

Gender Pay Gap Report 2024



Thalia
Waste Management



“ We are proud of the progress we’ve made, but we know inclusion is a journey.

At Thalia, fair pay and equal opportunity are not ambitions—they are expectations.

”

Sarah Moyo, Director of People and Communications

CEO Foreword



At Thalia Waste Management, inclusivity is at the heart of our Values. We believe it opens doors to diverse talent, which will drive our business forward.

Diversity brings fresh perspectives, fuels innovation, and strengthens our ability to transform waste into energy in the most effective and sustainable way.

Yet, inclusion is not just about representation, it's about ensuring that every individual, regardless of gender, has access to the same opportunities to grow and thrive. We know that traditionally male-dominated industries, like ours, come with challenges in achieving balance. That is why we are committed to driving meaningful change, not just through policy but through action.

We want Thalia to be a place where talent is recognised, potential is nurtured, and success is not limited by bias or barriers. True progress requires commitment, and I am determined that we continue to make strides in creating a fairer, more equitable future for all.

A handwritten signature in black ink, appearing to be 'Paco Hevia', written over a horizontal line.

Paco Hevia

Chief Executive Officer

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

Improving gender balance at Thalia

Creating a diverse and inclusive workforce is a priority at Thalia. For us, improving gender balance goes beyond numbers. It's about equal access to opportunity, recognising potential, and enabling everyone to thrive.

This Gender Pay Gap report provides a clear and transparent analysis of gender representation and pay equity across our workforce of 492 employees.

Our findings reflect the progress we've made, the challenges we continue to face, and the actions we're taking to build a more equitable future.

Proportion of total employees

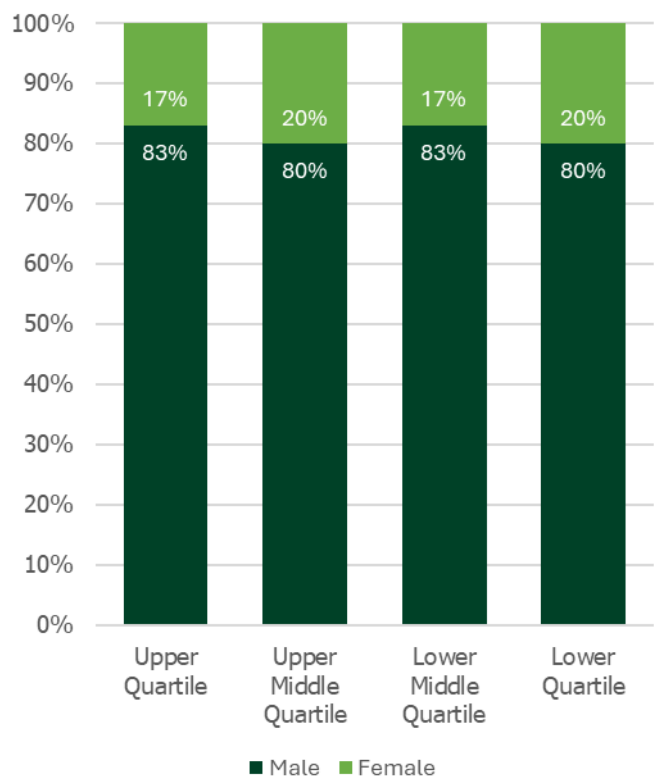


82% Male

18% Female

In 2024 we had 402 men, accounting for 82% of our workforce, and 90 women representing 18%.

Proportion of men and women in each quartile of our pay structure



The overall representation of women has remained consistent year on year.

Women are fairly evenly distributed across the middle quartiles, showing balanced participation in mid-level roles. A small decline in the upper middle quartile (down 2%) suggests that while more women are moving into senior positions, there is still work to be done to support progression.

Encouragingly, we have seen increases in both the lower and upper quartiles, a positive sign that efforts to attract women at entry levels and promote them into leadership roles are beginning to have an impact.

Looking at the data holistically, it's clear that while we've taken steps forward, our focus must now shift to retention and progression, ensuring that women can build long-term careers with Thalia, supported at every stage by inclusive practices, career development frameworks and a culture where all talent can thrive.

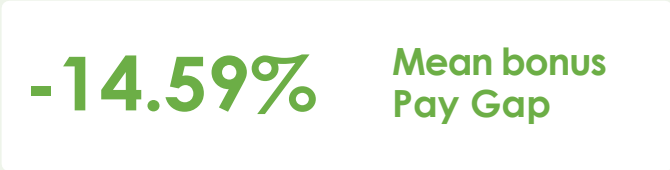
Thalia Gender Pay Gap

The Gender Pay Gap shows the difference in average pay between women and men. However, the gender pay gap does not measure equal pay. Equal pay is the practice of paying men and women equally for performing the same or similar work or work of equal value. Nationally, one of the main factors influencing gender pay gaps is that men tend to hold more senior or technical positions compared to women within some organisations.

The **median** represents the middle point of a population. If you separately lined up all the women and all the men in a company in order of hourly pay, the median pay gap is the difference between the hourly pay for the woman in the middle of the data compared to that of a man in the middle of the data. Thalia's median gender pay gap is 0.82%.

The **mean gender pay gap** is the difference in average hourly pay for women compared to men within a company. Thalia's mean gender pay gap is -1.18%

This year, women received a higher average and median bonus payment than men. The inclusion of referral payments and targeted incentives for specific business areas has influenced the overall bonus data. These lower-value payments were more commonly received by our predominantly male workforce, contributing to the gender bonus gap



Driving Progress Through Equity

We are proud of the progress we have made over the past year in advancing gender equity across Thalia. Through meaningful initiatives in recruitment, development, wellbeing and reward, we've taken important steps towards creating a more inclusive workplace.

Equity in Recruitment

- Blind CV screening across all roles to eliminate unconscious bias.
- All interview panels at middle management level and above, include at least one female.
- We have continued to deliver inclusive recruitment training for hiring managers with a focus on unconscious bias.
- We have engaged with both online and offline platforms to reach a more diverse candidate pool.

Wellbeing

- Introduced four new inclusion focused training modules as part of our mandatory learning programme.



Career Development

- We are proud to have launched our Inclusion and Belonging network to create space for lived experiences to be heard and shared, building allyship.
- Our Women in Waste network has expanded providing mentorship, leadership development and structured career progression for women.

Pay and Reward

- Completed annual salary benchmarking and regular pay reviews to ensure fairness across all levels.
- Maintained our Real Living Wage commitment, which continues to benefit our lowest-paid employees.
- Conducted data analysis by grade and job role to better understand female representation and guide future actions.

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.

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