



Answering
tomorrow's
challenges
today

Gender, Ethnicity and Disability Pay Gap Report 2026

5 April 2026 Snapshot Date

Published August 2026

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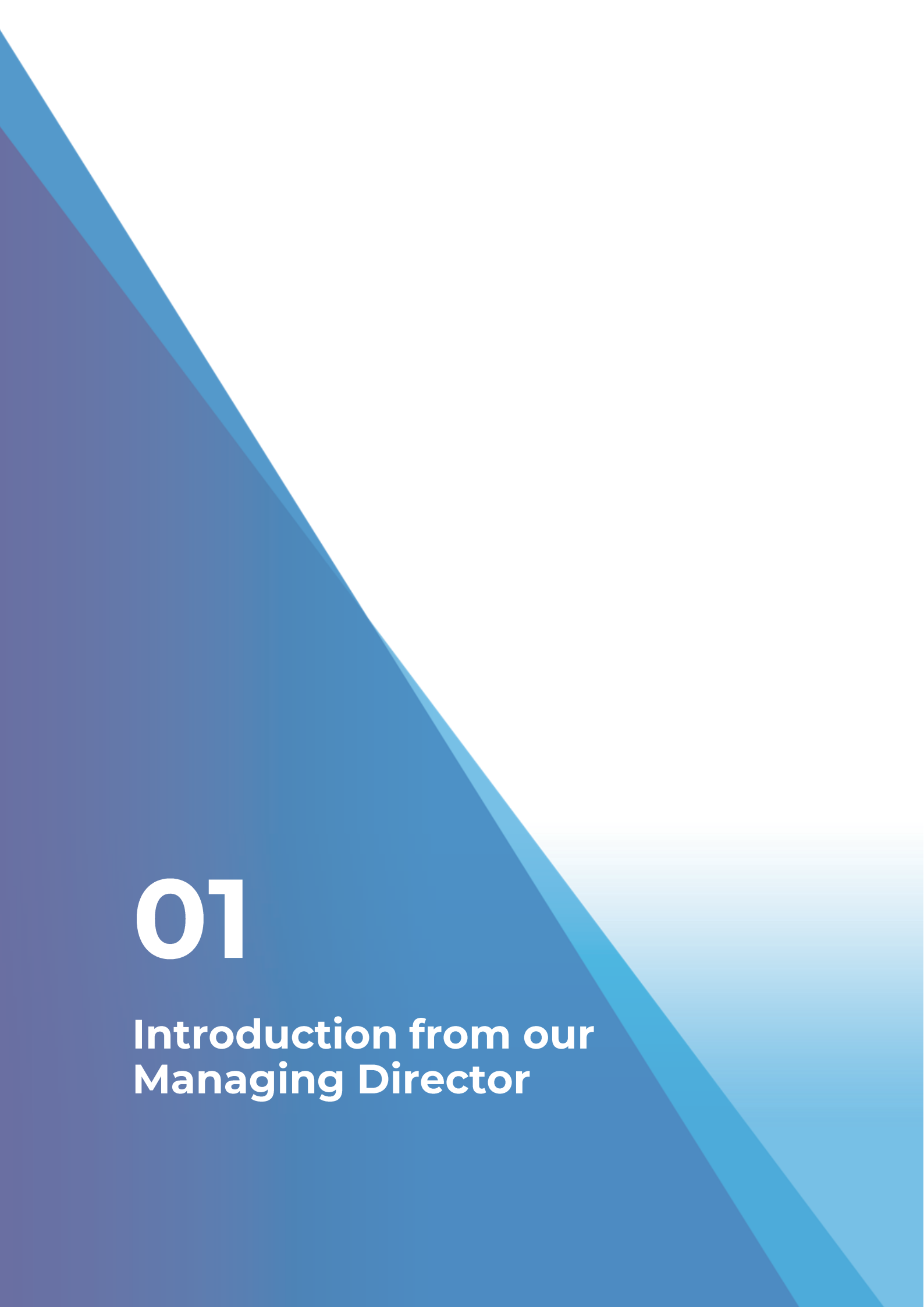
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01

**Introduction from our
Managing Director**

Introduction

At Ecorys UK, we aim to make a positive difference to society through the work we do, and our values underpin this commitment. Although there is no statutory requirement to do so, we are committed to publishing our gender, ethnicity and disability pay gap data annually. This matters to us, and we will continue to deliver actions to reduce our pay gaps in 2026 and beyond.

Our analysis shows that we achieved a significantly reduced gender pay gap in 2026 for a range of reasons, and we will continue to work towards closing this gap further within Ecorys UK. Our median gender pay gap has reduced from 16% to 7%, and our mean gender pay gap has reduced from 24% to 9% over the past six years. We are making progress in supporting our female employees and providing the structures they need to thrive.

The mean ethnicity pay gap in Ecorys UK has reduced from 25% to 11% over the last four years and our median ethnicity pay gap has reduced from 22% to 4%, showing a positive step forward in addressing the gap and the identified underrepresentation of employees from Other Ethnicities in more senior roles.

2026 marks Ecorys UK's second disability pay gap analysis. Our findings show a mean disability pay gap of -12.85% and a median disability pay gap of -20.25%. This is a significant change from the previous year, when the mean disability pay gap was 10.62% and the median disability pay gap was 18%.



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

Nicki Smith
Managing Director, Ecorys UK

The background features a large, abstract geometric design. A dark blue triangle occupies the bottom-left corner, while a lighter blue triangle extends from the top-left towards the center. These shapes overlap, creating a sense of depth and movement. The remaining space is a clean, white background.

02

Our Action Plan

Ecorys UK's Action Plan

Ecorys UK provides a range of initiatives to support and develop the careers of all employees, helping us to tackle our gender, ethnicity and disability pay gaps.

- ▶ Our Global Hybrid Working Policy and Flexible Working Day policies enable staff to balance office, client and home working, with flexible hours, time off in lieu, overseas working options and other flexible arrangements.
- ▶ We have policies specifically targeted to support women at work, for example our maternity and adoption policy includes a section on support and additional leave (going above the statutory requirement) for women experiencing pregnancy loss.
- ▶ We provide free sanitary provision in all Ecorys UK offices to support everyone, particularly those experiencing menopause or perimenopause.
- ▶ Our Carers' Support Network meets regularly and provides important support to carers working at Ecorys UK. We have a Carer's Policy in place and offer additional paid leave for carers.
- ▶ Our Women's Network offers events, workshops, guest speakers, mentoring opportunities and a book club, including an annual celebration of International Women's Day.
- ▶ We have introduced a Menstrual Health and Wellbeing Policy with the aim of highlighting the impact that menstrual health-related conditions can have and outlining the support available to employees. Our Menstrual Health Champions are on hand to support employees affected by all menstrual health-related conditions.
- ▶ Our LGBTQ+ and Allies Network run a range of sessions and activities for staff throughout the year, including awareness-raising activity, training, guest speakers and fun activities such as quizzes.
- ▶ We have signed up to the Menopause Workplace Pledge and run activities related to our membership of the scheme.
- ▶ We are an official Endometriosis Friendly Employer and are committed to creating a workplace where employees with endometriosis are understood, supported, and able to thrive through greater awareness, open communication, and appropriate workplace adjustments.
- ▶ We are a Disability Confident Employer (level 2) and are working towards Level 3, which demonstrates our commitment to improve how we recruit, retain, and develop colleagues with disabilities within Ecorys.
- ▶ We have added to our employee-led networks with the launch of our Neurodiversity Network. Our Neurodiversity Champions offer guidance and peer support, and to encourage education and awareness.





03

**Gender Pay Gap
Report**

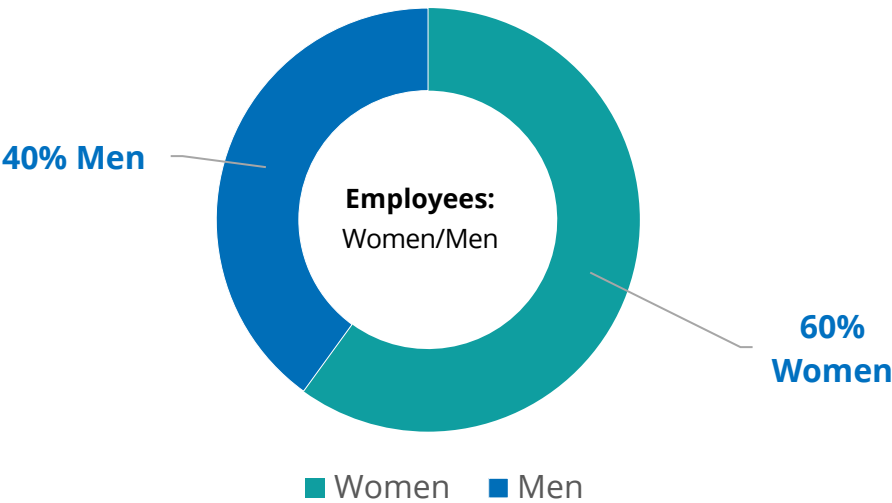
Overview: 2026 Gender Pay Statistics

Snapshot data 5 April 2025 and 5 April 2026

Mean and median gender pay gap – April 2025		Mean and median gender pay gap – April 2026	
Mean	18%	Mean	9%
Median	17%	Median	7%

In 2025, ONS reported that the UK median gender pay gap for all employees (full-time and part-time) was 12.8%, and the UK mean gender pay gap for all employees was 16.1% (2026 results have not yet been published). This demonstrates that Ecorys UK has achieved a lower-than-average pay gap.

Figure 1. Ecorys UK: Women/ Men Employees (2026)



Explanation of the figures:

On the snapshot date of **5 April 2026**, Ecorys UK’s workforce comprised **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 women and men 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 upper.

Pay Bands Quartiles 2026

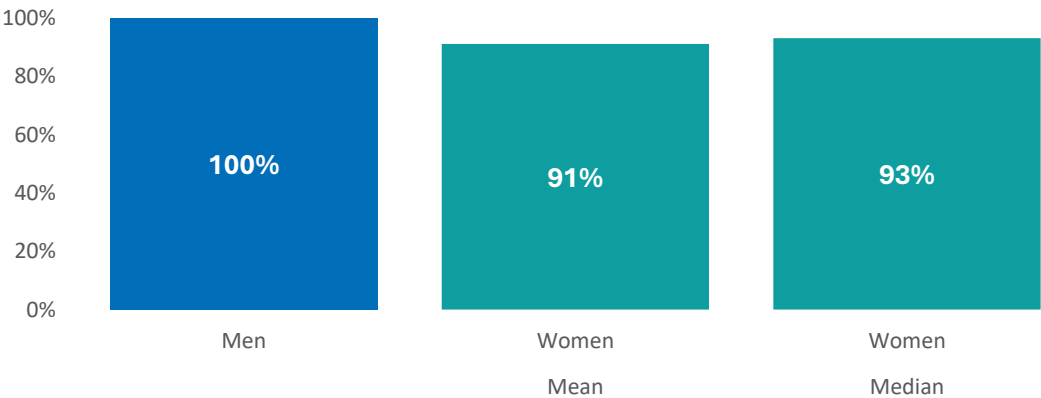
Quartile	Women	Men
Upper	43%	57%
Upper middle	72%	28%
Lower middle	67%	33%
Lower	58%	42%

There has been a decrease in the proportion of men in the upper quartile since the last report (from 67% to 57%). This is due to a number of men in senior roles leaving the business in the last 12 months.

The proportion of women in the upper quartile remains lower than the overall proportion of women in Ecorys UK's workforce. Whilst women represent 60% of all employees, they account for 43% of employees in the upper quartile, compared with 57% men. This underrepresentation of women in the highest pay band continues to influence the overall gender pay gap. Women remain the majority in the upper middle, lower middle and lower quartiles, and we will continue to take action to improve representation of women in senior roles over time.

Men and women at Ecorys UK receive comparable pay for equivalent roles. Analysis conducted within salary bands continues to show that average salaries are broadly consistent between men and women performing the same jobs.

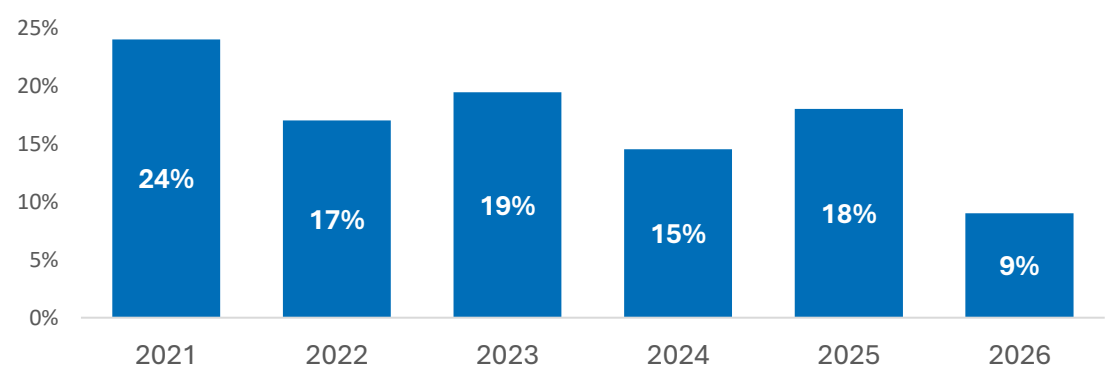
Comparison of mean and median gender pay rates



The chart above illustrates Ecorys UK's gender pay gap for April 2026, using male employees as the benchmark (100%). Women have a mean hourly pay rate equivalent to 91% of that of men, reflecting a 9% mean gender pay gap. On a median basis, women earn 93% of the median hourly pay of men, representing a 7% median gender pay gap.

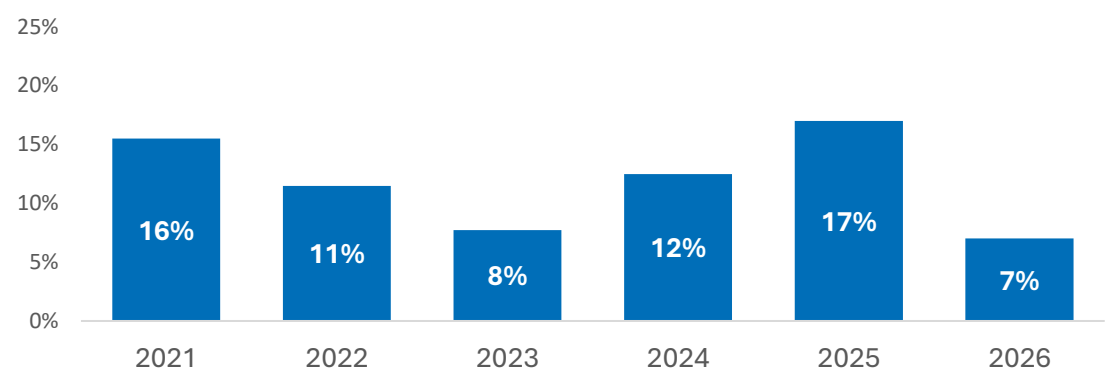
As stated above, one explanation for this is the higher proportion of men in senior roles (Grade 5 and above).

Mean gender pay gap: 2021–2026 comparison



Over six years, the mean gender pay gap in Ecorys UK has reduced. Our data (above) shows a steady overall reduction in the mean pay gap over the last six years from 24% in 2021 to 9% in 2026.

Median gender pay gap: 2021–2026 comparison

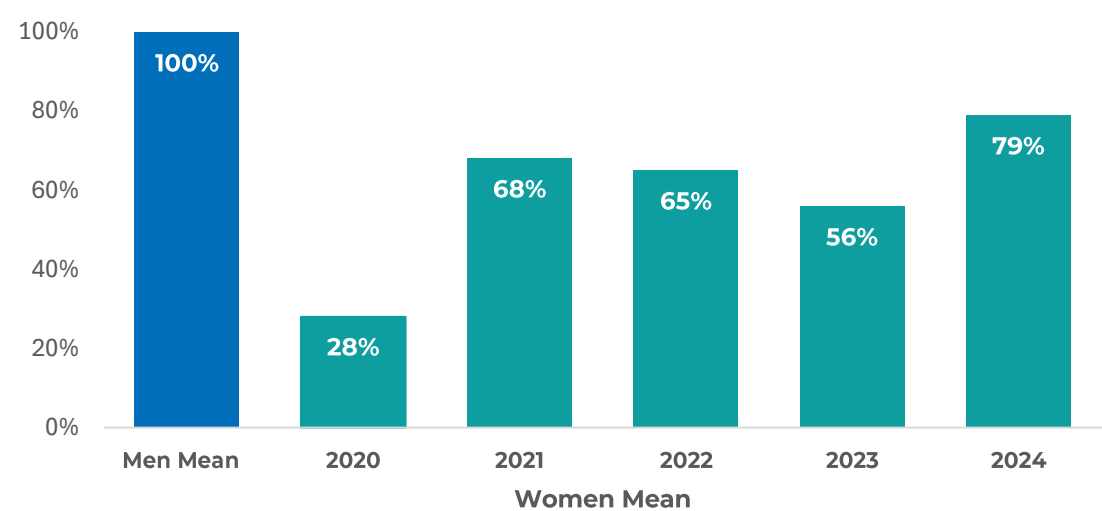


The median gender pay gap over the past six years (shown above) has fluctuated; however, 2026 represents the most positive result to date. Changes resulting from various restructuring processes across the company have influenced the figures over this period.

Bonus Pay

No bonus (known as variable pay) was awarded in 2025 or 2026 for the relevant reporting periods, and the available reward bonus data was too limited to provide meaningful analysis. As a result, the chart below shows data up to 2024 only. The mean and median bonus pay gaps have shown a gradual improvement over time, as illustrated in the graphs below.

Mean Bonus Pay 2020 to 2024



Key Insights

The mean gender pay gap in Ecorys UK in 2026 is 9% compared with 18% at the snapshot date last year (mean pay is the difference in the average hourly rate of men's and women's pay).

The median gender pay gap in Ecorys UK is 7% compared with 17% on the snapshot date last year (median pay 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 selecting the middle salary).

Whilst this represents a positive leap forward, limited scope for significant pay awards and organisational restructuring in some areas have restricted our ability to take further proactive measures to close the gap further.



04

Ethnicity Pay Gap Report

Overview: Ethnicity Pay Gap Data 2026

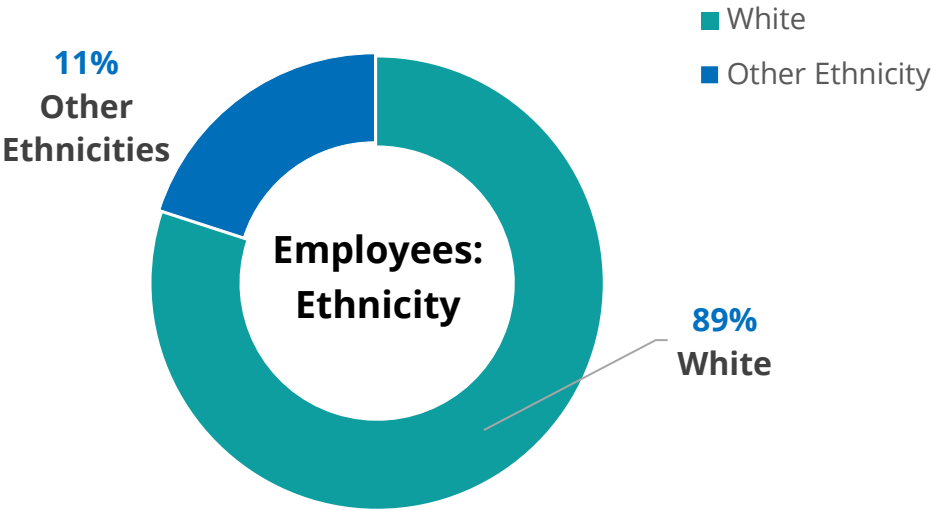
For larger businesses, it is recommended that pay gap report outcomes be based on individual ethnic groups, such as Asian, Black, Mixed and Other Ethnicities. Ecorys UK currently reports its ethnicity pay gap by comparing white employees with employees from all other ethnic backgrounds combined. This approach reflects the limited sample sizes within individual ethnic groups and helps ensure that the analysis remains statistically meaningful while protecting employee anonymity. Ecorys will adopt the recommended reporting approach when sample sizes are sufficient to support meaningful analysis.

Snapshot data 5 April 2025 and 5 April 2026

Ecorys UK mean, and median Ethnicity Pay Gap – April 2025		Ecorys UK mean, and median Ethnicity Pay Gap - April 2026	
Mean	21%	Mean	11%
Median	29%	Median	4%

There is currently no official UK-wide ethnicity pay gap figure comparing all ethnic minority employees with White employees for comparison purposes.

Ecorys UK: Employees ethnicity information (2026)



Explanation of the figures:

Ecorys UK’s workforce, on the snapshot date of **5 April 2026**, consists of **89%** White employees and **11%** employees from Other Ethnicities. All analysis in this section of the report is based on those employees who declared their ethnicity, which is **97%** of all staff.

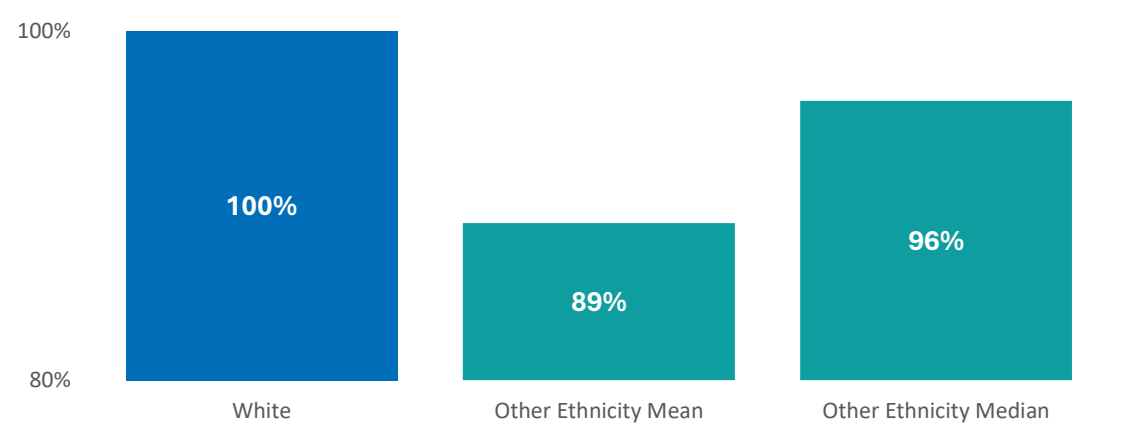
In line with the reporting guidance followed above, the following table shows the percentage of White employees and employees from Other Ethnicities, on the snapshot date of **5 April 2026**, in four equal-sized pay band quartiles based on their full-pay hourly rate. For reporting purposes, these quartiles are set out as follows: lower, lower middle, upper middle and upper.

Employees: Ethnicity by quartile

Quartile	White	Other Ethnicity
Top	91%	9%
Upper middle	89%	11%
Lower middle	91%	9%
Lower	86%	14%

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.

Comparison of mean and median ethnicity pay rates



The chart above illustrates Ecorys UK's ethnicity pay gap for April 2026, using White employees as the benchmark (100%). Employees from Other Ethnicities have a mean hourly pay rate equivalent to 89% of that of White employees, reflecting an 11% mean ethnicity pay gap. On a median basis, employees from Other Ethnicities earn 96% of the median hourly pay of White employees, representing a 4% median ethnicity pay gap. The smaller median gap suggests that pay differences are less pronounced for the typical employee than indicated by the average (mean) pay figures.

Key insights

The mean ethnicity pay gap in Ecorys UK was 21% in 2025 and is 11% in 2026. Mean pay is the difference in the average hourly rate of pay between employees from Other Ethnicities and White employees.

The median ethnicity pay gap in Ecorys UK was 29% in 2025 and is 4% in 2026. Median pay is the difference between the midpoints in the ranges of hourly pay between employees from Other Ethnicities and White employees. The median point is calculated by taking all salaries in the sample, arranging them in order from lowest to highest and selecting the middle salary.

Ecorys UK's ethnicity pay gap has **reduced significantly** between April 2025 and April 2026, with both the mean and median gaps showing marked improvement. This indicates positive progress in narrowing pay differences between White employees and employees from Other Ethnicities across the organisation.

One explanation for the reduction in the ethnicity pay gap is workforce movement during the reporting period. Similar to the gender pay gap, the departure of a number of higher-earning White employees is likely to have contributed to the narrowing of the gap.

Although employees from Other Ethnicities remain slightly underrepresented in the upper quartile, the overall distribution across the pay bands is relatively balanced, and the much smaller median gap suggests that pay differences for the typical employee are now more limited. Ecorys UK will continue to monitor these figures annually and focus on actions that support greater representation and progression of employees from Other Ethnicities at all levels of the organisation.



05

**Disability Pay Gap
Report**

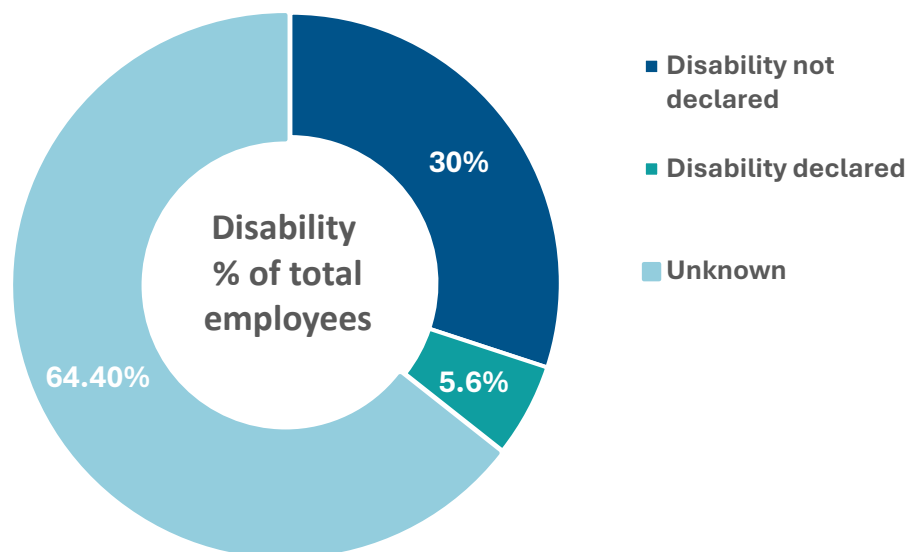
Overview: Disability Pay Gap Data 2026

Although there is no legal requirement for Ecorys UK to publish a Disability Pay Gap Report, we believe that transparency is a vital step toward equity and inclusion. By voluntarily reporting on the disability pay gap, we aim to identify and address any disparities, promote accountability, and create a more inclusive workplace where all employees have equal opportunities to thrive.

Snapshot data 5 June 2025 and 5 April 2026

Ecorys UK mean, and median Disability Pay Gap – June 2025		Ecorys UK mean, and median Disability Pay Gap - April 2026	
Mean	10.62%	Mean	-12.85%
Median	18.00%	Median	-20.25%

Ecorys Disability Status Profile:



Explanation of the figures:

On the snapshot date in April 2026, 30% of Ecorys UK employees identified as non-disabled, 5.6% identified as disabled (in line with the definition set out in the Equality Act 2010), and 64.4% chose not to disclose their disability status and are therefore recorded as 'unknown'.

All analysis in this section is based on the 35.6% of employees who had declared their disability status on the snapshot date, either as disabled or non-disabled.

The disability pay gap is the percentage difference between the median or mean hourly pay of employees who are disabled and employees who are non-disabled.

ONS disability pay gap data was last published in 2024 (based on 2023 data). This showed a median disability pay gap of 12.7% overall and 17.1% for employees who were limited a lot by their disability in their day-to-day activities.

In Ecorys, the mean and median **disability pay gaps have improved significantly since June 2025**. In June 2025, the mean disability pay gap was 10.62% and the median disability pay gap was 18.00%, indicating that disabled employees earned less on average than non-disabled employees. By April 2026, both measures had reversed, with a mean disability pay gap of -12.85% and a median disability pay gap of -20.25%, indicating that disabled employees earned more on average and at the median than their non-disabled colleagues.

This significant shift should be interpreted with caution, as it may be influenced by the relatively small number of employees included in the analysis. Where sample sizes are small, a limited number of individual salaries can have a disproportionate impact on the overall result, potentially exaggerating the size of the pay gap.

Key insights

The data shows a negative pay gap, indicating that disabled employees are paid more on average than non-disabled employees.

This result is most likely due to the small sample size, as 64.4% of employees either did not participate in the study or selected 'prefer not to say'.

A significant proportion of employees fall into the 'unknown' category for disability status. This impacts the reliability of the data and limits the depth of analysis we can conduct on the disability pay gap. Due to these data limitations, we were unable to produce a meaningful quartile breakdown, as we have done for the Gender and Ethnicity Pay Gap reports.

We recognise that not all employees will feel comfortable or able to disclose a disability for a variety of personal or systemic reasons. This inevitably affects the completeness and accuracy of our data and should be considered when interpreting the results.

This result should be considered alongside workforce composition and disability declaration rates, as these factors can influence pay gap calculations. We will continue to monitor pay outcomes and focus on ensuring equitable opportunities for recruitment, progression, development and retention across all employee groups.

Ongoing Commitments

Ecorys UK is committed to continuing to:

- ▶ Monitor our progress on an annual basis and publish the combined Gender, Ethnicity and Disability pay gap report.
- ▶ Embed diversity and inclusion learning into new training programmes.
- ▶ Collaborate and work with our staff led Groups and Networks to ensure we are supporting employees and job applicants in the most effective way.
- ▶ Explore ways of increasing the diversity of our workforce by attracting, recruiting and retaining talent from under-represented groups.
- ▶ Review our pay, grading and reward practices to ensure they are fair, transparent and free from bias.
- ▶ Ensure that all line managers have the knowledge and confidence to create inclusive teams and support equitable career progression.
- ▶ Implement reasonable adjustments for any disabled staff who contact HR with a need.
- ▶ Work towards our Disability Confident Employer Level 3 accreditation.
- ▶ Explore ways of encouraging employees to voluntarily disclose their diversity information to help us better understand the composition of our workforce and identify any barriers to progression.



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6th Floor
Queen Elizabeth House
4 St Dunstons Hill
London
EC3R 8AD

T: +44 (0) 121 827 9151

E: london@ecorys.com

ecorys.com