Thalia
Waste Management
2025
Gender Pay Gap Report
INVESTORS IN PEOPLE®
We invest in people Silver

“Building an inclusive and equitable culture is a continuous journey, and one that we’re absolutely committed to at Thalia. But importantly, our focus is on making meaningful change that positively impacts our people, not simply ticking boxes.”

SARAH MOYO
PEOPLE & COMMUNICATIONS *DIRECTOR*

Foreword

People are at the heart of everything we do at Thalia Waste Management, and we are committed to building and nurturing an inclusive culture which empowers everyone to come to work as their authentic selves. Moreover, we firmly believe that diversity drives excellence, and together we achieve more through the shared knowledge, experience and cultures of others.

As a business, our success is built upon more than performance; it's about forging a legacy that is built upon our values - Ambitious, Collaborative, Inclusive, Responsible - and that our people, the communities we serve, and our partners and clients are proud to be a part of. We are fully aware that ours is a traditionally male-dominated industry, and while we acknowledge there will always be more work to do, our leaders and colleagues work hard every day to raise awareness, embed positive change, and break down the historical barriers and stereotypes that stand in the way of that goal.

We are determined to make Thalia the employer of choice in the waste management industry, by driving change and embedding a truly inclusive, high-performing culture through meaningful action, living our values, supported by robust and representative policies and processes.

Paco Hevia
Chief Executive Officer

I confirm the information and data reported is accurate as of the snapshot date 5 April 2025

Improving Gender Balance at Thalia

We understand how important it is to cultivate a diverse workforce and a working culture built upon inclusion and equality, not only to our business, but to the people and communities who drive us to achieve success every day.

Improving gender balance in an historically male-dominated industry is an ongoing challenge, but one we tackle head on. Whether through inclusive recruitment practises, ensuring equal and equitable access to opportunity and development, or providing all our people with the support and skills needed to reach their full potential, everyone can thrive and be successful at Thalia.

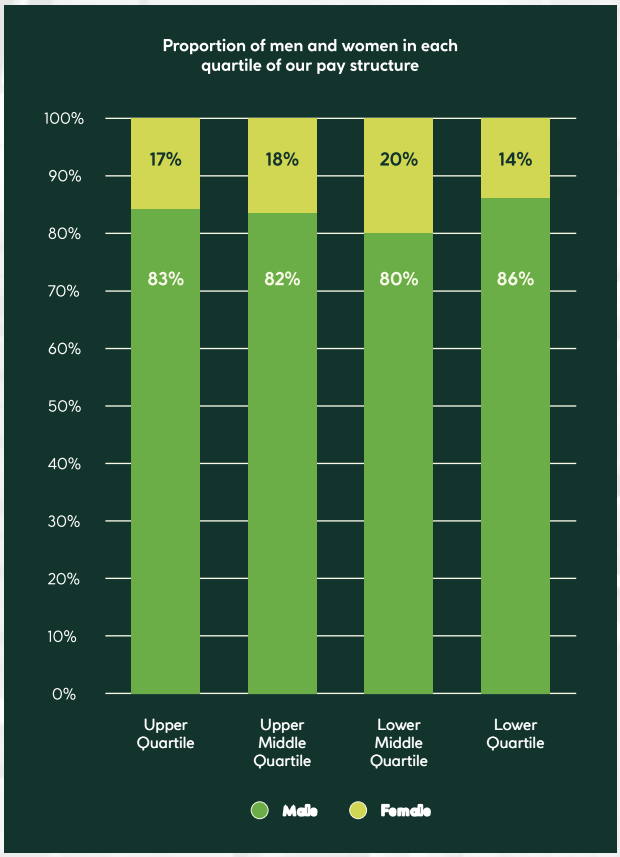
This Gender Pay Gap Report provides a clear and transparent analysis of gender representation and pay equity across our 510-strong workforce.

While there will always be more to do, our findings outline the progress we've already made, the challenges we continue to face, and the actions we're taking to build a truly inclusive and equitable future for all our people.

Proportion of total employees

17% female **83% male**

In 2025, we had 421 men, representing 83% of our workforce, and 89 women, accounting for 17%



Overall gender balance has remained largely unchanged over the past 12 months, reflecting ongoing structural challenges within a traditionally male-dominated, operational industry.

We have seen a slight decline in female representation across most pay quartiles, with a corresponding increase in male representation. The exception is the lower-middle quartile, where female representation increased by 3%, driven by internal progression and a focused effort to develop and promote female talent into people-management roles.

While this progress is encouraging, our priority remains accelerating the development and progression of women within the business, alongside strengthening external pipelines to support greater gender diversity across the industry.

Thalia Gender Pay Gap

We remain committed to ensuring fair and equitable pay across all roles at Thalia. In 2025, both median and mean pay gaps have moved in favour of women, despite a slight reduction in overall female representation.

Our approach is underpinned by regular benchmarking against industry standards, robust pay review processes, and equitable recruitment practices to ensure consistency, transparency, and fairness across the organisation.

The **median** pay gap represents the relative difference in hourly pay between the 'middle' woman and man between the highest and lowest equivalent hourly pay rates in our business.

The **mean** gender pay gap is the overall relative difference in average hourly pay as at 5 April 2025, between men and women in Thalia.

-2.33%	Median Hourly Pay Gap
-4.46%	Mean Hourly Pay Gap
-26.55%	Median Bonus Pay Gap
-111.90%	Mean Bonus Pay Gap

2025 saw changes in both median and mean bonus pay gaps in favour of women, primarily due to the higher numbers of women in senior leadership roles the business.

We've also seen an increase in the bonus pay gap for women versus their male colleagues - there are three main reasons for this gap, especially in the **mean** bonus data.

- A significant proportion of men in the upper-middle pay quartile opted to sacrifice part or all of their discretionary bonus towards their pensions, which contributes to a lower 'paid' bonus figure for male staff, from which the mean figure is calculated. The number of male colleagues in the upper quartile diverting bonus payments by way of salary sacrifice, is significant enough to impact the overall mean bonus pay gap quite substantially, and we would expect the raw data, before any salary sacrifice calculations, to yield a far less extreme bonus pay gap between men and women at Thalia.
- We have considerably more women in senior or executive positions across our business, for example, our 6-person Executive Team is made up of 4 women and 2 men. Attracting and retaing highly talented female leaders in our business, especially in executive roles, is something we are extremely proud of, and something we hope inspires existing female colleagues to develop and progress within the business but also spotlights Thalia's values and commitment to inclusion and equality to those in the wider industry and beyond.
- In previous years, only senior managers and above were eligible for the discretionary bonus scheme. This was the first year all staff were eligible for a discretionary bonus, which includes the lower and lower middle pay quartiles.

Driving progress...

We have always been committed to fair and representative pay for women and men across all roles at Thalia. This year, we've seen more positive change in both median and mean pay gaps in favour of women in our business, despite a slight reduction in the number of women employed versus our 2024 data. We continue to conscientiously review pay for all Thalia colleagues in line with external benchmarking and industry standards, combined with responsible and equitable recruitment processes, to ensure fairness and equality for everyone employed at Thalia.

...through equitable recruitment

- Blind CV screening across all roles to eliminate bias
- Inclusive recruitment training for hiring managers, focused on eliminating unconscious bias
- Wider use of external platforms and tools to reach a more diverse candidate pool
- Partnerships with local schools and communities to develop exisiting and future talent

...through fair pay and reward

- Annual salary benchmarking and regular pay reviews to ensure fairness
- Ongoing commitment to pay the Real Living Wage, benefitting our lowest-paid roles
- Continuous data and people analysis to understand representation and inform action
- Clear expectations and support around incentive schemes and bonus objectives

...through wellbeing support

- Partnering with external platforms to offer gender-specific health and wellbeing support
- Introducing new and improved policies to better support female colleagues
- Embedding inclusion-focused training as part of our mandatory learning programme
- Expanding mental health support resources for all colleagues

...through nurturing development

- Investing in community programmes to develop resilience and empowerment in young women
- Supporting internal career pathways and skills development
- Reviewing and refreshing skills and competencies for our People Managers
- Championing women, their journeys and successes across our business

Thalia
Waste Management

At Thalia Waste Management, we see waste differently.

Waste isn't just rubbish to us.

We aim to eradicate the need to use landfill for disposing of waste materials. We see waste as a resource to be reused, recycled or turned into energy.

Together, we're transforming today's waste into tomorrow's energy.

Thalia.co.uk

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