



Answering  
tomorrow's  
challenges  
today

# Ecorys UK Social Value Report 2023

An overview of our Social Value  
activities and achievements in 2023





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**Nicola Smith**  
**Managing Director**  
**Ecorys UK**

# Foreword

I'm happy to share our 2023 Social Value report for Ecorys UK. This is our third annual report, showing our achievements during the past year, following on from our reports of 2021 and 2022.

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 their service users, customers, and stakeholders.

As in previous years, we've arranged our report in line with the Government's Social Value Pillars. COVID-19 recovery was one of the pillars, but with the pandemic now hopefully behind us, we have focused the report this year on the following four themes:

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

I'm particularly proud of three achievements during 2023.

First, that Ecorys UK has gained certification as a Disability Confident Employer. Being an accredited Disability Confident Employer means that we demonstrate our commitment to creating a supportive and accessible environment for individuals with disabilities. It reflects our ongoing efforts to remove barriers, promote equality, and ensure that everyone can thrive within our workplace. You can read more on page 16.

Second, in July we donated £8,000 to our 2021 and 2022 Charity of Year (Fare Share) and supported a range of staff volunteering opportunities. See page 21.

Third, in January we published our second annual combined Gender and Ethnicity Pay Gap report. 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. See more at [ecorys.com/gender-pay](https://ecorys.com/gender-pay).

We conclude our report with a look forward to some of the things we will be working on during 2024.

# 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 2023

In 2023, Ecorys continued **diversifying our attraction routes** for UK-based roles to join our P&R team. To attract diverse talents, we delivered engagement events at number of universities in London, Birmingham, Leeds and Manchester. We worked with the universities' internal social mobility teams to help promote the vacant roles. We advertised our job roles on **Diverse Jobs Matter** and **Evenbreak**, two UK-based jobs boards that promote diversity and inclusion within recruitment. We also explored the use of Link-Target Connect which posts roles to a wider range of universities across the UK reaching potential candidates we may not have attracted before.

We updated our **Supplier Selection and Management Policy** which encourages a more diverse range of organisations including SMEs and VCSEs to be part of our supply chain for contract delivery. This effort is further supported by our work to track diversity in our supply chain. We collect information about our suppliers and subcontractors as part of our due diligence process. We developed a **Due Diligence Database** collating information about different types of organisations in our supply chain (including SMEs, VCSEs). The database has been gradually rolled out and we are aiming to further update our processes to ensure that we map our supply chain consistently across the business.

To further support our suppliers and subcontractors with "healthy cashflow", especially SMEs and VCSEs, we are committed to paying 95% or more of our purchase invoices within 60 days. Last year, we overachieved this target, as follows:

- ▶ In the six-month period between January to June 2023, we processed 1,674 purchase invoices of which 99% were paid within 60 days of receipt, averaging 19 days from receipt to payment.
- ▶ In the six-month period between July and December 2023, we processed 1,445 purchase invoices of which 97% were paid within 60 days of receipt, averaging 23 days from receipt to payment.



*Research assistants recruited in 2023.*



*Junior staff recruited in 2023 in our London and Leeds offices.*



Department  
for Education

### **Delivery Support and Administration of Childminder Start-Up Grant Scheme** **Department for Education**

Ecorys were appointed the fund manager by the UK Department for Education, for the new Childminder Start-up Grant Scheme. Ecorys designed and launched the grant scheme in November 2023. The grant scheme is aimed at new childminders and designed to support the cost of setting up their childminder business. The one-off grant payment reflects the costs associated with registering as a childminder making it easier to become a childminder. The scheme makes childcare more accessible to working parents, allowing parents to return to work further supporting the economy to grow. In the first 3 months, the grant scheme has received over 1800 applications for a grant to support new childminder businesses, with over 800 applications processed in the first week. We're delighted to support applicants to receive their grant payment of £600 if they register with Ofsted and £1200 if they register with a Childminder Agency (provided in two instalments of £600 with the first paid within 10 working days), and 98% rating the service as 'very satisfied.' One applicant stated, 'This will help massively with expenses necessary to improve my childcare facility and purchase much needed equipment to benefit the children.' Ecorys will continue to administer the programme until October 2025.



Department  
for Culture  
Media & Sport

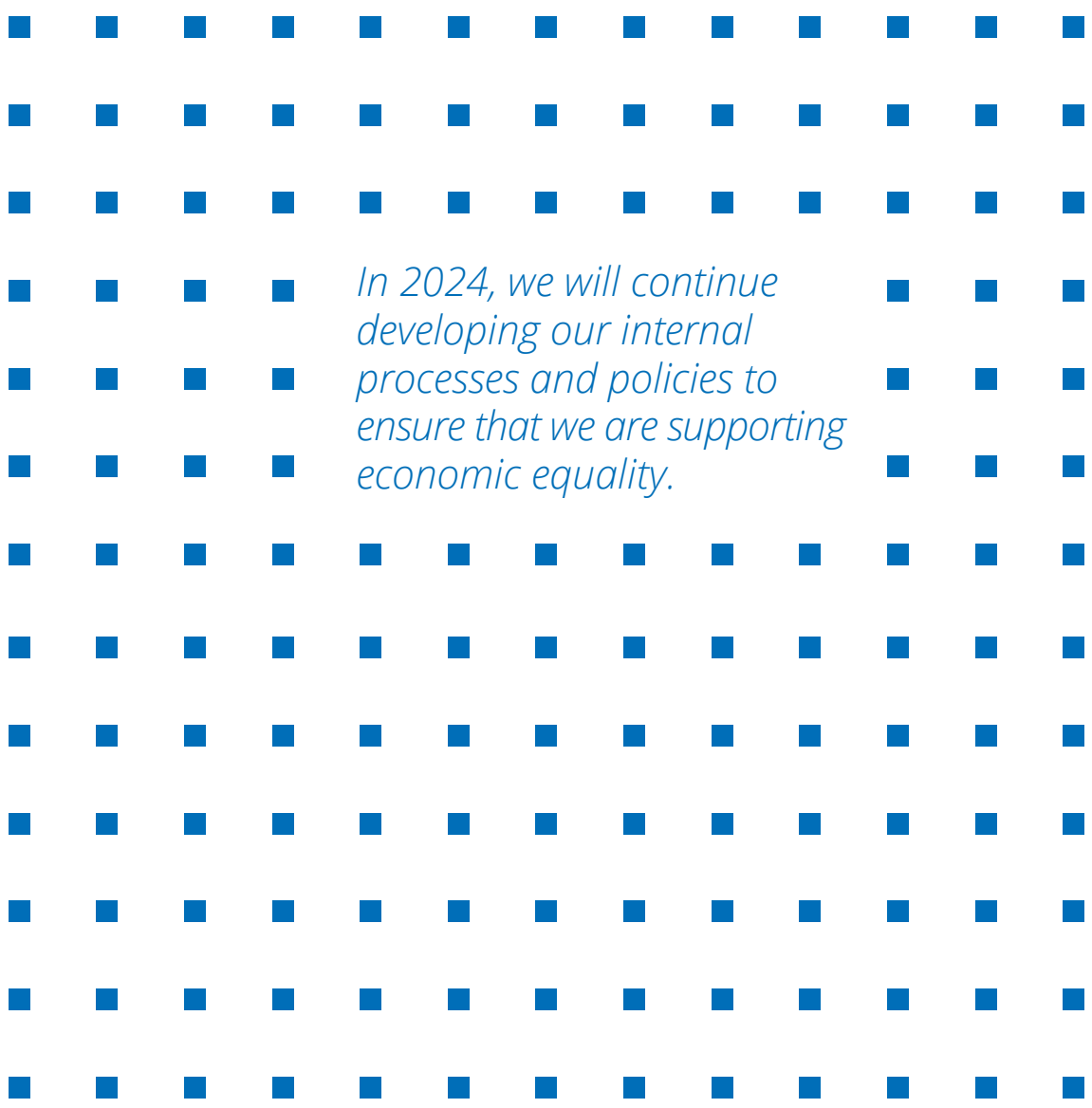
### **Evaluation of the Contract Readiness Programme** **Department for Culture, Media and Sport**

The Contract Readiness Programme aims to enable the Voluntary, Community and Social Enterprise (VCSE) sector to compete alongside other organisations and increase its participation in public sector procurement in England. The programme is delivered by a consortium of VCSE partners including the School for Social Entrepreneurs, Social Enterprise UK, and Voice for Change England who play a specific role in reaching and supporting VCSEs most under-represented in public contracting and who may face additional specific barriers to success. Support is provided to a range of VCSEs with different levels of awareness, knowledge and experience of public sector commissioning, whilst also targeting commissioners to improve their awareness and understanding of VCSEs and ultimately make public contracts more accessible and attractive to VCSEs. Ecorys are evaluating the programme over the duration of delivery, supporting continuous improvement by feeding learning back to the programme partnership. Indeed, our interim learning workshop led to changes to the delivery model to better meet VCSEs' needs, based on their feedback. The evaluation will also add to the evidence base around 'what works' to help diversify public sector commissioning.

## Further plans for 2024

In 2024, we will continue developing our internal processes and policies to ensure that we are supporting economic equality, creating new employment and training opportunities, as well as sharing and creating more business opportunities for SME and VCSE organisations. We will do this by:

- ▶ Explore the opportunity to offer a Social Research Apprenticeship.
- ▶ Develop internal process to ensure our supply chain for SME and VCSEs is mapped consistently across the business.
- ▶ Continue diversification of our recruitment routes to attract a wide range of diverse talents.

A decorative graphic consisting of a grid of small blue squares. The grid is 14 squares wide and 14 squares high. In the center of the grid, there is a rectangular area where the squares are missing, revealing the text below. The text is in a blue, italicized serif font.

*In 2024, we will continue developing our internal processes and policies to ensure that we are supporting economic equality.*

# Fighting climate change

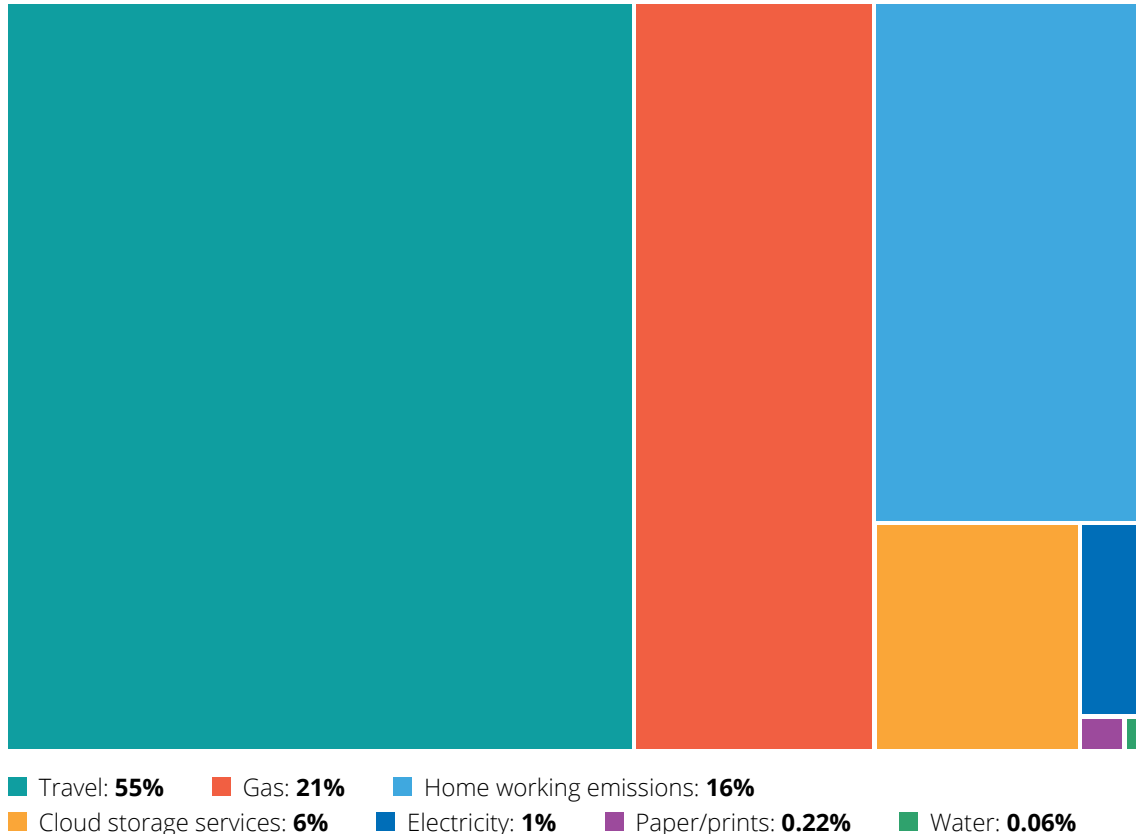
Ecorys UK is committed to running its business in an environmentally sound and sustainable manner. We strive to become a carbon neutral company by 2029 while working towards lowering the business impact on the environment.



## Activities and achievements in 2023

Last year, Ecorys UK has made progress in maintaining and improving our ISO14001 certification. We focused on improving recycling in all UK offices, **selecting a reliant CO<sub>2</sub> offsetting provider** and the offsetting projects, and made significant advancements towards an integrated Environmental and Quality Management System.

### Ecorys UK CO<sub>2</sub> emission share 2023



We organised a Lunch and Learn session for staff, focusing on recycling awareness and emphasising the importance of recycling practices. Following the introduction of additional recycling streams in London and Birmingham, we have updated recycling labels to enhance clarity and efficiency in waste management, complemented by effective communication efforts to ensure widespread awareness and adoption. We removed all desk waste bins to encourage centralised recycling which aligns with our commitment to sustainability and waste reduction.

We have made the conscious decision to exclusively offer vegetarian catering across all our offices. We hope by adopting this practice, we'll reduce our environmental footprint associated with food consumption, promote healthier dietary choices and support sustainable food practices.



## Evaluation of 30by30 Department for Environment Food and Rural Affairs

Ecorys supported Pegasys in conducting a comprehensive evidence review of the current network of global protected and conserved areas and an analysis of the evidence on the effectiveness of different approaches to terrestrial area-based conservation in terms of achieving biodiversity outcomes and benefits for climate change and poverty reduction. The project included a summary of the state of evidence, critical gaps, key lessons, and the opportunities and challenges through desk review and stakeholder interviews. Ecorys also developed an overarching theory of change on reducing biodiversity loss and delivering climate and poverty reduction benefits through area-based conservation measures. Ecorys supported in identifying priority countries through a high-level analysis of their needs, priorities, and opportunities with regards to delivering the 30by30 ambition. There was also an assessment of different models of funding facility and recommendations of principles and operating standards for Defra's 30by30 Global facility.

In our Birmingham office we have improved our energy efficiency through the replacement of all light sensors. This initiative will positively impact energy consumption by ensuring lights turn off when not needed. As part of our ongoing efforts to foster community engagement and environmental stewardship, our Leeds team have enjoyed a tree planting day and our London team took part in a guided bike ride. This aimed to encourage colleagues to consider new methods of transport, and support staff wellbeing.

We have allocated a yearly CO<sub>2</sub> offsetting budget, to offset emissions that we cannot completely reduce or avoid. We have carefully chosen an offsetting provider. We involved all employees in the decision-making process through a staff vote, asking them to choose their preferred offsetting project bundle. This inclusive approach ensures that all our selected initiatives align with the shared vision and priorities of both the board and our staff.

Following the growth of our work in the environmental policy sector, we are now working to deepen the integration of our company values into the work we deliver. We are aiming to work together with more partners to deliver project work in a sustainable manner and use an improved version of our project carbon calculator.





*Guided bike ride in London.*



Department  
for Education

### **Evaluation of Nature Education Park and Climate Leader Award Department for Education**

The Department for Education (DfE) has commissioned Ecorys, in partnership with Dr Deborah Harvey (Royal Holloway University London, RHUL) to evaluate the National Education Nature Park programme which is part of the government's Sustainability and Climate Change Strategy for Education. The Nature Park programme is open to all nurseries, schools and colleges in England. The programme aims to ensure every young person in England can develop a meaningful connection to nature, understand the concepts of climate change and biodiversity loss and feels empowered to do something about it. It aims to transform the way climate education is taught and to support young people to take positive actions, leading to increased biodiversity of school grounds. Through this, the programme hopes to improve young people's wellbeing, support them to adopt more pro-environmental/ pro-conservation behaviours, and develop biodiversity and ecology skills. Our evaluation is intended to gather formative evidence and real-time learning to inform programme refinement, as well as a summative assessment of programme outcomes/impacts.





## Alternatives to Charcoal (A2C) Zambia USAID

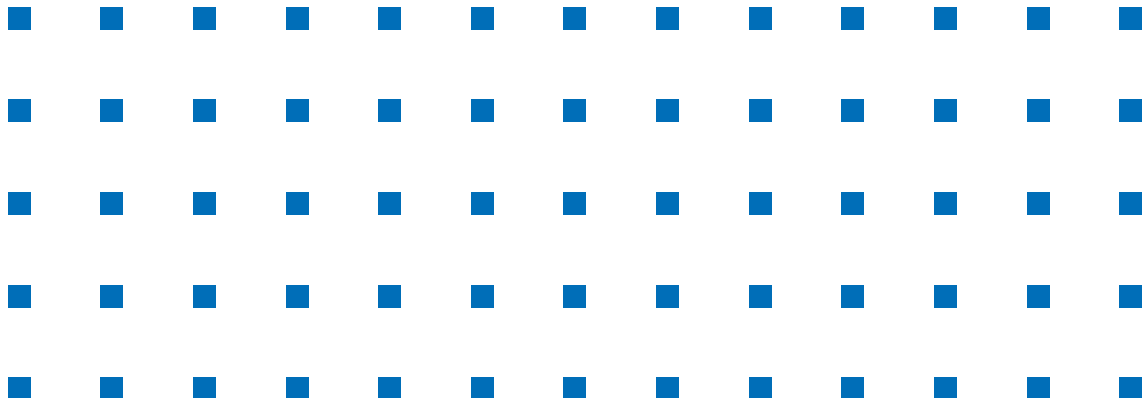
A2C is a five-year programme led by Tetra Tech funded by USAID and Ecorys Zambia is a major sub-contractor on the \$25m investment.

The aim of the programme is to reduce deforestation related to the production of charcoal, using a market-driven approach, by catalysing a shift in household cooking away from charcoal towards private sector-led low emissions technologies and fuels. A2C works with all stakeholders (the private sector, GRZ, civil society, and communities) to remove barriers and create opportunities to advance consumer adoption of alternative fuels and technologies, to strengthen enforcement of existing charcoal regulatory frameworks and to work alongside consumers to shift preferences and reduce demand away from charcoal while supporting alternative livelihoods for former charcoal-producing households. A2C is guided by an understanding of the Government role in regulating this industry, the importance of supporting private sector-led solutions alongside an overriding commitment to engaging youth and empowering women. The planned outcomes are to reduce domestic charcoal energy consumption by 25 percent across Zambia. This will involve expanding the use of private sector led alternative domestic energy to over 80,000 Zambian households.

## Further plans for 2024

Our Climate Neutral Taskforce will:

- ▶ Continue improving light efficiency by replacing light sensors and further enhancing our recycling practices, encouraging a shift in behaviour and heightened awareness amongst staff.
- ▶ Organise engaging activities amongst staff to encourage full participation from every employee in our collective journey towards environmental improvement.
- ▶ Continue to reduce our CO<sub>2</sub> emissions by revisiting the UK travel policy to integrate further requirements on greener travel options and support the development of a Procurement Policy with integrated environmental aspects.



# Equal opportunity

Ecorys is committed to creating an inclusive and diverse culture where every person feels respected and empowered to reach their potential.

## Activities and achievements in 2023

Ecorys' **Equality, Diversity, and Inclusion (EDI) Taskforce** was established in 2021 to take forward a range of actions to promote and celebrate diversity within Ecorys. With the expansion of our EDI work across the company over the last few years we undertook a review in the second half of 2023 to streamline our approach by bringing together the various task groups and staff network leads into a refreshed EDI Taskforce with members representing a wide range of EDI initiatives.

We published our second combined [Annual Gender and Ethnicity Pay Report](#) using data on the 5 April 2023 snapshot date. 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 a great deal of progress in empowering women at Ecorys and giving them the support structures enabling them to thrive. We 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. Our report outlines the actions taking place across our company to support this aim. 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.



*International Women's Day online celebration.*



Our **Women's Network** ran a range of activities for women employees across the year on topics voted for by members. These included a women's health session run by a health practitioner, discussions on flexible working and attitudes to risk, 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.

Our **Carers' Support Network** met quarterly and provided important support to carers working at Ecorys UK, working alongside our Carer's Policy and we offer additional paid leave for carers. The network provides valuable space for our employees with caring responsibilities to share their experience and provide peer support.

We successfully launched the **Ecorys LGBTQ+ Staff Network**, creating a safe and inclusive space for staff who identify as LGBTQ+. Regular meetings have created community and identified shared areas of interest, resulting in education staff activities and campaigns, including the use of pronouns in email footers and name-based micro-aggressions. In June, a Pride Month themed event saw a well-attended social event in the Birmingham office, alongside social media post of our staff members sharing their personal stories and experiences of 'coming-out'. Additionally, we set up an Ally Network and established connections with a West Midlands based network that brings together LGBTQ+ professionals and allies across the region.



*LGBTQ+ Network quiz in our Birmingham office.*

In addition to the continuation of activities related to our membership of the **Menopause Workplace Pledge**, we have also gained in 2023 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. As a Disability Confident Committed Employer we have committed to:

- ▶ Ensure our recruitment process is inclusive and accessible.
- ▶ Communicating and promoting vacancies.
- ▶ Offering an interview to disabled people who meet the minimum criteria for the job.
- ▶ Anticipating and providing reasonable adjustments as required.
- ▶ Supporting any existing employee who acquires a disability or long-term health condition, enabling them to stay in work.

Whilst achieving Level 1 certification is a significant accomplishment, we are not stopping there. Our next goal is to progress to Level 2 and eventually Level 3 of the Disability Confident Employer scheme. To do this we will continue our efforts to ensure employees have appropriate disability equality awareness, and actively attracting and recruiting disabled people by diversifying our recruitment routes and offering working trials and adjustments to support disabled candidates.



#### **SAFE Zimbabwe (Stopping Abuse & Female Exploitation) UK Aid Direct**

SAFE is a four-year programme led by Ecorys and funded by the UK government in Zimbabwe to prevent gender-based violence (GBV) and promote gender equitable outcomes. It was designed in 2021 and has been piloted in three districts (two rural and one urban) to reduce the perpetration of intimate partner violence (IPV), focusing on addressing economic insecurity and social norms as key drivers. It adopts an economic and social empowerment approach, works at individual, relationship, and community levels, and is publicly framed as a family wellbeing programme. Central to the SAFE Theory of Change is the synergetic effect of the economic empowerment and gender transformative activities benefiting couples, where a new cash stream is used to create an impetus for families to engage in joint visioning and planning. Newly acquired financial stability helps to decrease family financial stress and reduce the likelihood of IPV. Ecorys have recently agreed an extension to the SAFE programme to further develop and scale up the GBV prevention model. A key focus of this extension is working alongside the United Nations World Food Programme (WFP) to layer the SAFE approach alongside their existing cash-based transfer programmes in Zimbabwe.



### Meta-Evaluation of Education Continuity in All Contexts Plan International

This meta-evaluation contributed to Plan International's work on quality inclusive education across all contexts. It achieved this by building an evidence base of the experience, challenges, and outcomes of Inclusive Quality Education (IQE) and Education in Emergencies (EiE) programmes across the humanitarian, peacebuilding, development nexus. This evaluation was conducted at a pivotal juncture in the development of Plan International's Education Uninterrupted programme and influencing model. As part of the focus on inclusive education, the Ecorys research team reviewed numerous Plan International projects that tackled the exclusion of children with disabilities from education and identified best practices for quality and resilient education for all children in all their diversity. Some of these best practices include implementing student clubs (led by students themselves), teacher training on inclusive learner-centred practices, improvements to physical infrastructure, alternative and non-formal learning programmes (including small study hubs), community support structures (that monitor and advocate for the inclusion of children in education), family support, technology (and flexible learning), and more. Although this meta-evaluation did not cover the disability employment gap and workforce inequality, since education is connected to future employability, efforts towards the inclusion of children with disabilities in education can also contribute to workforce equality.

*As a Disability Confident  
Committed Employer we  
have committed to ensure  
our recruitment process is  
inclusive and accessible.*





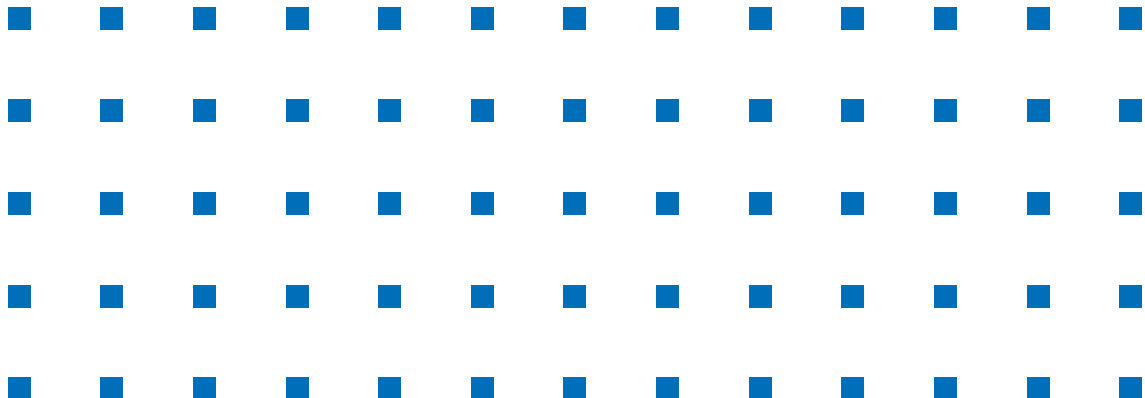
### Evaluation of the Girls and Young Women Programme London Violence Reduction Unit (VRU)

Since 2022, Ecorys has led the evaluation of the Girls & Young Women community-based mentoring programme on behalf of London's Violence Reduction Unit. Alongside our evaluation partners, Renaisi, we have been working with delivery organisations (including Advance, Chance UK, Working Chance and Woman's Trust) to generate learning on what works to support Girls & Young Women across London who experience a range of risk factors. We are very grateful to the Young People's Action Group who have thoughtfully shaped evaluation approaches and helped to write a report for young people. We are excited to continue the evaluation partnership for the second phase of the programme (from 2024 onwards), where we will be using participatory methodologies, and exploring different designs, to understand more about programme delivery and impact.

## Further plans for 2024

Our 2024 EDI action plan centres 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 2024 are:

- ▶ Produce our annual combined Gender and Ethnicity pay gap report.
- ▶ Undertake our annual EDI survey.
- ▶ Deliver four key EDI celebration events – International Women's Day (March), Pride Month (June), Black History Month (October) and International Day for persons with Disabilities (December).
- ▶ Continue supporting our Staff led networks – we currently have a women's Network, LGBTQ+ Network, Carers Support Network and a Menopause Support Group.
- ▶ Encourage informal staff led cultural and celebration activities – information sharing activities over lunchtime, coffee or at staff socials of cultural events or celebrations which are important to people personally.



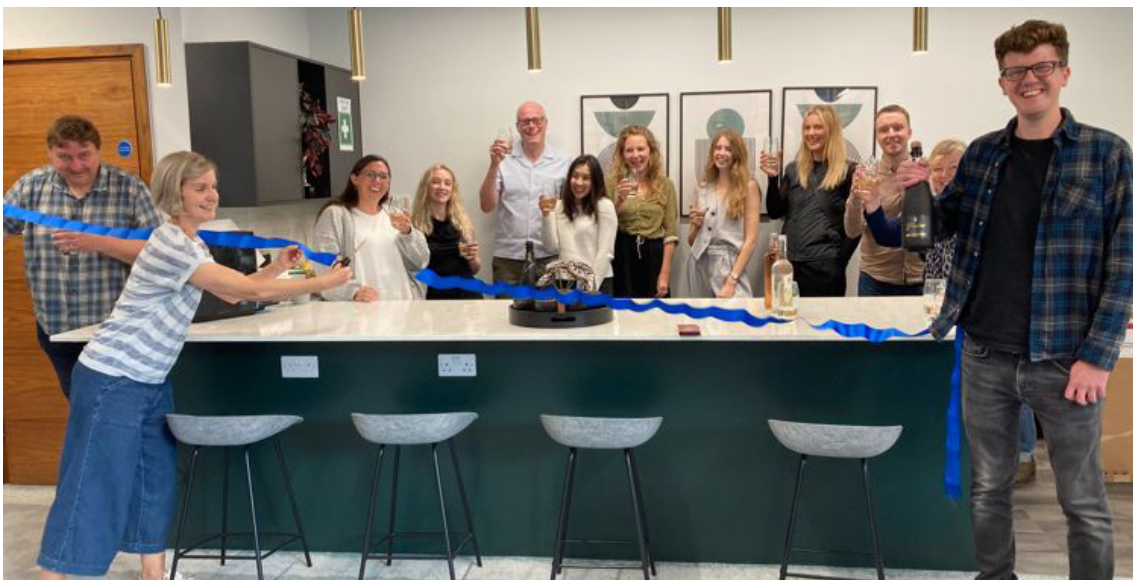
# Wellbeing and community integration

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 2023

Ecorys is committed to enhancing our work approach by prioritising employee wellbeing, promoting flexibility, and building a sense of community. We do this through:

- 1) **Frequent check-ins:** We recognise the importance of employee wellbeing, especially during challenging times. To improve this, we encourage line managers to have regular check-ins with their teams, where people can share any concerns and seek support.
- 2) **Wellbeing Ambassadors:** We have a team of trained Wellbeing Ambassadors, which provide first line response and signposting to resources for anyone needing additional support with their mental wellbeing. In 2023, our Wellbeing Ambassadors set up Wellbeing Walks in the London and Birmingham Offices, encouraging colleagues to join each other on a lunchtime walk. The team continued spreading awareness including signposting our employees to available support resources, for example the October World Mental Health Month campaign.
- 3) **Available resources:** We offer a wellbeing hub to provide people with knowledge of key wellbeing topics, as well as our Employee Assistance Programme, which provides confidential counselling and advice to anyone who may need this.
- 4) **Social groups and events:** A sense of belonging is essential for employee engagement and overall job satisfaction. We organise regular social events in our offices to promote socialisation, in a way that is respectful to our people's diverse cultures. Additionally, our Wellbeing Ambassadors also held several coffee-mornings across the offices throughout the year, encouraging colleagues to get together for an informal chat, to share stories and conversations away from desks, and to normalise talking.
- 5) **Flexible Working:** Work-life balance is crucial for maintaining employee satisfaction and sustainable productivity. We have removed our core hours policy to give greater flexibility around work start and finish times, to help our people to balance their work and personal lives effectively. We promote hybrid working to enable a quiet environment for concentrated work, whilst also encouraging connection and interaction with colleagues in our offices. We also realise importance of the office environment for our staff wellbeing. Last year, we moved to brand new premises to fit the needs of our team in Leeds.



*Opening our new premises in Leeds.*





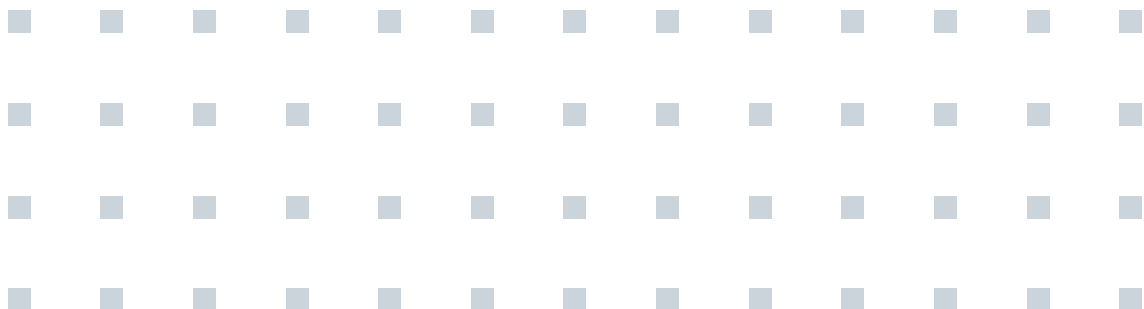
### Healthy Cities for Adolescents Fondation Botnar

Healthy Cities for Adolescents (HCA) is Fondation Botnar's flagship initiative to create cities fit for young people. Ecorys is the fund manager for the second phase of the programme. Since we have managed the programme from the start of 2022, we have established a programme team with members across different Ecorys teams, onboarded 9 projects across 6 countries (evolving our grant making model to ensure participatory approaches are prioritised with all local stakeholders), created a new programme website and worked with projects to build a growing body of evidence and learning on how to create healthy cities with and for adolescents. Current projects address a range of health and wellbeing issues. These include education on sexual reproductive health, empowering adolescents to advocate for change, helping adolescents become more employable and developing public spaces for adolescent use.

We have been actively supporting communities we work with through our project work and beyond. Since Ecorys began its **Charity of the Year** initiative in 2014, we have donated more than £90,000 to nine charities across the UK. In 2023 we donated to a range of national and international charities and appeals in response to local, national and international events. In May 2023 we made our donation of £8,000 to our 2021-2022 Charity of the Year, **FareShare**. This helped FareShare in its mission to get more good food to people who are going hungry, and tackle food waste. In 2022/23, FareShare:

- ▶ Redistributed 54,000 tonnes of food – the equivalent of four meals every second.
- ▶ Supported 8,500 mostly small local charities.
- ▶ Reached more than 1 million people.
- ▶ Prevented the release of 1.6 tonnes of embedded CO<sub>2</sub> with every tonne of surplus food redistributed.

Following the devastating Earthquake in Turkey and Syria in January 2023, Ecorys UK joined the Ecorys-wide campaign to support the victims of the earthquake. The company agreed to match staff donations and in total we donated £500 to DEC to provide food, water, and shelter to people in the affected areas. Our London office joined the Lord Mayor of London's City Giving Day in September 2023, joining in with City of London wide activities (where we fielded two very competitive Pub Quiz teams!) and making a £200 donation to the Lord Mayor's Charities.





*FairShare donation event.*

Additionally, we continue encouraging our staff to take advantage of our volunteering allowance and provide practical support to communities and charitable organisations. During 2023, Ecorys staff provided a total of **25 days of volunteering time**. This was spent supporting a range of local charities, including planting trees in Yorkshire.



### Monitoring, Evaluation, Accountability and Learning of the Go! London collaborative, Greater London Authority

Go! London is a collaborative fund and the biggest community sport fund in London. The fund aligns with the Mayor of London's ambition for London to be the most active and socially integrated city in the world. It aims to help build a fairer London by transforming the lives of underserved young Londoners through sport and physical activity and reducing socioeconomic barriers they face to participating, as well as to strengthen, diversify and enhance the sustainability of London's sport and physical activity sector. Funded projects are taking a holistic approach to improve both the physical and mental wellbeing of the young people they support, whether through direct funding for their project activity or funding of core costs to support the sustainability of their organisation. Ecorys are supporting grantees to monitor these wellbeing outcomes in a way that works for their projects and will aggregate and report on the achievement of these outcomes. We are also facilitating ongoing learning opportunities for grantees to access peer support and reflect on what is working well or less well in progressing towards the achievement of these wellbeing outcomes amongst the marginalised groups they support.

## Further plans for 2024

Our teams will continue supporting staff wellbeing and community integration in 2024 through the following key actions:

- ▶ Revise our performance management approach to place greater emphasis on frequent check-ins between line managers and their teams and provide guidance on coaching.
- ▶ Utilise SharePoint to promote employee-led online communities and social groups.
- ▶ Revise our global hybrid working policy to enhance our working flexibility from other locations.
- ▶ Select our new Charity of the Year Partner for 2024. Work with our 2024 charity partner to identify other volunteering opportunities.
- ▶ Continue with Wellbeing Ambassadors leading wellbeing activities and campaigns including Wellbeing Walks, Employee Appreciation Day, 'Time-to-Talk' Day, coffee morning and more.

*Our teams will  
continue supporting  
staff wellbeing and  
community integration.*

# Action plan

During 2024 we will focus on the following Social Value actions.



## Tackling economic inequality

- ▶ Explore the opportunity to offer a Social Research Apprenticeship.
- ▶ Develop internal process to ensure our supply chain for SME and VCSEs is mapped consistently across the business.
- ▶ Continue diversification of our recruitment routes to attract a wide range of diverse talents.

## Fighting climate change

- ▶ Continue improving light efficiency by replacing light sensors and further enhancing our recycling practices, encouraging a shift in behaviour and heightened awareness amongst staff.
- ▶ Organise engaging activities amongst staff to encourage full participation from every employee in our collective journey towards environmental improvement.
- ▶ Continue to reduce our CO<sub>2</sub> emissions by revisiting the UK travel policy to integrate further requirements on greener travel options and support the development of a Procurement Policy with integrated environmental aspects.

## Equal opportunity

- ▶ Produce our annual combined Gender and Ethnicity pay gap report.
- ▶ Undertake our annual EDI survey.
- ▶ Deliver four key EDI celebration events – International Women's Day (March), Pride Month (June), Black History Month (October) and International Day for persons with Disabilities (December).
- ▶ Continue supporting our Staff led networks – we currently have a women's Network, LGBTQ+ Network, Carers Support Network and a Menopause Support Group.
- ▶ Encourage informal staff led cultural and celebration activities – information sharing activities over lunchtime, coffee or at staff socials of cultural events or celebrations which are important to people personally.

## Wellbeing and community integration

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Answering  
tomorrow's  
challenges  
today

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