

Felix



ECORYS



Ecorys UK Social Value Report 2025

An overview of our Social Value activities and achievements in 2025



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Ecorys UK

Foreword

As Managing Director of Ecorys UK, I'm proud to introduce our Social Value Report 2025.

Social Value is not something we treat as an add on; it sits alongside the quality of our work and our collaborations with clients and partners. This report brings together the practical steps we've taken over the last year to support our people, strengthen the communities we work with, and reduce our impact on the environment.

Three themes stand out from 2025:

- ▶ We established the Ecorys UK Financial Wellbeing Taskforce, ran our first staff survey, and published our first Financial Wellbeing Strategy and Action Plan, alongside our commitment to paying suppliers promptly and widening opportunities for SMEs and VCSEs.
- ▶ Our staff led Summer Methods Festival brought colleagues together across offices to share evaluation approaches, strengthen technical skills, and create space for innovation, including responsible use of AI.
- ▶ We strengthened our environmental performance monitoring and reduced our footprint year on year, while also progressing inclusion through introducing disability monitoring to our current pay gap reporting, achieving Disability Confident Level 2, and introducing new family and safe leave policies.

Looking ahead, our **2026 Social Value Action Plan** aligns with the UK Government's updated Social Value Model and focuses on turning commitments into consistent delivery across the business. In 2026 we will prioritise:

- ▶ continuing to embed fair work, and implementing our staff financial inclusion work to build the resources colleagues tell us they need;
- ▶ deepening our approach to inclusive recruitment, progression and accessibility, including steps towards Disability Confident Level 3 and targeted action on pay gaps;
- ▶ further reducing environmental impacts through better data, reducing office space, and clearer understanding of the footprint of digital tools and AI.

None of this happens without the energy and commitment of colleagues across Ecorys UK. Thank you to everyone who has contributed time, ideas and leadership this year. I look forward to building on this together in 2026.

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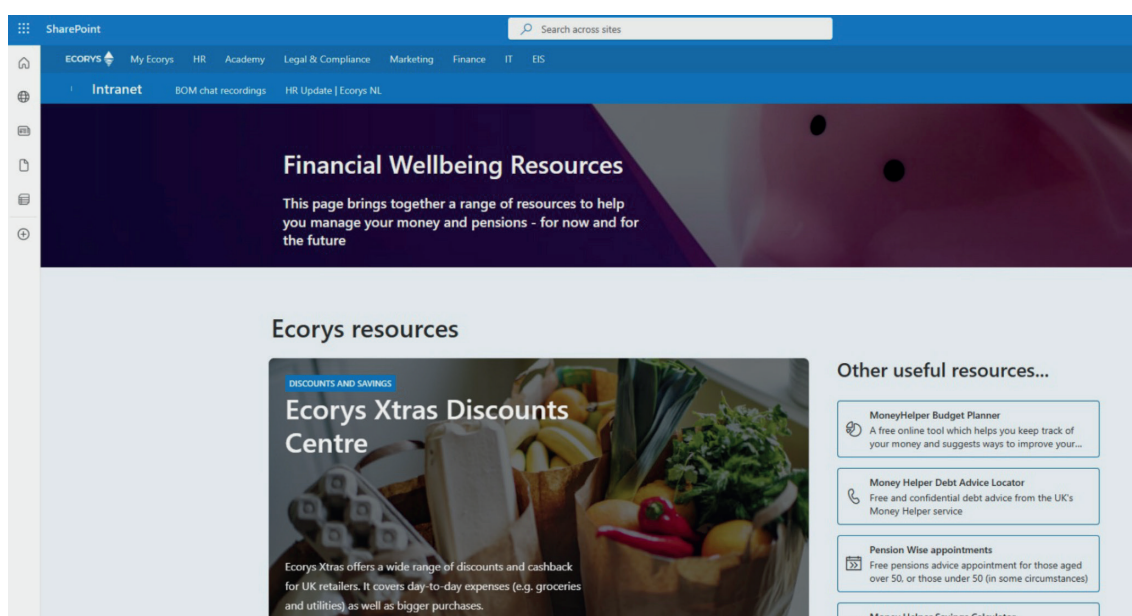
Tackling economic inequality

We are committed to supporting economic equality through the development of our policies, staff skills, and wider initiatives. We have focused on improving Ecorys staff's awareness and engagement with our financial well-being support tools and resources.

Activities and achievements in 2025

In 2025, **Ecorys UK's Financial Wellbeing Taskforce** was established with support from staff at the Money and Pensions Service (MaPS). The Taskforce and its activities to support financial wellbeing at Ecorys, were a part of our social value commitment under our Strategic Evaluation Partner (SEP) contract with MaPS. The Taskforce conducted a Financial Wellbeing survey to assess staff perceptions of financial wellbeing. The survey results helped us better understand which areas of financial wellbeing are important to our staff, as well as their awareness and use of Ecorys' existing staff financial wellbeing tools and resources. This informed **our first Financial Wellbeing Strategy and Action Plan**, published in December 2025.

Our Financial Wellbeing Strategy and Action Plan sits alongside and links with the work of our Works Council and Wellbeing Ambassadors across Ecorys UK, as well as wider initiatives and networks that support our diverse workforce. The Action Plan raises awareness of the variety of existing resources to support staff with their general wellbeing, including financial wellbeing. The Taskforce established an Intranet page for Ecorys UK Financial Wellbeing, which provides a repository of all the financial wellbeing resources Ecorys UK currently offers, including Money Helper (see image below). The survey will be repeated annually to monitor staff perceptions of their financial wellbeing and to understand what resources and support staff would like to see in future.



Our SharePoint page for Financial Wellbeing Resources

Ecorys UK held a three day **Summer Methods Festival in August 2025**. This was an internal, staff led learning event designed to strengthen evaluation skills, share knowledge across the team, and build a more connected community of practice. The festival brought together colleagues from across our UK and EU offices to explore evaluation mindsets, approaches, and tools through practical workshops, roundtables, debates, and reflective sessions. A key feature of the festival was its bottom up design, with early career and emerging evaluators actively supported to create and lead their own sessions, champion topics of interest alongside senior staff, and support peer to peer learning and mentoring across grades.

The programme combined conceptual and technical skill building, including sessions on theories of change, transformational change, participatory methods, research with children and in fragile contexts, evaluative monitoring, qualitative analysis software, survey design, and the responsible use of AI, alongside reflections on professional development and practice. Post event feedback from staff highlighted the value of the festival's flexible hybrid format, knowledge sharing, interactive and social elements, and emphasis on innovation, including AI. There was a strong appetite for the festival to continue, with attendees expressing interest in extending the range of topics covered in future events and contributing ideas to strengthen future iterations.



Summer Method Festival Session in our London Office

To support economic equality more widely, Ecorys UK continued its efforts to create new employment and partnership opportunities for Small and Medium-sized Enterprises (SMEs) and Voluntary, Community, and Social Enterprises (VCSEs). In 2025, we:

- ▶ Continued advertising **new job opportunities** through a range of platforms, supporting diverse recruitment and recruited to entry-level evaluation positions within the team.
- ▶ Successfully implemented our **Supply Chain Database** within our Policy and Research team (P&R). This tool helps us to monitor a proportion of SMEs and VCSE in our supply chains and the value of contractual opportunities shared with them. In 2025, P&R subcontracted 8 SMEs and VCSEs, providing opportunities worth around £326K. In the longer term, we aim to implement the tool across the whole business and set up targets to ensure we provide a reasonable number of opportunities for SMEs and VCSEs to support wider economic growth.

To support our suppliers and subcontractors with healthy cash flow, we are committed to paying 95% of our purchase invoices within 60 days. In 2025, we overachieved this target as follows:

- ▶ For the 12 months to December 2025, we processed 1,781 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 88% of purchase invoices were paid within 30 days of receipt.

Client projects that made a difference



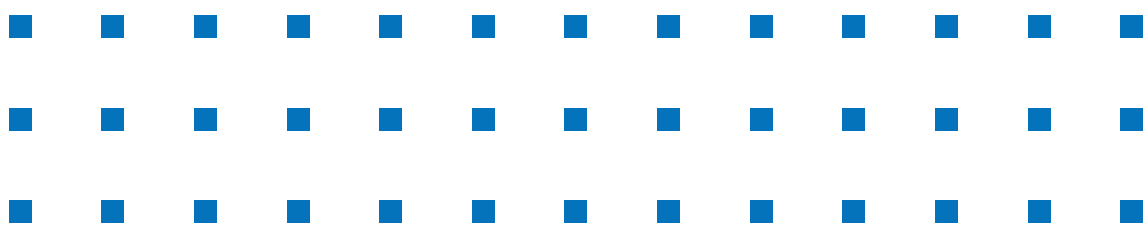
**UK Financial Wellbeing Strategy
Money and Pensions Service (MaPS)**

In 2025, MaPS commissioned Ecorys UK to evaluate the UK Strategy for Financial Wellbeing, following our previous evaluation from 2022-23. The aim was to provide an understanding of the Strategy's implementation to date, progress on its delivery plans, and the difference the Strategy has made to stakeholders and their organisations. We used a mixed-methods theory-based approach to assess progress and outcomes, underpinned by a Theory of Change. Based on the evidence from a document review, internal and external stakeholder interviews, and Realist-informed Ripple Effects Mapping (RREM) workshops conducted across three devolved nations (Scotland, Wales, and Northern Ireland), the evaluation provided useful insights into the Strategy's progress and implementation. It also provided a set of considerations for the Strategy's planned review and ongoing delivery.



**Evaluation of the Community Finance Resilience Fund
Fair4All Finance**

Fair4All Finance is a not-for-profit organisation working to drive change in financial services to help the 20.3 million people in the UK who are in financially vulnerable circumstances. Its Community Finance Resilience Fund, launched in 2023, offered £5 million in grant and investment funding to improve the sector's resilience during the cost-of-living crisis and to preserve and scale the affordable credit provision for customers in vulnerable financial circumstances. In 2025, Fair4All Finance commissioned us to conduct an impact and process evaluation of the Fund, with three goals: to understand the Fund's impact and its different funding types, to assess its implementation, and to identify lessons for efficiency and effectiveness. We drew on qualitative and quantitative data, including interviews with key stakeholders and fund recipients, organisational finances and overall lending data, social impact metrics, and organisational change data. The evaluation's findings will shine a light both on the impact of the Fund and on the role that the community finance sector plays in supporting financial inclusion, as well as providing learning for the administration of future, similar funding programmes.



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 2025

The **Carbon Neutral Taskforce** continued to oversee and deliver our environmental and carbon reduction commitments. Ecorys UK has maintained ISO 14001 certification (first achieved in 2021) across our UK offices, and we use our **Environmental Quality Management System (EQMS)** to set and review objectives and targets, monitor performance, manage risks and opportunities, and embed responsibilities and awareness across the business. During 2025, we strengthened our environmental performance monitoring to improve decision-making and transparency. This included expanding the sources used to calculate travel emissions (to capture travel claimed via expenses), improving the accuracy of utilities information, and refining workforce-based assumptions used for commuting and homeworking calculations.

To reduce our environmental impact in 2025, we took the following actions:

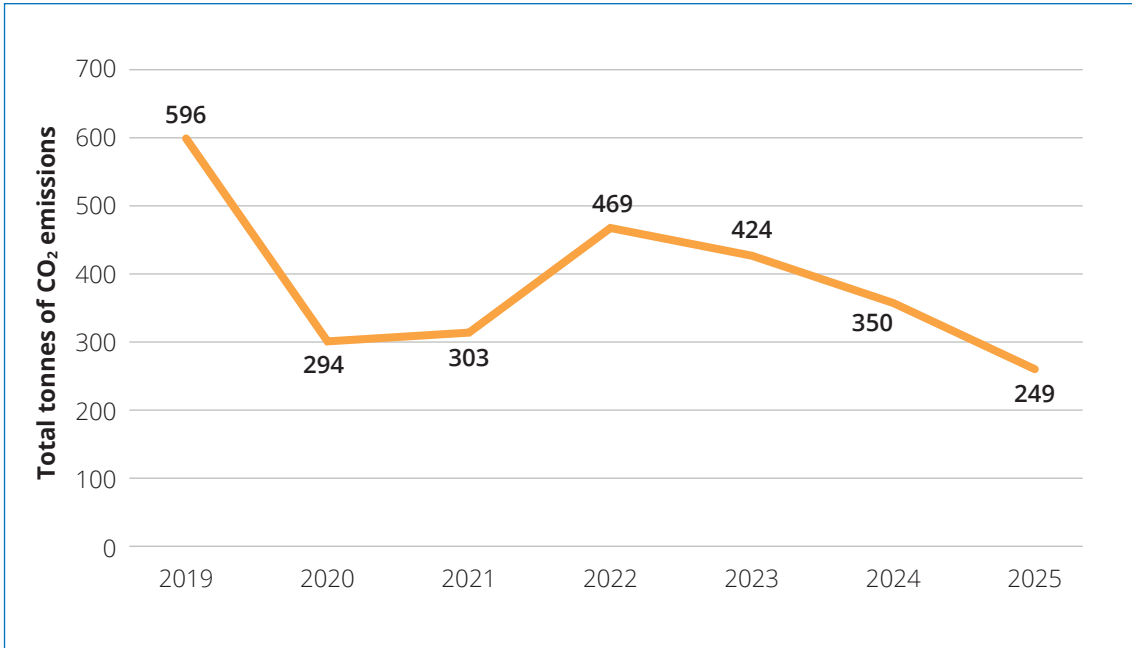
- ▶ **Embedded our revised Ecorys UK Travel Policy**, reinforcing principles such as: using virtual tools for meetings where appropriate, combining trips and scheduling fieldwork efficiently, and a short-haul flight ban.
- ▶ **Continued to improve recycling arrangements across offices** by expanding recycling streams and reducing contamination.
- ▶ **Continued improving how we source and manage utilities**, with our Birmingham office moving to a 100% renewable electricity tariff in 2025.



Our new recycling bins in the London office

In parallel, our proactive approach to implementing practical emissions reduction actions contributed to a **101.55 tCO₂e reduction in 2025** compared to the previous year (see Figure below). Our organisational carbon footprint for 2025 was 248.81 tCO₂e. As a professional services organisation, most of our emissions arise from how we work, notably business travel and ways of working (including home working), as well as energy use in our offices and emissions associated with refrigerants. As we complete the final validation of our 2025 footprint, we will offset the remaining emissions through Earthly, our offsetting provider.

Ecorys UK’s annual carbon footprint between 2019 and 2025




As part of Ecorys UK’s commitment to responsible climate action, we worked with Earthly to offset our carbon emissions through high quality, nature based projects that deliver benefits for people, nature and the climate. In 2025 Ecorys UK’s offsetting for our 2024 emissions supported nature based projects across Kenya, Ethiopia and Pakistan – restoring land, capturing carbon and creating local social benefits. Through Ecorys UK’s investment in Earthly projects during 2024 and 2025, we have contributed to:

- ▶ **516,431 m² of land** restored or protected
- ▶ **825 tonnes of CO₂** addressed through offsetting
- ▶ **Over 3 months of employment** generated as social co-benefits

These outcomes demonstrate that Ecorys UK’s offsetting approach contributes not only to carbon management, but also to wider environmental restoration and community impact. To learn more about upcoming Ecorys UK’s environmental objectives and action plan have a look at our Ecorys UK Environmental Policy 2026-2029.

Overall impact of Ecorys UK’s partnership with Earthly

<p>Top impact</p>  <p>516,431</p> <p>m² of land supported</p>	 <p>825</p> <p>Tonnes of CO₂</p>	<p>Social</p>  <p>3 months 5 days</p> <p>of employment</p>
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Client projects that made a difference



Review of Principles Policy of the Environmental Statement (EPPS) **Department for Environment Food and Rural Affairs (Defra)**

Ecorys delivered a mixed-method review of the EPPS on behalf of Defra, assessing early implementation and the impacts of this Government Duty on policymaking. Findings showed growing cross-government engagement, with governance, guidance and tools supporting uptake, and early evidence of influence on policy development, along with some areas for future development of implementation. The work, published in August 2025, identified where the Duty had led to the increased consideration of the environment across policymaking. The project showcased Ecorys' commitment to social value through extensive stakeholder engagement and contribution to strengthening capability and continuous learning across government.



Independent Monitoring, Evaluation and Learning Unit for FCDO's Africa Regional Climate and Nature (ARCAN) Programme **Foreign, Commonwealth and Development Office (FCDO)**

From 2022 to 2026, Ecorys led the Independent Monitoring, Evaluation and Learning (MEL) Unit for the ARCAN Programme, a consortium including Altai and the International Institute for Environment and Development (IIED). The FCDO-funded ARCAN programme has aimed to support governments, regional and national institutions, and communities across Africa with additional capacity and technical expertise to implement climate and natural resources smart policy, planning and programming. The ARCAN programme has supported a range of existing multi-partner initiatives addressing the interconnected challenges of climate change, nature loss, and resilience in Africa through a coordinated, transboundary approach across five key pillars: water, nature, clean energy, weather and climate information, and adaptation finance. The purpose of the MEL Unit was to deliver an independent monitoring, evaluation and learning function on behalf of the FCDO to strengthen programme accountability, delivery, and learning. The MEL Unit generated robust evidence and learning on what was working for whom and why; provided targeted technical assistance to ARCAN programme partners to ensure their reporting and M&E was aligned with ARCAN's objectives; and facilitated and informed strategic programme-decision making. As part of this work, in-country case studies were carried out in 2025/26 to understand the impact, sustainability, gender, disability and social inclusion responsiveness, and transformative potential of the various ARCAN programmes. Findings were presented to implementing partners, donors and officials across FCDO to inform the future of climate programming in Africa.

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 2025

Ecorys UK continued to build an inclusive and connected workplace by strengthening our communication and creating more opportunities for colleagues to engage, contribute, and shape our shared progress across all areas of Equality, Diversity and Inclusion (EDI). Some notable achievements include:

- ▶ Conducting our **Gender, Ethnicity, and Disability Pay Gap Report**, published on our global website in July, here. Disability analysis was included for the first time, going far beyond any statutory commitments. The insights from our analysis and employee feedback have enabled us to identify targeted actions to reduce these gaps and drive greater equity across our organisation.
- ▶ Achieving **Disability Confident Employer Level 2 status**. A major step in strengthening accessibility and inclusion across Ecorys UK. We are now looking forward to seeing how we can work towards achieving Level 3 'Disability Confident Leader'.
- ▶ The introduction of the **Neonatal Care Policy** supporting parents whose babies require neonatal care with additional paid leave.
- ▶ The **Safe Leave Policy** was published, offering vital support for colleagues experiencing domestic abuse, ensuring they have time and flexibility when they need it most.

We delivered a range of EDI celebration events throughout the year to recognise and celebrate key cultural and religious occasions. This has included hosting a Pride event, alongside a series of celebration and education-focused intranet posts designed to engage colleagues and raise awareness. We maintained strong support for our **Staff Led Networks and Groups**, which offer safe and inclusive spaces for peer support, shared learning, and collective advocacy. These groups delivered a rich programme of activities and events across the year.

- ▶ **Ecorys UK Neurodiversity Group**, established in 2025, delivered some well attended awareness sessions, supported by new HR resources and internal communications marking key moments such as World Autism Awareness Month. Colleagues from the Women's Network and Neurodiversity Group led a session on neurodiversity in the workplace, while attendance at the National Neurodiversity Show generated practical insights to inform future activity.
- ▶ Over the past year, the **Women's Network** has continued to grow as a supportive community for women across Ecorys UK, delivering a rich programme of bi monthly meetings on topics ranging from the positive social impact of our work to neurodiversity in the workplace and the emerging gender divide in generative AI. In September 2025 the Women's Network expanded globally, opening participation to all Ecorys offices to build a company wide community for shared learning and connection. This momentum will continue through ongoing outreach to colleagues and offices, ensuring the Network remains a source of support, inspiration and motivation for women across the organisation. Our Women's Network Book Club also met informally throughout the year, alternating between fiction and non fiction selections.
- ▶ Our **Carers Support Network** highlighted National Carers Week in June with a post that was shared on our intranet and in our monthly EDI newsletter, raising awareness of caring and the challenges unpaid carers face, and signposting to support and advice. Over the year the Network members met up for informal online coffee-and-chats, to share updates and experiences, and for peer support. We updated our Carers Policy providing practical support and clarity for colleagues with caring responsibilities, helping them balance work and home more sustainably.

- ▶ The **LGBTQ+ Staff Network** brought colleagues together for an uplifting afternoon filled with rainbow cake, mimosas, nibbles, and plenty of laughs, music and learning about LGBTQ+ history and importance. We had a great turnout, with colleagues taking part in interactive workshops on pronouns and identity flags and testing their knowledge in a quiz to learn more about the history and significance of London Pride. It was a chance for us not just to celebrate, but to learn, connect, and show support for our LGBTQ+ community.



Ecorys UK staff Pride event

Ecorys UK continued to build an inclusive and connected workplace.

Client projects which made a difference



The Sierra Leone Innovation Challenge Education Outcomes Fund

The Sierra Leone Innovation Challenge (SLEIC) aims to identify effective interventions that can increase learning gains across the country. The Education Outcomes Fund (EOF) commissioned Ecorys to undertake a Learning Agenda evaluation to assess impact and capture lessons from delivering SLEIC. Launched in 2022, SLEIC is being delivered in 325 schools across Sierra Leone through five interventions led by different service providers. The providers were allocated 325 government or government supported primary schools across geographic 'Lots' to deliver their interventions. SLEIC's objectives are to: 1) improve early grade learning outcomes; 2) identify the most cost-effective interventions and financing approaches to improve education outcomes; 3) build sustainable capacity in schools; 4) build service provider capacity; and 5) increase outcomes orientation in policymaking. The Learning Agenda evaluation is ongoing and supports implementation through real time learning and by understanding perceptions of impact across stakeholders. To date, the work has used a qualitative driven approach to data collection and analysis. The Evaluation Framework set out key themes and sub themes aligned to the OECD DAC criteria.



Violence Reduction Units (VRUs) Evaluation Home Office

VRUs are Home Office-funded partnerships, established under the Serious Violence Fund in the 20 Police Force Areas with the highest levels of serious violence in England and Wales. They lead an evidence-based, multi-agency "whole-systems" response to violence and its root causes through data analysis, partnership coordination, and commissioning interventions, with a particular focus on young people. The Home Office commissioned Ecorys UK to evaluate VRUs at programme level for six consecutive years, concluding in March 2025. Our methods included a programme-level Theory of Change, quasi-experimental impact analysis, interviews with VRUs and local partner stakeholders, and observational case study visits to funded interventions, including interviews with young people. The final report found the strongest evidence to date, showing that serious violence funding in VRU areas was associated with reductions in violence-related hospital admissions between April 2019 and December 2024, including an estimated 550 fewer admissions for sharp-object assault among under-25s and around 3,750 fewer admissions for violent assault among under-25s. The evaluation also found that VRUs helped strengthen local prevention systems by convening partners, improving information-sharing and referral pathways, and commissioning a broad range of support. The evidence suggests VRUs created positive opportunities for young people through violence prevention and early intervention by connecting them to flexible, person-centred and trauma-informed support.

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 UK also actively supports the communities in which we operate, and we strive to improve community integration.

Activities and achievements in 2025

Our **Wellbeing Ambassadors** continue to lead wellbeing activities and campaigns including Wellbeing Walks, Employee Appreciation Day, 'Time-to-Talk' Day, coffee mornings and more. They have continuously raised awareness and provided support channels for individuals. We signed up to the **Mental Health at Work Commitment**, strengthening our promise to create a workplace where mental health is protected, supported, and openly discussed.

Additionally, Ecorys UK strengthened its commitment to menstrual health by signing the **Endometriosis Friendly Employer pledge** and establishing a team of **Menstrual Health Champions** to raise awareness and support colleagues. The champions completed specialist training, started to shape a new menstrual health and wellbeing policy, and delivered an awareness session through the Women's Network. Looking ahead, they plan to broaden engagement through further staff sessions and are exploring ways to enhance workplace support. Together, these initiatives reflect Ecorys UK's ongoing commitment to fostering an inclusive and supportive environment ensuring that menstrual health is recognised, discussed, and actively championed across the organisation.

We provided pro bono support to **Home Start UK** as part of our two-year **charity partnership**. We explored how local Home Start organisations could be supported to better engage with opportunities for service commissioning through Family Hubs and Start for Life. The work included interviews with several local Home Starts to understand their experiences of securing funding for delivery through Family Hubs, and to share learning with other areas. We developed several case studies to showcase the work that Home Starts are already doing in partnership with Family Hubs and Start for Life. Overall, the research support developed findings and guidance to support local Home Start services seeking to work with Family Hubs.



Home-Start 2025 Christmas campaign supported by Ecorys

In 2025, Ecorys UK staff used **22 days of volunteering leave** to support a range of charitable and community sector organisations. This included 15 of our employees volunteering at **The Felix Project in Deptford, South East London**. The Felix Project (working with Fare Share) is one of the UK's largest food redistribution charities, redistributing food to over 8,000 community organisations across the UK and supporting 1.5 million people every year. They work with businesses to rescue surplus food that would otherwise go to waste and deliver it to charities and schools in London. Our staff volunteered as warehouse assistants, sorting surplus food and preparing deliveries for community organisations. This involved picking food from the warehouse and packaging it for delivery. A few volunteers also assisted drivers on the road, picking up surplus food and delivering it. The day provided practical support to The Felix Project's operations while helping reduce food waste and get more food to the London communities that need it most.

Client projects that made a difference



Evaluation of the Homes for Health programme People's Health Trust

We evaluated People's Health Trust's Homes for Health pilot programme during 2024-25. The £600,000 investment provided community organisations with a combination of grant funding, resources and training, and facilitated a supportive peer network. The programme sought to address poor housing as a structural driver of health inequalities across the UK, supporting locally led solutions and encouraging collective action by tenants, alongside engagement with landlords, decision makers and wider systems. Ten projects across England, Scotland and Wales explored how poor health and wellbeing arising from housing conditions can be tackled through community organising, local action, and influencing policy and practice. It worked with tenants with first hand experience of poor housing and its impacts on health, particularly across the private and social rented sectors, where risks to wellbeing are most acute. Findings showed improvements in tenants' voice, confidence and knowledge of housing rights, and local conditions associated with involvement in Homes for Health, with nine out of ten project leads reporting positive shifts in these areas. These changes represent important foundations for longer term improvements in housing conditions and health outcomes. Homes for Health was intentionally designed as a pathfinder programme, generating learning to inform the Trust's wider Health Justice Fund, which now spans multiple thematic priorities focused on tackling the root causes of health inequalities.



Research report: Understanding the role of DCMS in building and strengthening community connections Department for Culture, Media and Sport (DCMS)

We conducted a rapid evidence review to inform DCMS future policy development and investments. The evidence was appraised using a robust scoring mechanism to identify 'what works' in DCMS-led policy interventions to build and strengthen communities. The review took stock of a selection of 51 community programmes funded by DCMS, central government departments as well as civil society and VCSE sector, over the past 25 years. It included a deep-dive into the contribution of place-based interventions in supporting the civil society and youth sector to build stronger communities and local civil society, and included interventions delivered and funded by DCMS, the wider civil society, and the voluntary community and social enterprise (VCSE) sector. One of our Social Research Apprentices supported the project throughout. Findings showed the value of community co-production, with citizens and community actors designing and delivering bespoke interventions within their own communities to meet local needs and reach target groups. It also highlighted how building on existing community assets helped to embed and sustain place-based programmes. Embedding clear community outcomes such as utilising social capital, volunteering and local decision-making, and overcoming integration challenges into delivery plans helped to guide implementation and strengthen communities.

2026 Social Value Action Plan

The UK government’s **new Social Value Model** mandatory from 1 October 2025 for central government, updates procurement to align with five core government missions:

1. Economic growth
2. Clean energy
3. Safe streets
4. Opportunity
5. NHS modernisation

Looking ahead, we decided to align our 2026 Social Value Action Plan with the new model to ensure Ecorys UK’s social value activities and commitments continue to address the government’s current missions and related social value outcomes. Please see the list of our planned activities related to the new Social Value Model below.

2026 Social Value Action Plan

New Social Value Model Missions	New Social Value Model Outcomes	Ecorys Planned Activities for 2026
<p>1. Kick-start economic growth: to secure the highest sustained growth in the G7 - with good jobs and productivity growth in every part of the country making everyone, not just a few, better off.</p>	<p>Fair work</p>	<ul style="list-style-type: none"> ▶ Remain a Real Living Wage Employer to ensure all our staff are paid a fair wage. ▶ Update our Modern Slavery Policy. ▶ Conduct our annual Gender, Ethnicity, and Disability Pay Gap Report. ▶ Conduct the second Staff Financial Wellbeing Survey and continue developing resources and activities to support our staff’s financial wellbeing. ▶ Ensure all our staff are aware of the function of our Work Council and the opportunity to join unions.
	<p>Skills for growth</p>	<ul style="list-style-type: none"> ▶ Provide at least one new Social Research or other apprenticeship opportunity. ▶ Explore possibilities of providing new internship and industry placement opportunities.
	<p>Resilient, innovative and flexible supply chains</p>	<ul style="list-style-type: none"> ▶ Implement our Supply Chain Monitoring Tool across all of Ecorys UK to monitor VCSE and SME inclusion.

New Social Value Model Missions	New Social Value Model Outcomes	Ecorys Planned Activities for 2026
<p>2. Make Britain a clean energy superpower: to cut bills, create jobs and deliver security with cheaper, zero-carbon electricity by 2030, accelerating to net zero.</p>	<p>Sustainable procurement practices</p>	<ul style="list-style-type: none"> ▶ Continue to explore and implement energy efficiency measures and waste recycling options across our office locations to reduce our emissions further. ▶ Reduce reliance on assumptions in reporting our emissions by moving toward monthly utilities data and the Employee Commuting Survey to reduce reliance on assumptions. ▶ Consider the impact of AI and digital services on our carbon footprint and explore practical options for measurement and management. ▶ Continue to engage with colleagues through our Environmental Commitment communications and deliver themed workshops around COP30 and other themes.
<p>3. Take back our streets – by halving serious violent crime and raising confidence in the police and criminal justice system to its highest.</p>	<p>Support the reduction in crime</p>	<ul style="list-style-type: none"> ▶ Work closely with our staff networks (particularly Women’s Network and LGBTQ+ Network) to raise awareness of our Safe Leave Policy and risks of domestic abuse.



New Social Value Model Missions	New Social Value Model Outcomes	Ecorys Planned Activities for 2026
<p>4. Break down barriers to opportunity by reforming our childcare and education systems, to make sure there is no class ceiling on the ambitions of young people in Britain.</p>	<p>Employment, training, and progression opportunities for those who face barriers to employment</p>	<ul style="list-style-type: none"> ▶ Run an EDI survey to better understand employees' experiences and perceptions of inclusion within the organisation, which will allow u2s to make informed, meaningful changes that create a fairer, more supportive environment. ▶ Explore positive action schemes in place to address under-representation in certain pay grades and address existing gender, ethnicity, and disability pay gaps. ▶ Work towards achieving Level 3 'Disability Confident Leader' (including creating a guide for line managers on recruiting, managing and developing people with a disability or health condition). ▶ Continue to support our neurodivergent colleagues by sharing learning and developing practical resources (e.g. factsheets, assistive technology guidance, office sensory maps, awareness materials for onboarding and compliance training, etc.).
	<p>Creating a pipeline of opportunities for the future contract workforce and reducing barriers to entry</p>	<ul style="list-style-type: none"> ▶ Continue our diverse recruitment activities and explore new approaches to outreach activities to reach more talent from diverse backgrounds. ▶ Provide at least one new Social Research or other apprenticeship opportunity. ▶ Explore possibilities of providing new internship and industry placement opportunities. ▶ Continue to offer staff a paid volunteering day per year.
<p>5. Break down barriers to opportunity by reforming our childcare and education systems, to make sure there is no class ceiling on the ambitions of young people in Britain.</p>	<p>Increasing productivity through physical and mental wellbeing</p>	<ul style="list-style-type: none"> ▶ Launching our Menstrual Health and Wellbeing Policy. ▶ Launch a Bereaved Partners Paternity Leave Policy, supporting bereaved parents at the most difficult of times and giving the option of extended time off to care for their child and to manage bereavement. ▶ Launch an LGBTQ+ Allies Network for those who wish to support LGBTQ+ colleagues and its activities, led by our LGBTQ+ Network. ▶ Explore the NHS England's 10 ways to reduce health inequalities.



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