDC holding, the net effect would be that the French state would de facto control a combined stake of 26% in Veolia. This would create a similar relationship between the French state, EDF and Veolia to the existing GdF-Suez-state relationship. Henri Proglio, who was CEO of Veolia, has now become CEO of EdF, while

remaining chairman of Veolia, though he has stated that this semi-merger is ‘not a priority’, while emphasising the opportunity for synergies between the two groups.<sup>9</sup>

Veolia is also in the process of selling parts of its businesses, to contribute to a sales target of €1 billion, in an attempt to reduce the debt of the group. It has sold its building cleaning and services operation, Veolia Proprete Nettoyage et Multiservices, to the French group TFN, which has now renamed itself Atalia; it has sold the USA waste to energy plants of Montenay International, to Covanta; it has sold the UK facilities management business of its energy services division, Dalkia, to Mitie; and sold Veolia Cargo. Veolia has also tried, so far unsuccessfully, to sell a 49% stake in its water operations in the UK.<sup>10</sup>

Veolia’s waste business fell by 10.2% in the year to mid-2009, affected by the fall in demand for secondary materials, and general fall in demand as a result of the economic crisis. Business in Germany fell by 18%, and in France by 13%. Operating profits fell from €398m. to €134m., despite making cuts of €70m. in ‘adaptation’ and ‘efficiency’ measures in the first half of 2009.<sup>11</sup>

**Table 2. Veolia sales 2008**  
**2008 Revenues**

| (€ million)                  | Water           | Environmental Services | Energy Services | Transportation | Total           |
|------------------------------|-----------------|------------------------|-----------------|----------------|-----------------|
| <b>Europe</b>                | <b>8,611.4</b>  | <b>7,666.0</b>         | <b>6,769.0</b>  | <b>4,651.4</b> | <b>27,697.8</b> |
| <i>Of which: France</i>      | 4,883.5         | 3,693.9                | 3,628.2         | 2,317.3        | 14,522.9        |
| <i>Germany</i>               | 1,376.7         | 1,108.8                | 57.8            | 621.9          | 3,165.2         |
| <i>United Kingdom</i>        | 671.5           | 1,667.7                | 487.9           | 128.2          | 2,955.3         |
| <i>Rest of Europe</i>        | 1,679.7         | 1,195.6                | 2,595.1         | 1,584.0        | 7,054.4         |
| <b>Unites States</b>         | <b>612.2</b>    | <b>1,350.4</b>         | <b>322.0</b>    | <b>760.4</b>   | <b>3,045.0</b>  |
| <b>Rest of the world</b>     | <b>3,334.3</b>  | <b>1,127.7</b>         | <b>358.4</b>    | <b>642.3</b>   | <b>5,462.7</b>  |
| <i>Of which: Middle East</i> | 862.1           | 79.9                   | 60.6            | 24.2           | 1026.8          |
| <i>Asia-Oceania</i>          | 1,335.4         | 706.0                  | 109.4           | 556.8          | 2,707.6         |
| <i>Rest of the world</i>     | 1,136.8         | 341.3                  | 188.4           | 61.3           | 1,728.3         |
| <b>TOTAL</b>                 | <b>12,557.9</b> | <b>10,144.1</b>        | <b>7,449.4</b>  | <b>6,054.1</b> | <b>36,205.5</b> |

#### 4. Sales and employment trends

The following tables present 5-year series of data on the finances and employment trends in the major companies. There are two major limitations to the data. The first is that the figures relate to the entire companies, not only the waste management divisions: this means that the sectoral relevance of the figures is diluted for the groups with a large proportion of their operations in other sectors, like FCC, Suez and Veolia. The second is that the data only includes the beginning of the recession, at the end of 2008. The data is taken from the Orbis database on company finances.

In all tables, the most recent year (2008 for nearly all companies) is the lefthand column, and the data for earlier years is to the right.

The sales of nearly all companies increased sharply over the last 5 years, reflecting the general growth in the waste management business. Those companies which are dominantly waste companies, such as Alba, Rethmann, Cespa, Delta, Shanks, Ragn-Sells, show the greatest growth. Some individual company results also reflect changes in the company size, and the results in other sectors.

**Table 3. Sales revenue, 2004-2008 (thousands)**

Sales data relates to whole company (except FCC).

| Company                       | Country   | Currency   | 2008     | 2007     | 2006     | 2005     | 2004     | % change 2004-2008 | Note     |
|-------------------------------|-----------|------------|----------|----------|----------|----------|----------|--------------------|----------|
| ACS                           | ES        | EUR        | 16697052 | 22335782 | 14806541 | 12561531 | 11261547 | 48.3%              |          |
| <b>ALBA</b>                   | <b>DE</b> | <b>EUR</b> |          | 1033056  | 758878   | 586561   | 452030   | 128.5%             | <b>a</b> |
| <b>CESPA</b>                  | <b>ES</b> | <b>EUR</b> | 606142   | 545694   | 507312   | 460275   | 186496   | 225.0%             |          |
| <b>CNIM</b>                   | <b>FR</b> | <b>EUR</b> | 686055   | 562447   | 530140   | 621811   | 556295   | 23.3%              |          |
| <b>DELTA</b>                  | <b>NL</b> | <b>EUR</b> | 2252886  | 1732191  | 1338371  | 1061094  | 1059233  | 112.7%             |          |
| <b>FCC</b>                    | <b>ES</b> | <b>EUR</b> | 2788000  |          |          |          | 1364000  | 104.4%             | <b>c</b> |
| <b>INTERSEROH</b>             | <b>DE</b> | <b>EUR</b> | 2129409  | 1775202  | 1247364  | 964335   | 1052602  | 102.3%             |          |
| <b>LASSILA &amp; TIKANOJA</b> | <b>FI</b> | <b>EUR</b> | 612482   | 557313   | 437780   | 378372   | 337999   | 81.2%              |          |
| <b>RAGN-SELLS</b>             | <b>SE</b> | <b>SEK</b> | 4439347  | 4204689  | 3722361  | 3273822  | 2933340  | 51.3%              |          |
| <b>RETHMANN</b>               | <b>DE</b> | <b>EUR</b> | 9590599  | 7428610  | 4948880  | 3589529  | 2081141  | 360.8%             |          |
| <b>SÉCHÉ</b>                  | <b>FR</b> | <b>EUR</b> | 388030   | 376574   | 379371   | 338406   | 328231   | 18.2%              |          |
| <b>SHANKS</b>                 | <b>GB</b> | <b>GBP</b> | 696500   | 563800   | 508600   | 442600   | 420500   | 65.6%              |          |
| SUEZ ENV                      | FR        | EUR        | 12366900 | 12034100 | 11447600 | 11092400 |          | 11.5%              | <b>b</b> |
| VEOLIA                        | FR        | EUR        | 36206000 | 32628200 | 15461600 | 28635500 | 25578300 | 41.5%              |          |

Notes. a. 2004-2007 b. 2005-2008 c. Waste only (environmental services – water)

The number of employees also grew sharply over the last 5 years, reflecting the general growth in the business. Again, the growth is clearest in the ‘purely’ waste companies. Data on Veolia employees in waste management in Europe are also shown, to clarify the growth in this sector of one of the dominant two companies.

**Table 4. Employees, 2004-2008**

| Company name                  | Country   | 2008         | 2007         | 2006         | 2005         | 2004         | %change 2004-2008 (see notes) | Note     |
|-------------------------------|-----------|--------------|--------------|--------------|--------------|--------------|-------------------------------|----------|
| ACS                           | ES        | 138936       | 142860       | 118823       | 110940       | 110940       | 25.2%                         |          |
| <b>ALBA</b>                   | <b>DE</b> |              | <b>5282</b>  | <b>4047</b>  | <b>3362</b>  | <b>3067</b>  | <b>94.8%</b>                  |          |
| <b>CESPA</b>                  | <b>ES</b> | <b>11349</b> | <b>10718</b> | <b>10741</b> | <b>5571</b>  | <b>3875</b>  | <b>192.9%</b>                 |          |
| <b>CNIM</b>                   | <b>FR</b> |              | <b>2916</b>  | <b>2789</b>  | <b>2761</b>  | <b>2764</b>  | <b>5.5%</b>                   | <b>a</b> |
| <b>DELTA</b>                  | <b>NL</b> |              | <b>2809</b>  | <b>1653</b>  | <b>1470</b>  | <b>1431</b>  | <b>96.3%</b>                  | <b>a</b> |
| FCC                           | ES        |              | 2876         | 3331         | 4105         | 4846         | -52.1%                        |          |
| FERROVIAL                     | ES        | 107399       | 104956       | 88902        | 57247        | 49892        | 115.3%                        |          |
| <b>INTERSEROH</b>             | <b>DE</b> | <b>1864</b>  | <b>1606</b>  | <b>1380</b>  | <b>1301</b>  | <b>1254</b>  | <b>48.6%</b>                  |          |
| <b>LASSILA &amp; TIKANOJA</b> | <b>FI</b> | <b>8363</b>  | <b>7819</b>  | <b>6775</b>  | <b>5918</b>  | <b>5409</b>  | <b>54.6%</b>                  |          |
| <b>RAGN-SELLS</b>             | <b>SE</b> | <b>2676</b>  | <b>3057</b>  | <b>2815</b>  | <b>2628</b>  | <b>2504</b>  | <b>6.9%</b>                   |          |
| <b>RETHMANN</b>               | <b>DE</b> |              | <b>35111</b> | <b>29771</b> | <b>23824</b> | <b>15953</b> | <b>120.1%</b>                 | <b>a</b> |
| <b>SÉCHÉ</b>                  | <b>FR</b> | <b>1568</b>  | <b>1528</b>  | <b>1574</b>  | <b>1580</b>  | <b>1321</b>  | <b>18.7%</b>                  |          |
| <b>SHANKS</b>                 | <b>GB</b> | <b>4544</b>  | <b>4125</b>  | <b>3836</b>  | <b>3470</b>  | <b>4131</b>  | <b>10.0%</b>                  |          |
| SUEZ ENV                      | FR        | 65382        | 61915        | 57446        | 72130        |              | -9.4%                         | <b>b</b> |
| VEOLIA                        | FR        | 297965       | 284072       |              | 260088       | 241627       | 23.3%                         |          |

**VEOLIA (waste FR 71461 Europe only)** **47728** **49.7%** c

Source: Orbis.

Notes: a. % increase 2004-2007 ; b. % increase 2005-2008 c. Figures for Veolia for waste management in Europe only, sourced from company reports not Orbis

The trends in operating profits show a greater variation. Suez and Veolia, and some of the purely waste companies show a rise for most of the period, then a sharp fall in 2008: others, such as Alba, continued to record increased profits even in 2008.

**Table 5. Operating profit (EBIT), 2004-2008 (thousands)**

| Company name       | Country | Currency | 2008    | 2007    | 2006    | 2005    | 2004    | %change |
|--------------------|---------|----------|---------|---------|---------|---------|---------|---------|
| ACS                | ES      | EUR      | 1902400 | 2524364 | 989420  | 865410  | 750628  | 153.4%  |
| ALBA               | DE      | EUR      |         | 1247488 | 34029   | 54216   | 27566   | 5606.8% |
| CESPA              | ES      | EUR      | 1951000 | 10932   | 16474   | 8757    | -5990   | n/a     |
| CNIM               | FR      | EUR      | 988900  | 54641   | 64735   | 71117   | 51824   | 1808.2% |
| DELTA              | NL      | EUR      | 255227  | 78601   | 34824   | 64455   | 45836   | 456.8%  |
| FCC                | ES      | EUR      |         | 86042   | 13095   | 7327    | 8996    | 998.3%  |
| FERROVIAL          | ES      | EUR      | 31154   | 2757000 | 1984332 | 879192  | 1133183 | -97.3%  |
| INTERSEROH         | DE      | EUR      | 26962   | 62194   | 44012   | 32932   | 49264   | -45.3%  |
| LASSILA & TIKANOJA | FI      | EUR      | 61900   | 48721   | 47484   | 38375   | 50865   | 21.7%   |
| RAGN-SELLS         | SE      | SEK      | 68370   | 93930   | 149403  | 163868  | 152180  | -55.1%  |
| RETHMANN           | DE      | EUR      | 42146   | 356874  | 273603  | 272656  | 163516  | -74.2%  |
| SÉCHÉ              | FR      | EUR      | 45806   | 61129   | 64914   | 52748   | 17069   | 168.4%  |
| SHANKS             | GB      | GBP      | 43835   | 56500   | 46000   | 34900   | 32400   | 35.3%   |
| SUEZ ENV           | FR      | EUR      | 70300   | 1008000 | 1005600 | 764400  |         | -90.8%  |
| VEOLIA             | FR      | EUR      | 18792   | 2390300 | 1261100 | 2082000 | 1835000 | -99.0%  |

The return on capital shows a similar pattern to profits, as would be expected. Many companies showed rates of return between 10 and 20 per cent, or more, until 2008.

**Table 6. Return on capital employed 2004-2008**

| Company name       | Country | Currency | 2008  | 2007  | 2006  | 2005  | 2004  | %change  |
|--------------------|---------|----------|-------|-------|-------|-------|-------|----------|
| ACS                | ES      | EUR      | 16.55 | 10.43 | 14.71 | 11.92 | 16.94 | -2.3%    |
| ALBA               | DE      | EUR      |       | 6.43  | 18.48 | 21.07 | 11.51 | -41.6%   |
| CESPA              | ES      | EUR      | 17.71 | 1.92  | 2.50  | 1.51  | 0.07  | 25200.0% |
| CNIM               | FR      | EUR      | 9.49  | 19.56 | 18.66 | 17.38 | 14.25 | -33.4%   |
| DELTA              | NL      | EUR      | 4.72  | 6.33  | 8.19  | 10.39 | 9.02  | -47.7%   |
| FCC                | ES      | EUR      |       | 16.56 | 10.44 | 8.70  | 13.37 | 64.9%    |
| FERROVIAL          | ES      | EUR      | 4.32  | 6.58  | 4.27  | 5.79  | 10.44 | -58.6%   |
| INTERSEROH         | DE      | EUR      | 11.27 | 21.26 | 22.51 | 20.92 | 29.31 | -61.5%   |
| LASSILA & TIKANOJA | FI      | EUR      | 16.68 | 15.98 | 19.89 | 17.54 | 24.52 | -32.0%   |
| RAGN-SELLS         | SE      | SEK      | 3.70  | 5.87  | 8.63  | 9.76  | 11.44 | -67.7%   |
| RETHMANN           | DE      | EUR      | 7.71  | 13.95 | 12.12 | 14.49 | 14.44 | -46.6%   |
| SÉCHÉ              | FR      | EUR      | 12.57 | 9.44  | 16.42 | 14.97 | 4.53  | 177.5%   |
| SHANKS             | GB      | GBP      | 8.90  | 8.82  | 11.57 | 8.76  | 6.88  | 29.4%    |
| SUEZ ENV           | FR      | EUR      | 10.03 | 12.00 | 13.53 | 15.32 |       | -34.5%   |
| VEOLIA             | FR      | EUR      | 7.07  | 9.63  |       | 9.08  | 9.01  | -21.5%   |

The table below shows the average cost of salaries and social insurance per employee over the period. The figures for some companies, notably FCC and Suez, imply a sharp drop in average pay in 2007 and 2008.



The figures partly reflect changes in company size and sectors, and changes in the mix of employees, e.g. increased numbers of technicians, as well as increases or cuts in pay. The final table, of profit per employee, shows how pay was relatively protected up to 2008 compared with the impact on company profits.

**Table 7. Pay and social insurance cost per employee, 2004-2008 (thousands)**

| Company name       | Country ISO Code | Currency Last avail. Yr. | 2008 | 2007 | 2006 | 2005 | 2004 | %change |
|--------------------|------------------|--------------------------|------|------|------|------|------|---------|
|                    | ES               | EUR                      | 28   | 28   | 27   | 26   | 24   | 17.7%   |
| ALBA               | DE               | EUR                      |      | 30   | 28   | 27   | 29   | -0.8%   |
| CESPA              | ES               | EUR                      | 32   | 30   | 29   | 51   | 28   | 15.0%   |
| CNIM               | FR               | EUR                      |      | 53   | 53   | 54   | 52   | 2.8%    |
| DELTA              | NL               | EUR                      |      | 48   | 50   | 54   | 52   | -7.9%   |
| FCC                | ES               | EUR                      |      | 23   | 26   | 23   | 21   | 26.9%   |
| FERROVIAL          | ES               | EUR                      | 36   | 36   | 35   | 33   | 31   | 15.9%   |
| INTERSEROH         | DE               | EUR                      | 52   | 51   | 53   | 50   | 52   | 0.7%    |
| LASSILA & TIKANOJA | FI               | EUR                      | 29   | 27   |      |      |      |         |
| RAGN-SELLS         | SE               | SEK                      |      |      |      |      |      |         |
| RETHMANN           | DE               | EUR                      |      | 34   | 36   | 35   | 33   | 2.4%    |
| SÉCHÉ              | FR               | EUR                      | 52   | 50   | 48   | 45   | 54   | -3.5%   |
| SHANKS             | GB               | GBP                      | 37   | 32   | 31   | 31   | 29   | 28.1%   |
| SUEZ ENV           | FR               | EUR                      | 47   | 51   | 52   | 42   |      | 12.3%   |
| VEOLIA             | FR               | EUR                      | 36   | 35   |      | 35   | 34   | 5.9%    |

**Table 8. Profit per employee , 2004-2008 (thousands)**

| Company name       | Country ISO Code | Last avail. year | Currency Last avail. Yr. | 2008 | 2007 | 2006 | 2005 | 2004 | %change |
|--------------------|------------------|------------------|--------------------------|------|------|------|------|------|---------|
| ACS                | ES               | 2008             | EUR                      | 19   | 15   | 14   | 7    | 6    | 242.0%  |
| ALBA               | DE               | 2007             | EUR                      |      | 2    | 6    | 17   | 8    | -80.4%  |
| CESPA              | ES               | 2008             | EUR                      | 14   | 0    | 1    | 1    | -2   |         |
| CNIM               | FR               | 2008             | EUR                      |      | 15   | 12   | 12   | 9    | 56.7%   |
| DELTA              | NL               | 2008             | EUR                      |      | 44   | 67   | 85   | 81   | -46.1%  |
| FCC                | ES               | 2007             | EUR                      |      | 6    | 4    | 3    | 2    | 284.5%  |
| FERROVIAL          | ES               | 2008             | EUR                      | -4   | 6    | 8    | 8    | 14   | -126.3% |
| INTERSEROH         | DE               | 2008             | EUR                      | 7    | 35   | 30   | 23   | 36   | -79.7%  |
| LASSILA & TIKANOJA | FI               | 2008             | EUR                      | 6    | 6    | 7    | 6    | 9    | -32.3%  |
| RAGN-SELLS         | SE               | 2008             | SEK                      | 3    | 22   | 41   | 53   | 49   | -92.9%  |
| RETHMANN           | DE               | 2008             | EUR                      |      | 9    | 9    | 10   | 9    | 5.4%    |
| SÉCHÉ              | FR               | 2008             | EUR                      | 38   | 28   | 34   | 29   | 2    | 1874.0% |
| SHANKS             | GB               | 2008             | GBP                      | 7    | 10   | 12   | 9    | 5    | 56.4%   |
| SUEZ ENV           | FR               | 2008             | EUR                      | 11   | 15   | 17   | 14   |      | -22.0%  |
| VEOLIA             | FR               | 2008             | EUR                      | 3    | 6    |      | 5    | 5    | -34.6%  |

## Annexe 1. Companies eligible for EWCs

Table 9. Waste companies eligible for EWCs

(P=private; PE=private equity; M=multinational, stock exchange listed; Mun=municipal

| Company             |    | Parent/website  | Type | Operates in countries   | Employees |
|---------------------|----|---|------|---|-----------|
| Alba/Intersoh       | DE | Alba <a href="http://www.alba-online.de">www.alba-online.de</a>                             | P    | Bosnia, Germany, Poland, Slovakia   | 9000      |
| AVR/Van Gansewinkel | NL | KKR/CVC<br><a href="http://www.avrvangansewinkel.eu/">www.avrvangansewinkel.eu/</a>         | PE   | Belgium, Czech Republic, France, , Ireland, Netherlands, Poland, Portugal and England   | 6027      |
| Becker              | DE | <a href="http://www.jakob-becker.de/">www.jakob-becker.de/</a>                              | P    | Austria, Croatia, Czech Republic, Germany, Poland   | 1800      |
| Cespa               | ES | Ferrovial <a href="http://www.cespa.es">http://www.cespa.es</a>                             | M    | Portugal, Spain   | 14508     |
| CNIM                | FR | CNIM <a href="http://www.cnim.com">www.cnim.com</a>   | M    | France, Italy, UK   | 3460      |
| Delta               | NL | <a href="http://www.delta.nl">www.delta.nl</a>  | Mun  | Belgium, Netherlands  | 1300      |
| FCC                 | ES | FCC <a href="http://www.fcc.es">www.fcc.es</a>  | M    | France, Portugal, Spain, UK, Austria, Bosnia, Croatia, Czech Republic, Hungary, Poland, Slovakia  |           |
| Lassila & Tikanoja  | FI | Lassila & Tikanoja <a href="http://www.lassila-tikanoja.com/">www.lassila-tikanoja.com/</a> | M    | Finland, Latvia, Russia, Sweden   | 9490      |
| Nicollin            | FR | <a href="http://www.groupenicollin.com/">www.groupenicollin.com/</a>                        | P    | Belgium, France, Portugal   | 4950      |
| Ragn-Sells          | SV | Ragn-Sells <a href="http://www.ragnsells.se">www.ragnsells.se</a>                           | P    | Denmark, Estonia, Latvia, Norway, Poland, Sweden  | 2300      |
| Remondis            | DE | Rethmann <a href="http://www.remondis.com">www.remondis.com</a>                             | P    | Austria, Belgium, Bulgaria, Czech republic, Denmark, Estonia, France, Germany, Hungary, Ireland, Italy, Netherlands, Poland, Romania, Slovakia, Spain, Sweden, Switzerland, UK, Ukraine, Russia | 17100     |
| Saubermacher        | AT | <a href="http://www.saubermacher.at">www.saubermacher.at</a>                                | P    | Austria, Croatia, Czech Republic, Hungary, Slovenia   | 2600      |
| Séché-SAUR          | FR | <a href="http://www.groupe-seche.com">www.groupe-seche.com</a>                              | M    | France, Spain, Hungary  | 4151      |
| Shanks              | UK | Shanks Group<br><a href="http://www.shanks.co.uk">www.shanks.co.uk</a>                      | M    | Belgium, Netherlands, UK  | 4544      |
| Suez                | FR | Suez <a href="http://www.suez-environnement.com">www.suez-environnement.com</a>             | M    | Belgium, Czech Republic, Denmark, Finland, France, Germany, Hungary, Ireland, Italy, Luxembourg, Netherlands, Poland, Portugal, Romania, Spain, Sweden, Switzerland, UK                         | 35000     |
| Urbaser             | ES | ACS <a href="http://www.urbaser.es">www.urbaser.es</a>                                      | M    | France,Greece, Italy, Portugal, Spain, UK   | 32000     |
| Veolia              | FR | Veolia<br><a href="http://www.veoliaenvironnement.com/">www.veoliaenvironnement.com/</a>    | M    | Austria, Belgium, Czech Republic, Denmark, Estonia, France, Germany, Hungary, Ireland, Italy, Norway, Poland, Switzerland, UK, Ukraine  | 71461     |

## Notes

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- <sup>1</sup> Die Deutsche Entsorgungswirtschaft im Jahr 2010 Dieter Lindauer, Lindauer Managementberatung Sap-Infotage Für Die Entsorgungs-Wirtschaft 29. und 30. August 2006, Kaffeebörse Hamburg [http://www.lindauermanagement.de/files/die\\_deutsche\\_entsorgungswirtschaft\\_im\\_jahr\\_2010\\_endfassung.pdf](http://www.lindauermanagement.de/files/die_deutsche_entsorgungswirtschaft_im_jahr_2010_endfassung.pdf)
- <sup>2</sup> See the previous PSIRU report for details of this <http://www.psiru.org/reports/2007-06-G-EWCs.doc>
- <sup>3</sup> Shanks calls for higher bid after £535m Carlyle offer FT December 7 2009
- <sup>4</sup> <http://www.morningstar.co.uk/uk/News/NewsFeedItem.aspx?id=75612901407422>; London Stock Exchange Aggregated Regulatory News Service (ARNS), February 9, 2010 ; [http://sofiaecho.com/2009/12/11/828767\\_fire-sale/1](http://sofiaecho.com/2009/12/11/828767_fire-sale/1)
- <sup>5</sup> TendersInfo November 21, 2009 United Kingdom : UK fund manager Acuity to raise £100m waste recycling fund; ADP News Renewable Energy Track November 20, 2009 EcoEnergy Scandinavia breaks ground on waste-to-energy plant in Ukraine; TendersInfo October 28, 2009 Sweden : EQT buys hazardous waste management firm; Daily News Egypt November 24, 2009 Citadel Capital acquires waste management firms; Targeted News Service October 1, 2009 Egypt: EIB Invests in Private Equity Fund Managed by Citadel Capital, to Support Private Companies in Region; PrivateEquityOnline.com May 14, 2009 IFC commits \$25m to Citadel Capital; MINT November 2, 2009 Ramky Enviro taps opportunity in waste management; 24/7 Wall St. October 30, 2009 Bill Gates Gets Further Entrenched in Waste Sector (RSG, WM, MSFT, BRK-A)
- <sup>6</sup> See Suez interim report 2009 H1 <http://www.suez-environnement.com/en/news/press-releases/press-releases/?limit=20&annee=> and 2009 3<sup>rd</sup> quarter report [http://www.suez-environnement.com/document/?f=news/en/cp\\_q3\\_2009\\_en.pdf](http://www.suez-environnement.com/document/?f=news/en/cp_q3_2009_en.pdf)
- <sup>7</sup> <http://www.veolia.com/en/medias/press-releases/veolia-transport-transdev-ratp-2009.htm>
- <sup>8</sup> Esther Koplowitz is appointed to the Board of Directors of Veolia Environnement Veolia PR 13 Jan 2010 <http://www.veolia.com/en/medias/press-releases/esther-koplowitz.htm>
- <sup>9</sup> Agence France Presse 11 février 2010 Une montée d'EDF au capital de Veolia n'est "pas une priorité" (Proglio)
- <sup>10</sup> See various press releases at <http://www.veolia.com/en/medias/press-releases/?page=1>
- <sup>11</sup> [http://www.veolia-environmentalservices.com/documents/200908060937-RESULTATS-SEM-2009\\_en.pdf](http://www.veolia-environmentalservices.com/documents/200908060937-RESULTATS-SEM-2009_en.pdf)