



Ecorys UK Social Value Report 2024

An overview of our Social Value activities and achievements in 2024



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Ecorys UK

Foreword

I'm happy to share our latest annual Social Value report for Ecorys UK. This is our fourth annual report, showing our achievements during the past year.

The achievements outlined in this report belong to the whole company, including all our staff and the board who oversee and deliver our Social Value work across the key themes. Many of our staff also volunteer in their communities outside of the workplace, helping to support communities locally and globally.

In the report we've also shared the achievements of some of our client's projects to help showcase what we do together to make the work a better place and to deliver social value to service users, stakeholders and communities.

As in previous years, we've arranged our report in line with the Government's Social Value pillars and have focused on the following four social value themes:

- ▶ Tackling economic inequality
- ▶ Fighting climate change
- ▶ Equal opportunity
- ▶ Wellbeing

I'm particularly proud of some key achievements during 2024. Most excitingly, we recruited two Social Research Apprentices, who joined us in September 2024 to study a four-year Social Research apprenticeship at the University of Kent, alongside working in our team on a range of projects. George and Zayyan have settled in really well and become a key part of our team.

I'd also like to celebrate our significant milestone of becoming a carbon-neutral business ahead of our target of 2029. In 2024, we worked with Earthly to offset our 2023 emissions across the company. We also continued to reduce our carbon footprint, introduced a range of new recycling streams into our offices, and increased the percentage of our waste that we recycle.

In April our staff voted for Home Start UK to become Ecorys UK's charity partner. We ran an awareness raising session for staff about the charity's work and will be looking for opportunities for meaningful staff volunteering to support the charity's aims.

We conclude our report with a look forward to some of the things we will be working on during 2025.



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Tackling economic inequality

We are committed to supporting economic equality through development of our policies and initiatives. We have been working on increasing the resilience and capacity of our supply chain and creating new employment and training opportunities.

Activities and achievements in 2024

We continued attracting diverse talent and proudly welcomed George and Zayyan, new social research apprentices, into our Policy and Research team. The apprenticeship is delivered in partnership with the University of Kent aiming to attract a wider range of people into a research career. We took part as part of our social value commitment to developing a more diverse workforce. Our apprentices will be working with us for 4 years, whilst completing the Social Research Degree Apprenticeship. In the first year of the course, they are learning about qualitative methods, literature reviews, survey design and ethical considerations. At Ecorys, they have supported multiple projects by shadowing interviews, writing up interview data and supporting with analysis of findings. We are excited to continue working with them over the next few years and develop their career!



Ecorys UK 2024 social research apprentices.

“ My time at Ecorys so far has been both rewarding and insightful. The apprenticeship has allowed me to apply academic knowledge to real-world tasks and projects, helping me build skills in research design, interviewing, and analysing qualitative data. I've especially enjoyed working on large-scale evaluations and seeing how our work can shape real decisions. Seeing the impact of our research is genuinely gratifying, and I'm excited to continue growing throughout the programme! ”

Social Research Apprentice, April 2025

“ Working at Ecorys has been a great opportunity to grow my research skills and apply them in a professional setting. I've particularly enjoyed contributing to a range of projects, developing skills in gathering, interpreting and presenting evidence. The role has balanced really well with my studies, and it's been rewarding to learn theory in the classroom while seeing how it works in practice day to day. ”

Social Research Apprentice, April 2025

We continued our efforts to accurately track the **diversity of our supply chain** and encourage a diverse range of organisations, including Small and Medium sized Enterprises (SMEs) and Voluntary, Community and Social Enterprise's (VCSEs) to be part of our supply chain for contract delivery. Our Business Support Team started developing a new Supply Chain Database to provide a more accurate picture of our supply chain's diversity. To **support our suppliers and subcontractors** with healthy cash flow, we are committed to paying 95% of our purchase invoices within 60 days. In 2024, we overachieved this target as follows:

- ▶ For the 12 months to December 2024, we processed 2729 purchase invoices and paid within 19 days of receipt on average
- ▶ In this period, 99% of purchase invoices were paid within 60 days of receipt and 82% of purchase invoices were paid within 30 days of receipt

Client projects that made a difference



Evaluation of the VCSE Cost of Living Programme: Energy Efficiency Scheme Department for Culture, Media and Sport

The VCSE Cost of Living (CoL) Programme, a £101.5m support package by the Department of Culture, Media and Sport (DCMS) helps frontline delivery organisations with cost of living challenges. Part of the support package was the Energy Efficiency Scheme (EES), a £25.53m scheme to support VCSE organisations with their energy efficiency. The Community Organisations Cost of Living Fund (CCLF) was the other part of the package (evaluated separately). The EES was launched in December 2023, and consisted of two main components. Firstly, VCSE organisations were able to apply for Independent Energy Assessments (IEAs) to help them understand what behavioural energy efficiency changes could be implemented and which capital measures they could install. Secondly, capital grants (of between £2000 and £150,000) were distributed via Groundwork UK, the lead independent grant maker (IGM), to VCSE organisations to install energy efficiency measures recommended in their IEA.

One of our new apprentices supported the project by reviewing extensive MI data spreadsheets to help disseminate the qualitative outputs for VCSE organisations. They reviewed over 1000 VCSE qualitative statements around their financial health, the impacts of the cost of living crisis on their organisation, and actions taken to reduce energy consumption. This helped to quantify qualitative insights to provide additional analysis and insights for the final report. The analysis fed into the triangulation of wider primary research results, which helped to build a stronger evidence base to support evaluative conclusions.



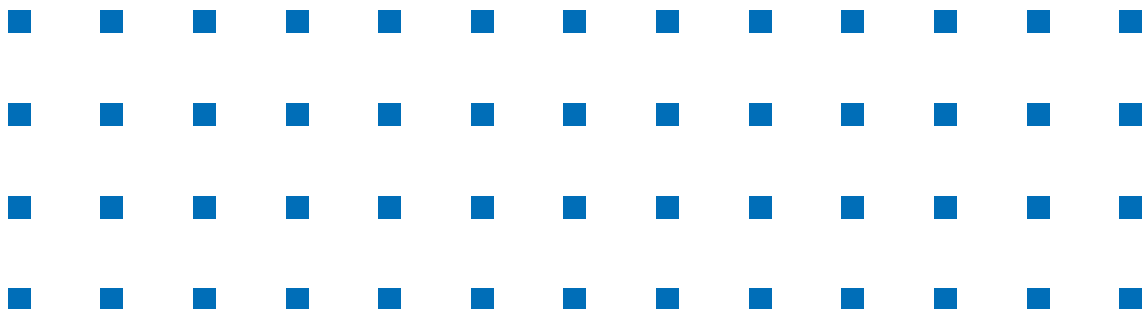
Evaluation of the Family Finding, Befriending and Mentoring Programme Department for Education

The Family Finding and Befriending and Mentoring Programme aims to support children in care and care leavers to address the negative outcomes associated with a lack of trusting, stable relationships and/or support networks. During 2023/24, it funded 45 local authorities in England to deliver 27 Family Finding projects and 23 Befriending and Mentoring projects, which sought to help children and young people build positive relationships. Ecorys, in partnership with Coram, is conducting a multi-year, mixed-methods evaluation of the programme which began in 2024. In the first year of the evaluation, two social research apprentices supported the process and impact strands of the evaluation. This included user testing surveys, ensuring survey question wording and routing were logical and accessible, troubleshooting survey issues, and making suggestions to improve the respondent experience. Our apprentices also supported interview data preparation and analysis as part of the case study research with selected projects. This involved coding the notes from a range of interviews (both online and telephone modes) into high-level themes in preparation for framework analysis. Equipped with the knowledge of the subject area and skills developed through these quantitative and qualitative tasks, our social research apprentices will continue to be involved in different strands of the evaluation next year.

Further plans for 2025

In 2025, we hope to continue developing our internal processes and policies to support economic equality. We hope to create new employment and training opportunities and share and create more opportunities for SME and VCSE organisations. We aim to do this by:

- ▶ Continue diversifying our recruitment routes to attract a wide range of diverse talents
- ▶ Further develop internal processes and tools to ensure our supply chain for SME and VCSEs is mapped consistently across the business, including updating our Due Diligence Form
- ▶ Establish a Financial Wellbeing Taskforce and develop a Financial Wellbeing Strategy informed by staff needs and preferences



Fighting climate change

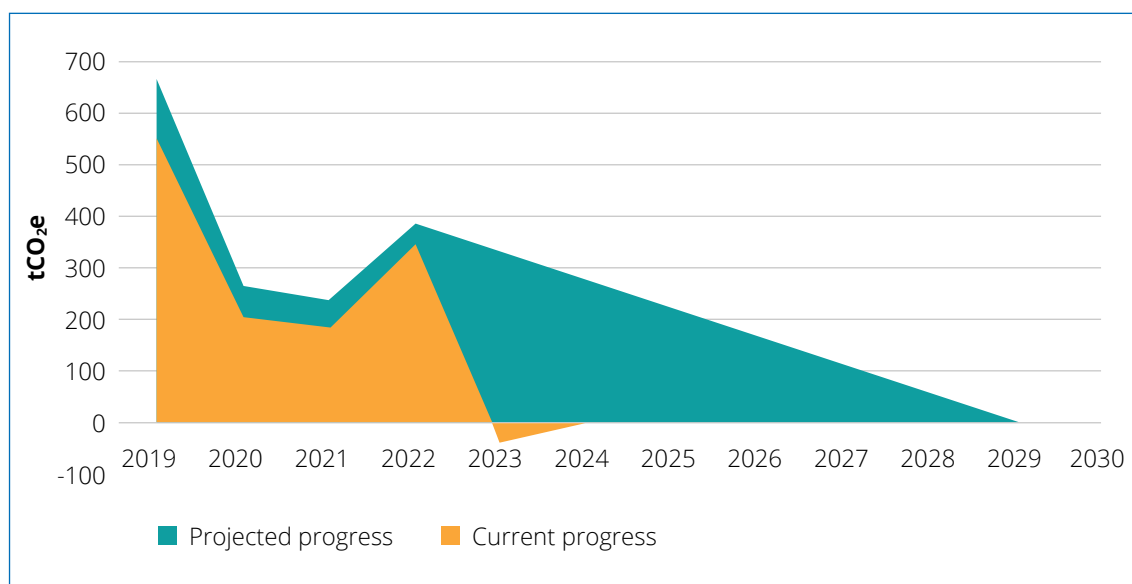
Ecorys UK is committed to running its business in an environmentally sound and sustainable manner. We became a carbon neutral company in 2023 and continually work towards lowering the impact our business has on the environment.

Activities and achievements in 2024

Throughout 2024, our **Climate Neutral Taskforce** continuously monitored our emission sources and outputs. To ensure progress in our ongoing commitment to lowering the business impact on the environment, we published [Ecorys UK Carbon Reduction Plan 2024](#) and proposed a revised Travel Policy to the Board, to be implemented in 2025. To further improve our data gathering and analysis, we:

- ▶ Updated conversion factors for calculation in the following year
- ▶ Expanded our emission sources to include air conditioning emissions¹ from our Birmingham office
- ▶ Successfully piloted CO₂ data monitoring at the project level²

Current and projected carbon reduction



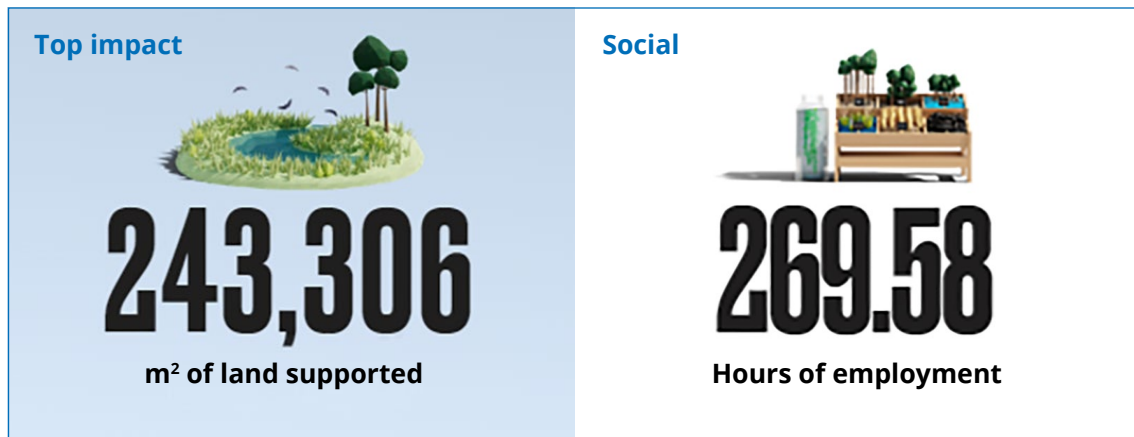
We took **actions to reduce our emissions further**. We replaced light sensors in our Birmingham office to improve energy efficiency when the premises are not in use. We expanded our recycling initiatives, introducing vape and battery recycling in London and implementing separate paper towel recycling in Birmingham and London offices. Our proactive approach led to a reduction of 30.94t. CO₂ in 2024, compared to the previous year.

Following the selection of **Earthly as our offsetting provider**, chosen for its rigorous monitoring standards and independent project assessments, we offset all our emissions relating to 2023 across the whole business. This means that **Ecorys UK achieved carbon-neutral ahead of our target of 2029**. To offset emissions, we invested in four key projects: Highland Restoration in Northern Ethiopia, Agroforestry in Upper Tana, Rimba Raya, and Mangrove Restoration in Pakistan. Most of our investment prioritised carbon removal projects over avoidance, as these actively capture and store atmospheric carbon dioxide. In total, these projects supported 243,306 m² of land and provided 269.5 hours of employment.

¹ As air conditioning releases high-impact F-gases, which contribute to global warming, it is important to recognise and report on such sources.

² This follows our commitment to deliver our Defra MEL Lot 5 Governance Service contract as a carbon-neutral service.

Impact of Ecorys CO₂ Offsetting Scheme via Earthly



The Climate Neutral Taskforce continued encouraging a shift in behaviour and heightened awareness amongst staff. We introduced an **e-learning on recycling** for all staff, ran an awareness raising session attended by 33 staff, and delivered a communications campaign on correct recycling. We promoted environmental volunteering by sharing various opportunities in our 3 UK offices.

Client projects that made a difference



Landscape Recovery Monitoring, Evaluation and Learning Department for Environment Food and Rural Affairs

Ecorys and the UK Centre for Ecology and Hydrology (UKCEH) were commissioned to provide monitoring, evaluation and learning support to 22 projects in England working to support species and river recovery at a landscape scale. The 22 projects are part of the Landscape Recovery scheme, one of three new environmental land management and nature-positive grant schemes developed by the government to create a sustainable transition from the European Union's Common Agricultural Policy. The projects involve farmers and other landowners, environmental NGOs, community groups, and government agencies working together to improve the way land is managed at project sites to create more habitats for wildlife, to improve water quality in rivers and to increase resilience to climate change. In addition, the projects also aim to achieve positive socio-economic outcomes by creating new livelihood opportunities for people and improving their access to nature. By the end of 2024, Ecorys and UKCEH had worked with the projects to develop their own 'Theories of Change' outlining how their activities should lead to expected outputs, outcomes and long-term impact. A new database was also created where the projects could upload baseline data about their project sites. In 2025, Ecorys and UKCEH will continue to support the projects in uploading new data to the database and developing their capacity to monitor and evaluate the results of their efforts over the coming decades.



Green Infrastructure Portfolio Evaluation London collaborative, Greater London Authority

Green infrastructure (GI) in London includes parks, green spaces, woodlands, rivers, wetlands, and urban greening features like street trees and green roofs. These spaces provide environmental, social, and economic benefits such as managing flood risk, reducing urban heat, enhancing biodiversity, improving air and water quality, and supporting mental and physical wellbeing. In August 2024, the Greater London Authority (GLA) commissioned Ecorys UK to evaluate and review its GI portfolio, a key part of the London Environment Strategy (LES). The GLA's GI portfolio supports grant programmes, partnerships, and policies that contribute to urban greening, trees and woodlands, and biodiversity. Ecorys is conducting an evaluation to assess the GI portfolio's design, implementation, achievements, and contributions towards LES targets, informing the GLA's strategic planning and future enhancements to its GI initiatives in alignment with the city's long-term environmental goals. Additionally, Ecorys has partnered with Greengage Environmental Ltd to develop a GI monitoring and evaluation framework, enabling the GLA to track progress more effectively for current and future GI initiatives.

Further plans for 2025

We have several key priorities looking ahead:

- ▶ **Recycling Initiatives:** With the government's Simpler Recycling legislation taking effect from April 2025, we are adjusting and enhancing our internal recycling processes to align with these new requirements
- ▶ **ESG Global Strategy:** We are committed to staying up to date with the latest UK and European requirements regarding reporting environmental KPIs as part of the Ecorys ESG global strategy
- ▶ **Sustainability in company policies:** We will support the launch of an updated travel policy. We will input to a new Ecorys procurement policy to ensure alignment with sustainability best practices
- ▶ **Reducing and offsetting unavoidable emissions:** We'll continue working with Earthly to offset 376.62t of CO₂ produced in 2024



Equal opportunity

Ecorys UK is committed to fostering an inclusive and diverse workforce where all individuals feel valued, respected and supported.

Activities and achievements in 2024

Our dedicated team continued to drive change in 2024 by championing inclusivity and implementing meaningful actions to create a fair and supportive work environment. Ecorys' Equality, Diversity, and Inclusion (EDI) saw a more streamlined and collaborative approach to the Taskforce, bringing together all the various support group and network leads to ensure representation.



International Women's Day celebration in our Birmingham office.

We continued to support **Staff Led Networks and Groups** throughout 2024, which provide safe spaces for peer support, knowledge sharing, and advocacy. They delivered a range of activities and events over the year:

- ▶ The **Women's Network** delivered several events, covering topics such as personal power, hormones, financial empowerment, and wellbeing. The Network also hosted a well-attended International Women's Day breakfast on 8th March in our Birmingham Office. The Women's Network Book Club also continued to meet informally throughout the year to discuss their chosen books. In addition, 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
- ▶ Our **Carers' Support Network** provides quarterly meetings for employees with caring responsibilities to offer peer support and share experiences. The staff-led network also maintains a Teams channel for continuous support. In June 2024, the network recognised National Carers Week, raising awareness about unpaid carers' challenges. This email helped individuals understand their roles and access needed support, resulting in two new members joining. In November 2024, the network posted on the staff intranet for Carers Rights Day, focusing on carers' rights and directing them to useful resources. Additionally, the network promotes the Carer's Policy and offers additional paid leave for carers

- ▶ The **Ecorys LGBTQ+ Staff Network** creates a safe and inclusive space for staff who identify as LGBTQ+. They held regular meetings throughout 2024, allowing members to discuss shared experiences. In June, the Network partnered with our Wellbeing Team to share information on LGBTQ+ Mental Health Awareness. The Network also further developed its relationship with the Alliance Network (the West Midlands-based LGBTQ+ network) and some of our Birmingham-based members and allies attended a social event ran by them to mark LGBTQ+ history month. The LGBTQ+ Staff Network also designed posters for our offices to build awareness of the Network, and some members attended a webinar on 'Allyship and Beyond' ran by myGwork to get ideas for developing our own Ally Network
- ▶ Our **Menopause Support Group**, which is a staff-led informal group for all employees experiencing the menopause or perimenopause, provides a confidential space for people to share their experiences and offer mutual support. The group met once during 2024, and members continued to regularly share resources and information in the group's dedicated Teams channel
- ▶ We also recognised and celebrated diversity through four **EDI celebration events** across the year, International Women's Day (March), Pride Month (June), Black History Month (October) and International Day for persons with Disabilities (December). Alongside these, several informal staff-led cultural and celebration activities were delivered, including lunchtime discussions, coffee chats, wellbeing walks, and social gatherings, allowing colleagues to share and appreciate different cultural traditions and personal celebrations

Having gained accreditation for being a **Disability Confident Committed Employer** (Level 1) in 2023, work continued in 2024 to further demonstrate our commitment to colleagues with disabilities. Our aim is to progress to Level 2 and eventually Level 3 of the Disability Confident Employer scheme, so we will continue our efforts to ensure employees have appropriate disability equality awareness, and to actively attract and recruit disabled people by diversifying our recruitment routes and offering working trials and adjustments to support disabled candidates.



We will publish our **annual combined Gender and Ethnicity pay gap report** in the second quarter of 2025, covering data from our snapshot dates in April 2024 and April 2025. Although Ecorys UK is not legally required to produce and share pay gap information, we choose to do so because we understand that transparency is fundamental to progress. Analysis of the April 2024 snapshot data showed that our mean **gender pay gap has reduced from 19% in 2023 to 15% in 2024** with the median gender pay gap of 12% remaining under the UK average of 13.1% in 2024 (ONS statistics). This demonstrates strong progress, and we will continue our efforts to reduce the gender pay gap further year on year. Our mean **ethnicity pay gap in Ecorys UK has reduced from 25% in 2023 to 18% in 2024**, with the median ethnicity pay gap reducing from 22% to 12.2% in the last year.

Client projects that made a difference



Design, Delivery, and Management of International Development Equalities Programme Women and Girls Fund (WGF)

Ecorys kicked off this four-year project for the Scottish Government in 2024. Working in partnership with three consortium partners, Ecorys is supporting the design, delivery, and management of the Women and Girls Fund (WGF), which was the first fund established under the Scottish Government's International Development Equalities Programme. The overall aim of the fund is to provide targeted direct funding to support women and girl-led organisations (WGLOs) across Malawi, Zambia, and Rwanda. The WGF has three key objectives: (1) advancing gender equality and championing the rights of women and girls, particularly by empowering women's rights organisations and movements; (2) establishing a highly participatory approach to design, monitor, and evaluate the fund; (3) capturing insights and lessons from the participatory process. This project entails three key phases for design, delivery, and management. During 2024, Ecorys focused on the design phase (phase one), which involved consulting with stakeholders and co-designing the project according to their identified needs and lived experience. A total of 65 WGLOs/Movements were directly engaged in the WGF design process, across the three programme countries. Our work on the WGF will continue into 2025, focussing on delivery for phase two of the project.

Our dedicated team continued to drive change in 2024.



Global Impact Study for the Global Fund for Children (GFC) **Global Fund for Children**

The Global Impact Study for the Global Fund for Children (GFC) explored GFC's trust-based flexible funding model and assessed its direct impact on GFC's grant partners, as well as its indirect impact on the children, young people, and communities they work alongside. The work involved a collaborative co-design phase with GFC, followed by in-depth country-level work as well as global-level qualitative data collection across GFC's regions (covering Latin America, Asia, Europe, and Africa). The study adopted a peer participatory action research (PPAR) approach, whereby 31 grant partners became Ecorys' co-researchers after participating in week-long in-person PPAR training workshops facilitated by our team and delivered in the UK, India, Kenya and Guatemala. All data collection tools – involving stories of change approaches and a series of creative reflection activities – were co-designed in-country, ensuring they were adapted to the context and informed by knowledge of language as well as values, cultures etc. Co-researchers then undertook a total of 24 site visits, capturing stories of change through interviews and creative reflection activities with other grant partners, as well as community members – including children and young people. In addition, 53 virtual interviews were conducted with other grant partners, GFC staff, and representatives from GFC partner-led governance structures. Our study collected over 377 'pieces' of data – embodying a rich and nuanced insight into impacts as experienced by partners and communities. Data and the stories of change were validated through a series of country-wide and cross-country workshops and sense-making sessions.

Further plans for 2025

Our 2025 EDI Action Plan is centred around increased communication and staff engagement activities across a wide range of EDI topics through a mix of in-person and online activities. The main activities proposed for 2025 are:

- ▶ Extend our reporting to include a Disability Pay Gap Report in 2025 to ensure that staff with disabilities have the same opportunities to develop and thrive within our business. We will conduct and publish our combined Gender, Ethnicity, and Disability Pay Gap Report
- ▶ Measure the impact of our EDI initiatives by building EDI metrics into our annual Employee Engagement Survey
- ▶ Deliver different EDI celebration events across the year to mark and celebrate special occasions for a range of different religions and encourage informal staff-led cultural and celebration activities.
- ▶ Promote awareness of neurodiversity across our business and ensure neurodiverse colleagues feel able to access any support they need
- ▶ Continue supporting our current Staff Led Networks and Groups and introduce our new Neurodiversity Support Group

Wellbeing and community integration

Caring is one of our key values. We prioritise the health and wellbeing of all our employees, contractors, suppliers, and participants. Ecorys also actively support communities that we are operating with, and we strive to improve community integration.

Activities and achievements in 2024

At Ecorys, we are dedicated to enhancing our work environment by focusing on employee wellbeing, encouraging flexibility, and fostering a strong sense of community. We achieve this by:

1. **Wellbeing ambassadors:** The Wellbeing Ambassadors continued to provide support across all UK offices. The London and Birmingham Offices continue Wellbeing Walks, and Wellbeing boards were set up in each office with regularly updated prompts to encourage colleagues to share and start conversations. During Summer 2024, in reaction to the racist and anti-immigration violence that erupted in the UK, the Wellbeing team shared an email of support, reminding colleagues that if they wanted to, they could reach out to a Wellbeing Ambassador, use the Employee Assistance Programme, or talk to their Line Manager.
2. **Encouraging discussions about mental health:** We hosted morning coffee talks in-person across all UK offices and online on the 1st of February for 'Time-to-Talk' Day, a national initiative in the UK that encourages open conversations about mental health. On the 10th of October, Ecorys celebrated World Mental Health Day. The Wellbeing Ambassadors spoke about what makes a workplace 'mentally healthy', and shared advice on starting conversations around mental health, as well as information on how to access health. Across November, the Wellbeing Team provided information and signposts for support for Men's Mental Health Awareness Month.



Ecorys 2024 Christmas Party in our London office.

3. **Social groups and events:** We organised regular social events in our offices to promote socialisation and celebrate different cultures and diversity. Our Wellbeing Ambassadors also held several coffee mornings across the offices throughout the year, encouraging colleagues to get together for an informal chat and encourage talking away from desks.
4. **Regular check-ins:** Ecorys recognise the importance of employee wellbeing, especially during challenging times. 2024 saw a revamp to our Global Performance Review Process with an emphasis on collaborative dialogue that fosters trust, motivation and development. The approach has been modified to encourage more frequent check-ins between line managers and their team, allowing for agreement on either weekly, bi-weekly or monthly check-ins to discuss and renew objectives and targets, discuss development and coaching needs as well as the opportunity to discuss wellbeing and support.
5. **Flexible working:** We further refined our Global Hybrid Working Policy to continue to support a better work-life balance for employees, reduce stress and improve wellbeing, increase productivity, and provide more opportunities for people with disabilities or caregivers. For employers, flexible working leads to higher productivity and performance, attracts and retains talent, and allows for a more diverse workforce. In addition to a Flexible Working Day Policy, the updated Global Hybrid Working Policy not only enables our team to work from an Ecorys office, at client premises or at home, but also from other locations nationally and internally for short periods of time.

We have been actively supporting communities we work with through our project work and beyond. In 2024, following staff vote, **Ecorys selected Home-Start UK as our charity partner.**

Home-Start operates across the UK and has 180 local community networks of trained volunteers and expert support that helps families with young children through challenging times. Families struggling with post-natal depression, isolation, physical health problems, bereavement and many other issues receive the support of a volunteer who will spend around 2 hours a week in the family's home supporting them. In 2024, the networks supported 28,900 children across 43,692 families in communities throughout the UK.

In 2024, we established our relationship with Home-Start UK and ran a staff awareness raising session about the charity's work. Our Corporate Social Responsibility (CSR) champions met with Home-Start UK colleagues and discussed opportunities to engage with the charities' activities. One of our Associate Directors sat on a panel as a judge for Home-Start's Volunteer of the Year award scheme. In the London office, colleagues contributed donations through a Christmas Jumper fundraiser at the office party.



*We are dedicated to enhancing
our work environment by
focusing on employee wellbeing.*





Home-Start UK.

Client projects that made a difference



Evaluation of the first phase of Global Health Research (GHR) Portfolio National Institute for Health and Care Research (NIHR)

The NIHR GHR portfolio, established by DHSC, is a £429.5 million fund supporting applied global health research and training in low- and middle-income countries (LMICs). It aims to strengthen research capacity, develop equitable partnerships between UK and LMIC institutes, and ensure community engagement in research uptake. Ecorys evaluated the portfolio, comprising 616 awards across 30 programmes, to assess suitability and identify key learning for future delivery. The evaluation was designed with consortium partners from small-sized research enterprises in Ethiopia, South Africa, and India, as well as independent experts in Brazil. In May 2023, Ecorys conducted fieldwork for three awards in Chennai, Karachi, and Cape Town, and in October 2024, for two awards in Chennai, Kerala, Mbale, and Kampala. Our research team supported partners with online inductions and analytical framework walkthroughs. At the interim phase, a reflections session allowed feedback on fieldwork experiences and technical outputs. Additional 'deep dive' learning briefs on NIHR's impact on equitable partnerships, research capacity strengthening, and community engagement were also published separately by NIHR.



Money and Mental Health Toolkit Case Studies

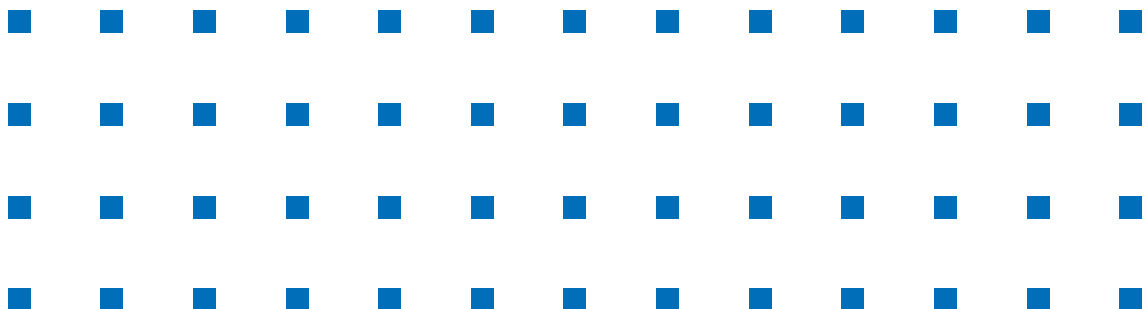
Money and Pensions Service

For the Money and Pensions Service (MaPS), Ecorys conducted a study exploring the rollout of their “Money in Mind” toolkit across Scotland and Northern Ireland. A MaPS survey found that 74% of people who experience a mental health problem struggle to keep up with bills and payments, and often avoid talking about money through embarrassment, guilt or shame. The toolkit was co-developed with a range of organisations that support individuals struggling with their mental health. As such, the toolkit aims to equip mental health practitioners to support service users to address money-related issues through practical exercises and signposting to useful resources. The study comprised six case studies with practitioners to understand their views on access, content and outcomes from the toolkit’s use. The findings from those case studies were shared with MaPS, providing insight into the perspectives of local practitioners on the toolkit.

Further plans for 2025

Our teams will continue to support staff wellbeing and community integration in 2025 through the following key actions:

- ▶ Scoping out opportunities to carry out a collaborative research project for our charity partner, HomeStart UK
- ▶ Promote our volunteering allowance to enable staff to provide practical support to communities and charitable organisations
- ▶ The Wellbeing Team and Women’s Network will collaborate on sharing information on topics such as menopause and how it affects those who experience it within the workplace
- ▶ Wellbeing Ambassadors will continue leading wellbeing activities and campaigns including Wellbeing Walks, Employee Appreciation Day, ‘Time-to-Talk’ Day, coffee mornings and more. They will raise awareness and provide support channels for individuals by marking a wide range of national and international Wellbeing dates



Action plan

During 2025 we will focus on the following Social Value actions.

Tackling economic inequality

- ▶ Continue diversifying our recruitment routes to attract a wide range of diverse talents
- ▶ Further develop internal processes and tools to ensure our supply chain for SME and VCSEs is mapped consistently across the business, including updating our Due Diligence Form
- ▶ Establish a Financial Wellbeing Taskforce and develop a Financial Wellbeing Strategy informed by staff needs and preferences

Fighting climate change

- ▶ Align our internal recycling processes with the new Simpler Recycling legislation set to take effect from April 2025
- ▶ Report on environmental KPIs as part of the Ecorys ESG global strategy
- ▶ Refresh our Travel Policy and Procurement Policy to ensure alignment with sustainability best practices
- ▶ Continue working with Earthly and offset 376.62t. CO₂ produced in 2024

Equal opportunity

- ▶ Develop a Disability Pay Gap Report in 2025 and publish our combined Gender, Ethnicity, and Disability Pay Gap Report
- ▶ Measure the impact of our EDI initiatives by building EDI metrics into our annual Employee Engagement Survey
- ▶ Deliver key EDI celebration events throughout the year
- ▶ Promote awareness of neurodiversity across our business and ensure neurodiverse colleagues feel able to access any support they need
- ▶ Continue supporting our current Staff Led Networks and Groups and introduce our new Neurodiversity Support Group

Wellbeing and community integration

- ▶ Scope out opportunities to carry out a research project for Home-Start UK, our charity partner
- ▶ Continue to promote our volunteering allowance to provide practical support to communities and charitable organisations
- ▶ The Wellbeing Team and Women's Network will collaborate on sharing information on topics such as menopause and how it affects those who experience it within the workplace
- ▶ Continue with Wellbeing Ambassadors leading wellbeing activities and campaigns raising awareness



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