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tomorrow's  
challenges  
today

# Gender and Ethnicity Pay Report 2023

**5 April 2023** Snapshot Date

Published January 2024

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# 01

**Introduction from our  
Managing Director**

At Ecorys UK we aim to make a positive difference to society through the work we do. Our values underpin this. We are working on a range of actions to promote diversity. We encourage all employees to develop their career with us, and our competency-based approach to recruitment, reward and progression aims to promote fair working conditions and equal opportunities for all our employees.

This is our second Annual Gender and Ethnicity Pay Report. Our analysis shows that **we continue to reduce the gender pay gap within Ecorys UK and our median gender pay gap has reduced from 23% to 8% over the past five years.** We have now met our ambition to be below the average UK median pay gap of 14.3% (ONS statistics). This shows we are making good progress in empowering our women employees and giving them the support structures to enable them to thrive. But we won't stop there and will continue to work on reducing our pay gap further.

We are also committed to publishing our ethnicity pay gap data, in the absence of any UK legislation, and taking actions to decrease this gap. Overleaf we outline the actions taking place across our company to support this aim. Our analysis shows the pay gap between white employees and employees of other ethnicities, using the same approach as the gender pay gap analysis, with the same snapshot date. Staff members have the choice whether to disclose their race and ethnicity information, and the percentage disclosing can vary year on year which will make year on year comparisons challenging. Our analysis shows that the **mean Ethnicity Pay Gap in Ecorys UK has reduced from 35% to 25%, over the last year.** Our **median ethnicity pay gap remains steady at 22%** driven by a lower proportion of employees from other ethnicities in more senior roles. Our actions over the coming years will focus on addressing this underrepresentation.



A handwritten signature in black ink, appearing to read 'N Smith'.

Nicki Smith  
Managing Director, Ecorys UK



A woman with long brown hair is wearing a black headset with a microphone. She is looking down at a laptop on a desk. A white mug with the ECORYS logo is on the desk. The background is blurred, showing other people in an office setting. A large blue diagonal graphic is overlaid on the left side of the image.

# 02

## Our Actions

ECORYS

## Ecorys UK's Actions

Ecorys UK provides a range of initiatives to support and develop the careers of all our employees, that help us tackle our gender and ethnicity pay gaps, as follows:

- ▶ We embrace flexible working approaches and have a global hybrid working policy that enables staff to flex between working in our offices, with our clients, and working at home.
- ▶ We have a flexible working day policy that covers flexible working across the week to enable staff to vary start and finish times to balance work and home life, and includes time off in lieu for periods of additional work. The policy also enables staff to work abroad for periods of the year.
- ▶ We have policies specifically targeted to support women at work, in many cases going beyond the statutory requirements, for example our maternity and adoption policy includes a section on support and additional leave for employees experiencing pregnancy loss.
- ▶ We provide a free eco-friendly sanitary provision in all Ecorys UK offices to support everyone, particularly those experiencing menopause or peri-menopause.
- ▶ We run an annual diversity and equality survey and run staff focus groups to seek the views of all employees on equality at work. Insights are shared with the UK Board for action and feed into actions taken forwards across the company.
- ▶ Our Carers' Support Network meets regularly and provides important support to carers working at Ecorys UK, working alongside our Carer's Policy and we offer additional paid leave for carers.
- ▶ Our Women's Network runs a range of activities for women employees across the year on topics voted for by members. In 2023 these included a women's health session run by a health practitioner, discussions on flexible working and risk aversion and a therapeutic arts workshop. The Network invites external speakers and holds an annual event to celebrate International Women's Day. The Network continues its informal networking scheme to enable staff to contact senior women in the business to gain coaching and advice through one-off sessions. The Women's Network book club discusses a range of fiction and non-fiction titles focusing on issues relevant to women today.
- ▶ Our LGBTQ+ Network runs a range of sessions and activities for staff across the year including awareness raising activity, trainings, external speakers and fun activities like quizzes.
- ▶ We are signed up to the Menopause Workplace Pledge and run activities related to our membership of the scheme.
- ▶ We have also gained accreditation for being a Disability Confident Employer (level 1), which demonstrates our commitment to improve how we recruit, retain, and develop disabled colleagues within Ecorys.







**03**

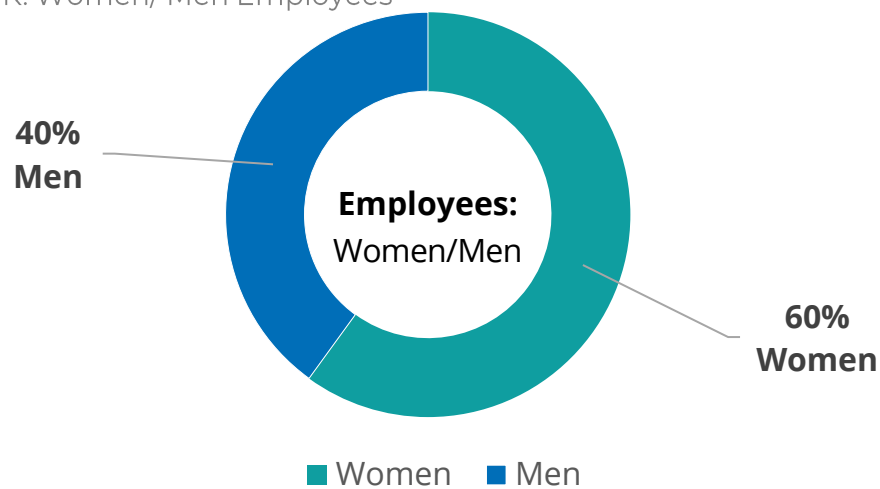
## **Overview: Gender Pay Statistics**

## Overview: 2023 Gender Pay Statistics

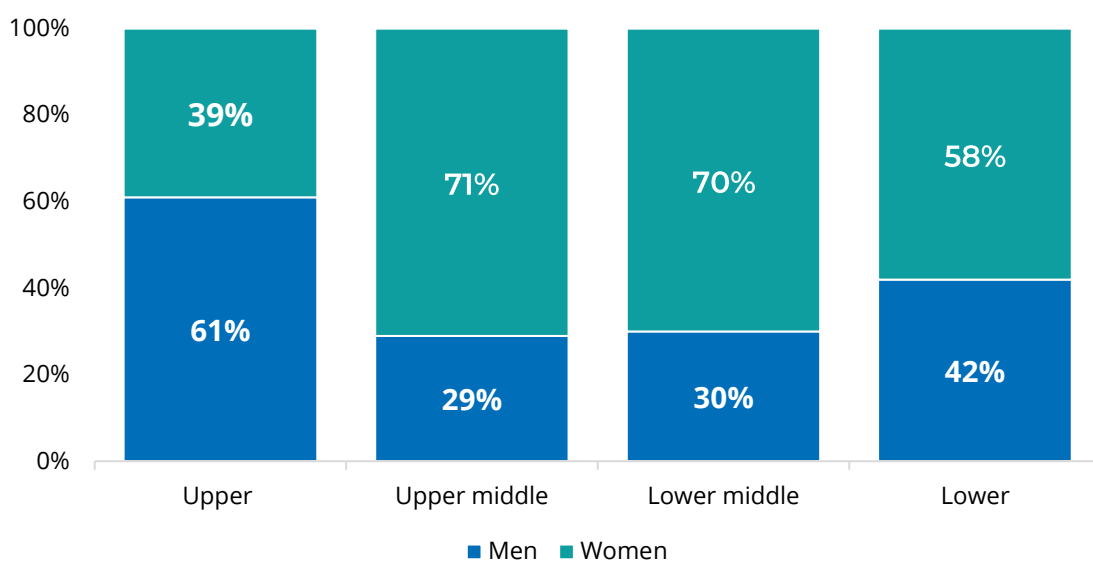
Snapshot date 5 April 2023

Mean and median <b>gender pay gap</b>		Mean and median <b>bonus pay gap</b>	
Mean	19%	Mean	44%
Median	8%	Median	40%

Ecorys UK: Women/ Men Employees



Employees: Women/Men by pay quartile





## Explanation of the figures: Pay Bands Quartiles

Ecorys UK's employee base, on the snapshot date of **5 April 2023**, comprises of **60%** women and **40%** men, which remains consistent with previous years. In line with the pay gap reporting guidance the following table shows the percentage of men and women employees in four equal sized pay band quartiles based on their full-pay hourly rate. For reporting purposes these quartiles are set out as follows: lower, lower middle, upper middle and top.

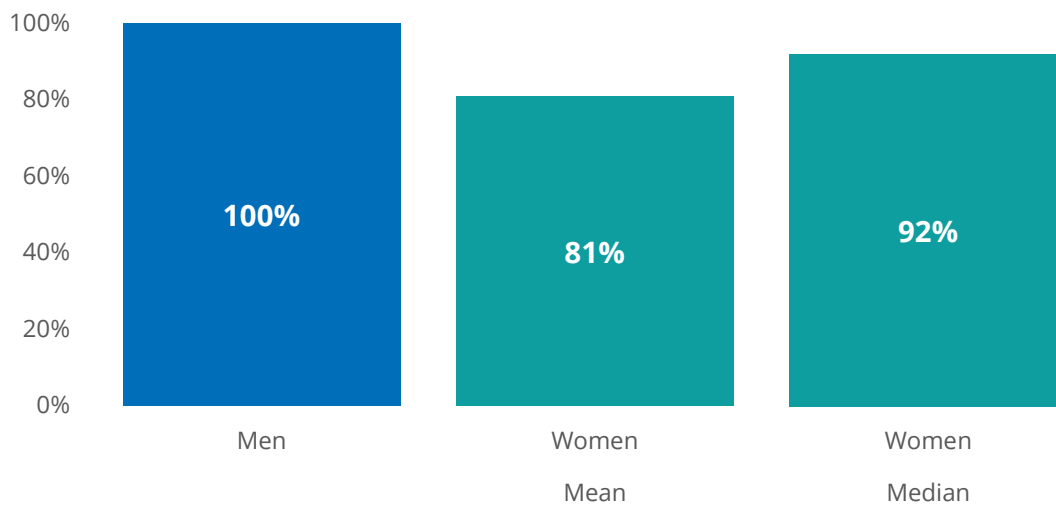
Quartile	Women	Men
Upper	39%	61%
Upper middle	71%	29%
Lower middle	70%	30%
Lower	58%	42%

## Key insights

There is an increase in the proportion of men in the top quartile since the release of the 2022 report. A key reason for this was the onboarding and handover process between our outgoing and incoming Finance Director, with these two staff members in the upper quartile being included in the snapshot date. This was an anomaly, and we expect this to correct itself in the next report.

The proportion of women in the upper middle quartile is increasing showing that progression of existing women employees is taking place. We expect that the pay gap will reduce further over a longer period as women become more established in the relevant pay bands.

## Mean and Median Gender pay: 2023 Snapshot



**Men and women within Ecorys UK are paid similar salaries for the same job roles.** Ecorys has continued to conduct analysis within salary bands, which shows that average salaries for men and women are similar for equivalent roles. The data in this section of the report shows an overall difference between men and women's mean and median hourly pay rate, with men's pay being higher on both measures. The differences in mean and median figures are explained by the higher proportion of women in the upper middle and lower middle quartiles, which results in a lower average salary value (mean) and lower middle salary value (median) for women.

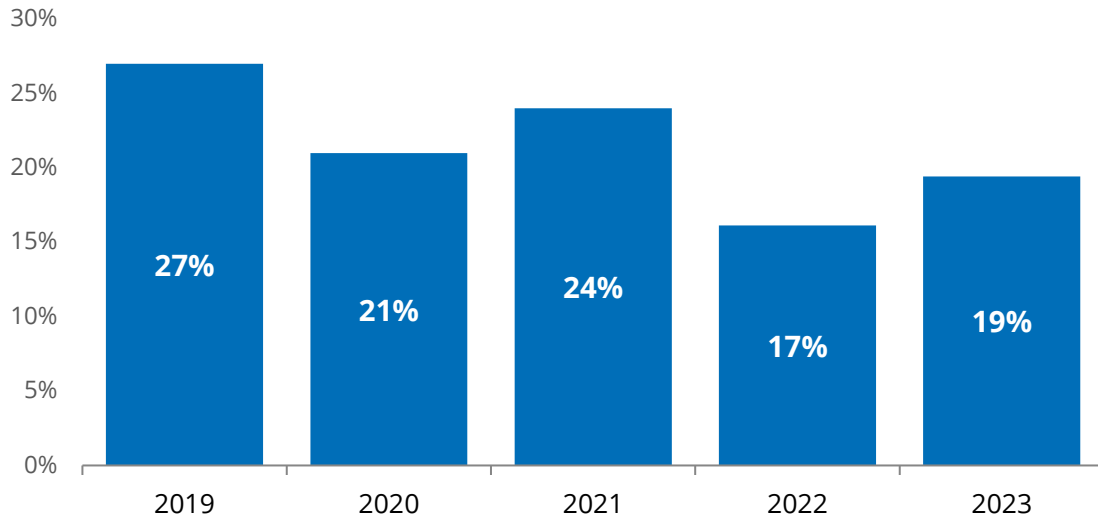
### Key insights

**The mean Gender Pay Gap in Ecorys UK in 2023 is 19% compared with 17%** at the snapshot date last year (Mean Pay is the difference in the average hourly rate of men and women's pay). Further, there has been a steady reduction in the mean pay gap over the 5 year period that we have been reporting Gender pay (see chart below).

**The median Gender Pay Gap in Ecorys UK is 8% compared with 11%** on the snapshot date last year (Median pay gap is the difference between the midpoints in the ranges of men's and women's hourly pay. The median point is calculated by taking all salaries in the sample, arranging them in order from lowest to highest, and picking the middle-most salary). Similarly, to mean pay, our median pay gap has reduced steadily over the last five years (see chart below).

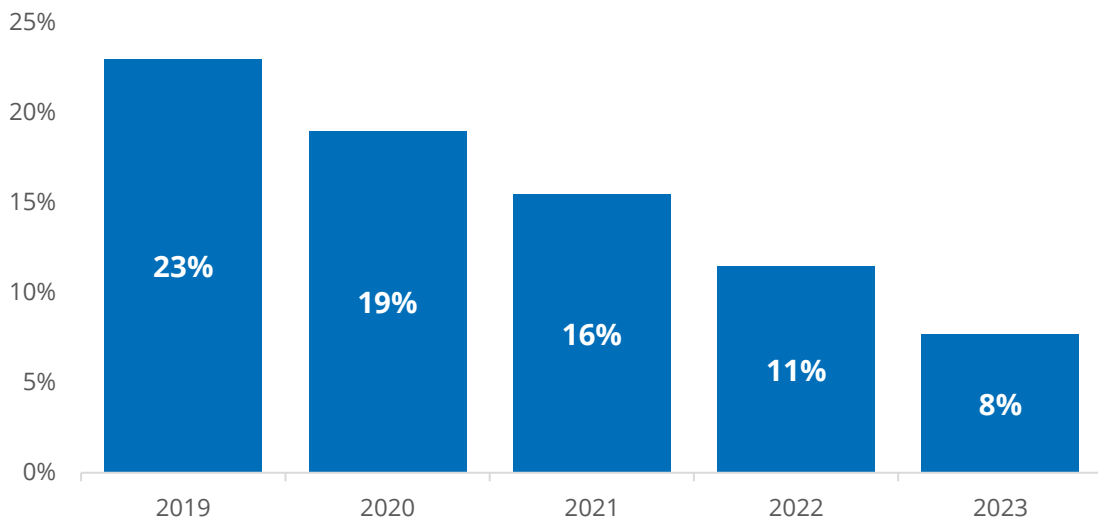
Ecorys continues to reduce the gap in hourly pay through a range of actions, including awarding a higher percentage cost-of-living payments in 2023 for all staff in more junior grades compared to staff in more senior grades. The pay gap is being reduced further by Ecorys continuing to align salaries with external markets through our salary benchmarking activity in some target areas of our company.

## Mean Gender Pay gap: 2019-2023 comparison



Over five years the mean Gender Pay Gap in Ecorys UK is reducing. Our data (above) shows a steady reduction in the mean pay gap over the last five years from 27% in 2019 to 19% in 2023.

## Median Gender Pay gap: 2019-2023 comparison

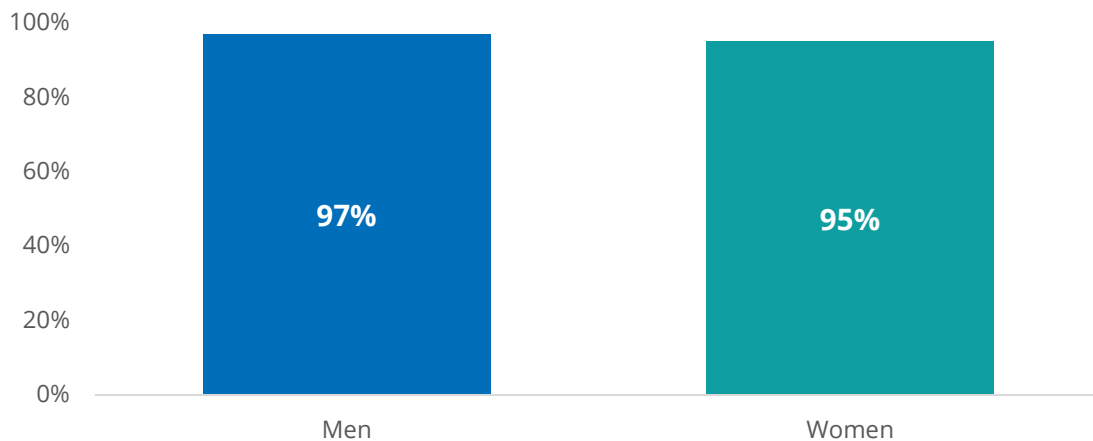


Overall, there has been a year-on-year reduction in the median pay gap. The median pay gap has reduced steadily over the last five years and in 2023 has fallen to 8%.

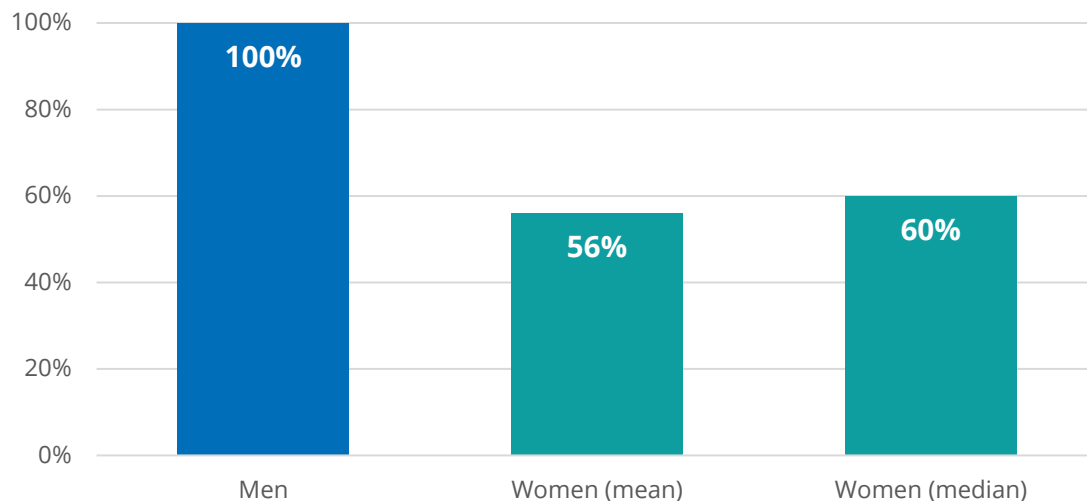


## Explanation of the figures: Bonus Pay

Men and women within Ecorys UK are paid the same bonus percentage for the same jobs. Ecorys' bonus system (called 'variable pay') is based on a percentage of salary and increases with each Ecorys salary band. The percentages are applied equally across all employees within that band, irrespective of gender, and the bonus is paid on completion of a probationary period and a good overall performance rating in appraisals.



**Bonus recipients in Ecorys UK.** As of the snapshot date 97% of men and 95% of women working at Ecorys UK received a bonus payment. Not all staff received a bonus in the period covered by the report as variable pay is paid on completion of a probationary period and a 'good' overall performance rating in appraisals, (as detailed above).



**Bonus pay gap.** As detailed above bonus pay is called 'variable pay' at Ecorys UK. Variable pay is paid based on a percentage of salary that increases with more senior salary bands. The ratio of women and men in the under quartile is 39:61 which means that women's bonus pay was collectively lower compared to men's and results in a bonus gap for women of 44% (mean) and 40% (median) in the period covered by the report.

It is also worth noting that direct year on year comparisons to identify trends and improvements are more challenging as variable pay also takes into consideration other market factors affecting company performance.



A photograph of a man and a woman working on laptops in a modern office setting. The man is in the foreground, wearing a dark blue hoodie, looking at his laptop. The woman is behind him, wearing a white hijab and a colorful patterned scarf, also looking at her laptop. The background is a blurred office environment with large windows. A large blue diagonal graphic element is overlaid on the left side of the image.

# 04

## Overview: Ethnicity Pay Gap Data 2023

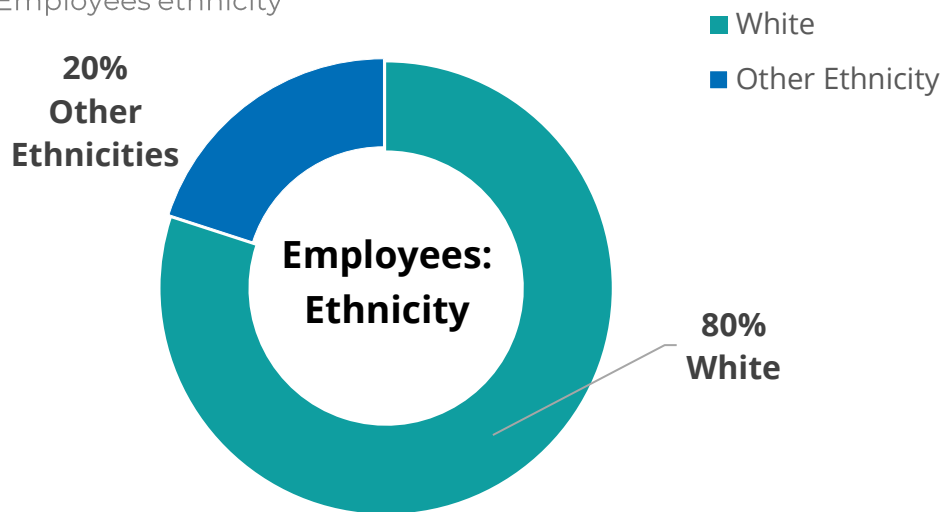
## Overview: Ethnicity Pay Gap Data 2023

Snapshot date 5 April 2023

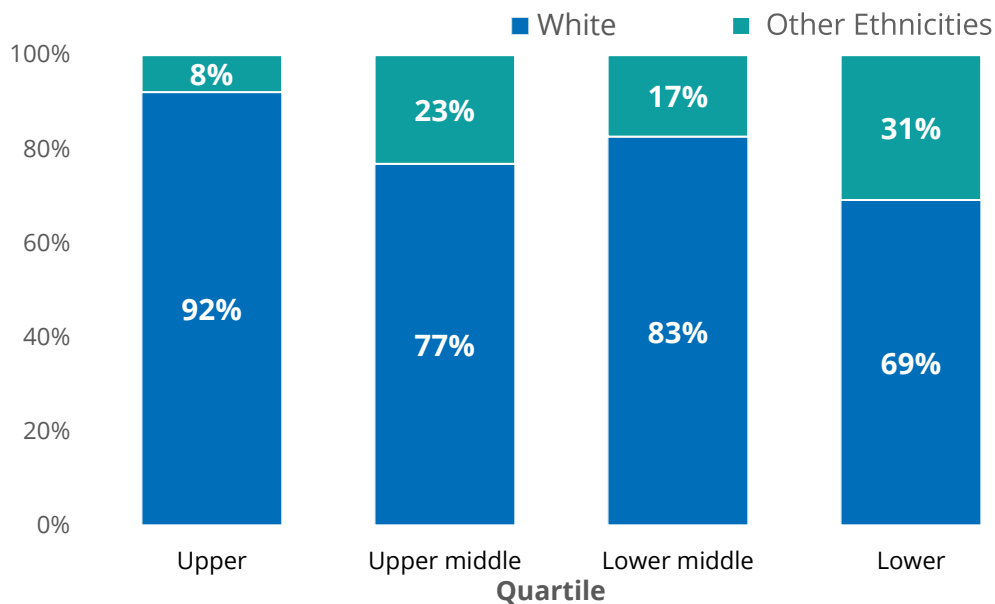
Mean and median ethnicity pay gap

Mean	25%	Median	22%
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Ecorys UK: Employees ethnicity



Employees: Ethnicity by quartile





## Explanations of the Figures: Pay Bands

Ecorys UK's employee base, on the snapshot date of **5 April 2023**, consists of **80%** who identify as white and **20%** who identify as other ethnicities. All analysis in this section of the report is based on those employees that declared their ethnicity, which is **95%** of all staff.

In line with the reporting guidance followed above, the following table shows the percentage of white employees and employees of other ethnicities, on the snapshot date of **5 April 2023**, in four equal sized pay band quartiles based on their full-pay hourly rate. For reporting purposes these quartiles are set out as follows: lower, lower middle, upper middle and top.

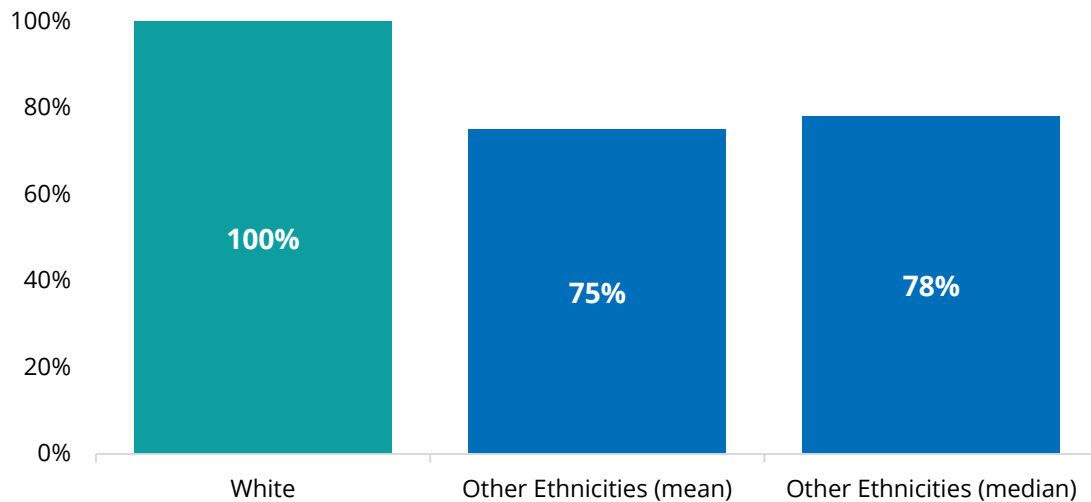
Quartile	White	Other Ethnicity
Top	<b>92%</b>	<b>8%</b>
Upper middle	<b>77%</b>	<b>23%</b>
Lower middle	<b>83%</b>	<b>17%</b>
Lower	<b>69%</b>	<b>31%</b>

## Key insights

The proportion of employees of other ethnicities through the lower to upper middle quartiles reflects the overall percentage of Ecorys UK's employee base at the beginning of this section with approximately **20%** employees of other ethnicities. This is **2%** lower than the snapshot date in 2022.

The lower proportion of employees of other ethnicities in the top quartile is driven by a lower proportion of employees of other ethnicities in our senior grades and highlights the need to carry on focusing on addressing this underrepresentation moving forward. This proportion has remained the same from 2022 to 2023.

## Mean and Median Ethnicity Pay: 2023 snapshot



**All employees within Ecorys UK are paid similar salaries for the same jobs.** Ecorys has continued to conduct analysis within salary bands, which shows that average salaries for all employees are similar for equivalent roles. The ethnicity pay gap figures represent the pay gap between employees of other ethnicities and white employees, expressed as a proportion of the white employees. For example, a **25%** Ethnicity pay gap means that employees of other ethnicities earn **25%** less than white employees on average. The base size is lower for the Ethnicity Pay Gap as the analysis has been based on those employees where we have their ethnicity data, which is **95%** of our employees on the snapshot date of **5 April 2023**.

The data in this section of the report shows an overall difference between the mean and median hourly pay rate of employees of other ethnicities and white employees, with the pay of white employees being higher on both measures. The differences in mean and median figures are explained by the higher proportion of employees of other ethnicities in the middle and lower quartiles, which results in a lower average salary value (mean) and lower middle salary value (median).

### Key insights

**The mean Ethnicity Pay Gap in Ecorys UK in 2023 is 25%.** Mean Pay is the difference in the average hourly rate of pay between employees of other ethnicities and white employees. **Mean pay has reduced from 34% in our April 2022 snapshot report to 25%.**

**The median Ethnicity Pay Gap in Ecorys UK in 2022 is 22%.** Median pay is the difference between the midpoints in the ranges of hourly pay between employees of other ethnicities and white employees. The median point is calculated by taking all salaries in the sample, lining them up in order from lowest to highest and picking the middle-most salary. Median pay has **remained steady** at **22%** since our last snapshot report.



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