



Gender pay gap report 2025



Introduction



Our 2025 gender pay gap report reflects our commitment to building a fair, inclusive and supportive workplace across Ireland. It provides an overview of our gender pay data, the progress we've made, and the actions we're taking to create greater opportunities for all.

Our people are at the heart of everything we do. From our frontline operational teams to the colleagues who support our business every day, every role makes a valuable contribution to our success.

Like many organisations in the waste management sector, our gender pay gap

report is influenced by the mix of roles across our workforce. It is not a measure of equal pay. Instead, it helps us understand where we can improve representation and create a more balanced workforce over time.

We're committed to attracting diverse talent, supporting career development, creating opportunities for growth, and fostering a culture where everyone feels valued, respected and empowered to succeed.

We've made positive progress, but we know there's more to do. Meaningful change takes time, and we're committed to taking the right steps to strengthen diversity, increase opportunity and build a workplace where everyone can achieve their potential.

Together, we're creating a stronger, more inclusive Panda for the future.

Jo Cooper
Chief Executive Officer

Guiding how we create a more inclusive workplace

At Panda, our mission, vision and values shape the way we work every day. They guide how we support our colleagues, serve our customers and build a workplace where everyone has the opportunity to succeed.

Creating a more diverse and inclusive workforce is an important part of our journey. Through our commitment to fairness, opportunity and continuous improvement, we're building a culture where every colleague feels valued, respected and able to reach their potential.

Our Mission

To safely optimise the recovery of resources from waste while creating opportunities for our people to grow, develop and make a meaningful contribution every day.

Our Vision

To achieve 100% resource recovery for a better, more sustainable world, supported by a diverse, inclusive and high-performing workforce.

Our Values

One Team | We are stronger together

We embrace different perspectives and experiences, working collaboratively to create an inclusive environment where everyone belongs.

Trust | We act with integrity

We foster a culture of fairness, respect and openness, where every colleague is treated with honesty and given the opportunity to succeed.

Excellence | We expect excellence

We invest in our people, supporting learning, development and career progression so everyone can achieve their full potential.

Own It | We stand by our work

We're committed to transparency and accountability, using our Gender Pay Gap data to understand our workforce and drive meaningful, lasting progress.

Our workforce

1,358

total employees
Starrus Eco Holdings Ltd · as at 29 June 2025

85.6%

male · 1,162 employees
↑ from 84.8% (1,126) in 2024

14.4%

female · 196 employees
↓ from 15.2% (201) in 2024

Hourly pay gap

A negative figure means women earn more per hour on average. A positive figure means men earn more.

-8.94%

mean hourly pay gap · all employees
women earn 8.94% more per hour on average

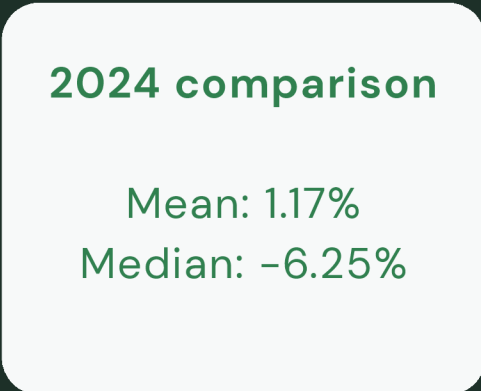
+0.45%

median hourly pay gap · all employees
men earn 0.45% more at the midpoint

Part-time employees: mean -25.19% · median -11.75%
2024 comparison (all employees): mean -7.57% · median -1.52%

Bonus pay gap

A positive figure means men received higher average bonus pay. All bonus types paid in the period are included.



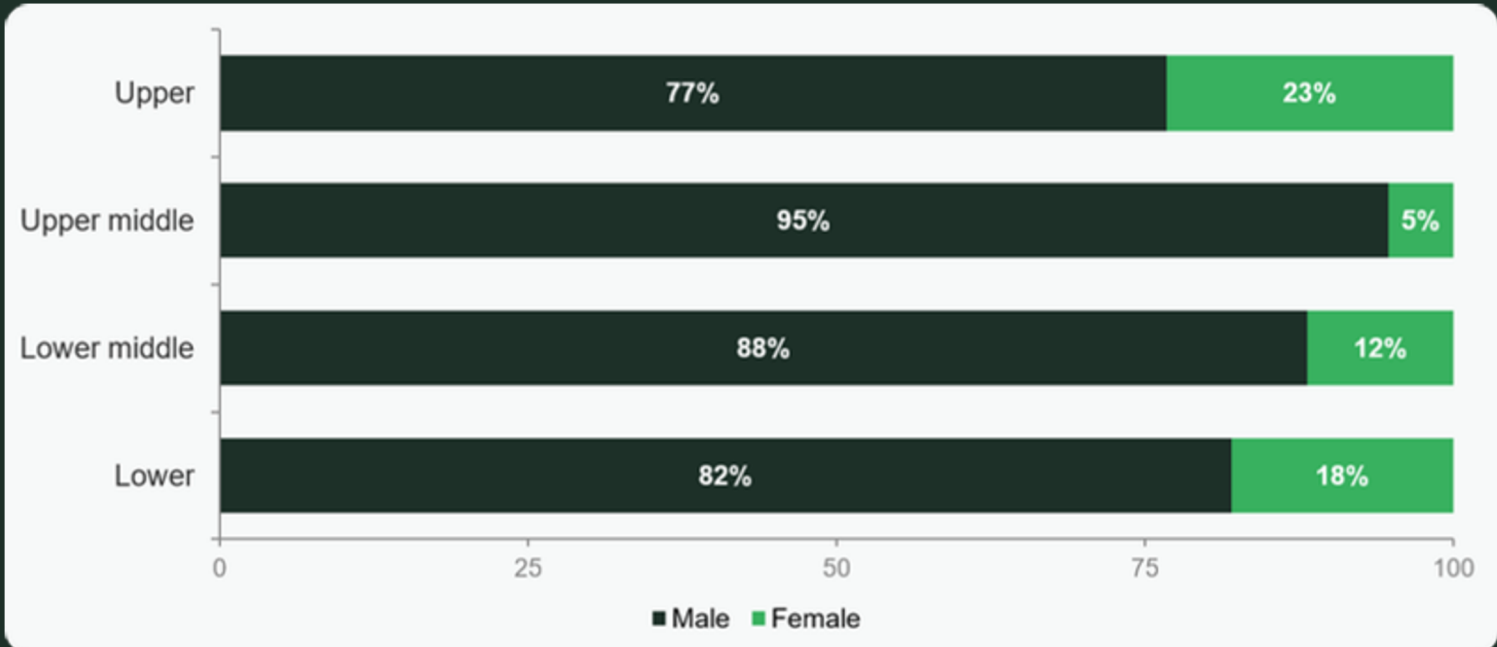
Employees who received a bonus



↑ Bonus participation increased significantly for both male (+19.6pp) and female (+23.1pp) employees vs 2024.

Pay distribution by quartile

Proportion of male and female employees in each hourly pay quartile · 2025



Our commitment to a fair workplace

Our people are fundamental to our success, and we are committed to creating a workplace where everyone has the opportunity to thrive. By attracting, developing and retaining talented individuals from a wide range of backgrounds, we strengthen our business and better serve our customers.

While the waste industry presents unique workforce challenges, we remain focused on building a more diverse, inclusive and equitable organisation.

01 Improving representation

We are committed to increasing female representation across all levels — particularly in operational and technical roles where the gap is most visible.

02 Addressing the bonus gap

We are reviewing our bonus frameworks to ensure awards are applied consistently, fairly, and transparently across our entire workforce.

03 Tracking our progress

We will continue to report openly on our gender pay data each year, holding ourselves accountable to real and measurable improvement over time.

Creating lasting change requires commitment, consistency and accountability. We recognise that improving gender balance is an ongoing journey, and we are determined to make meaningful progress over time. By continuing to listen, learn and evolve our people practices, we will build a workplace where talent is recognised, opportunities are accessible, and every colleague can achieve their full potential regardless of gender. We look forward to continuing to invest in our workforce and report openly each year through our Gender Pay Gap Report.