



Answering
tomorrow's
challenges
today

Gender, Ethnicity and Disability Pay Report 2025

5 April 2025 Snapshot Date (includes
2024 results where relevant).

Published June 2025

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01

**Introduction from our
Managing Director**

Introduction

At Ecorys UK we aim to make a positive difference to society through the work we do. Our values underpin this. We are committed to publishing gender and ethnicity pay gaps annually. This year we have also taken the step to calculate and publish a disability pay gap, despite no statutory requirement. This matters to us, and we will continue to deliver actions to reduce our pay gaps into 2025 and beyond.

We are committed to publishing our pay gap data, despite no obligation under UK legislation for a company of our size. We are taking actions to decrease any gaps that we identify. This is the first time we have included disability in our Pay Gap Reporting.

Our analysis shows that we experienced a slight pay gap increase in 2025, for a range of reasons, but overall we are **working towards an overall reduction in the gender pay gap within Ecorys UK**. Our **median gender pay gap** has **reduced from 19% to 17% over the past five years**. We are making gradual progress in empowering our female employees and giving them the support structures to enable them to thrive.

The **mean Ethnicity Pay Gap** in Ecorys UK **has reduced from 25% to 21%**, over the last three years. Our **median ethnicity pay gap is at 29%**, driven by a lower proportion of employees from other ethnicities in more senior roles. Our future actions will focus on addressing this underrepresentation.

This year marks Ecorys UK's **first disability pay gap analysis**. Our findings show a mean disability pay gap of **10.62%** and a **median gap of 18%**. By including this analysis in our reporting, we are taking an important step toward greater transparency and accountability. These initial figures provide a vital baseline, enabling us to better understand the challenges and take meaningful action to close the gap over time.



A handwritten signature in black ink that reads "DSNIA".

Nicki Smith
Managing Director, Ecorys UK



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Ecorys UK's Actions

Ecorys UK's Actions

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

- ▶ We have a global hybrid working policy that enables staff to flex between working in our offices, with our clients, and working at home. Our flexible working day policy covers flexible working across the week to enable staff to vary start and finish times to balance work and home life, and includes time off in lieu for periods of additional work. The policy also enables staff to work abroad for periods of the year. We enable compressed hours and nine day fortnights as well as a range of other flexible working arrangements.
- ▶ We have policies specifically targeted to support women at work, for example our maternity and adoption policy includes a section on support and additional leave (going above the statutory requirement) for women experiencing pregnancy loss.
- ▶ We provide a free eco-friendly sanitary provision in all Ecorys UK offices to support everyone, particularly those experiencing menopause or perimenopause.
- ▶ We run a regular diversity and equality survey and run staff focus groups to seek the views of all employees on equality at work. Insights are used to feed into actions taken forwards across the company.
- ▶ Our Carers' Support Network meets regularly and provides important support to carers working at Ecorys UK. We have a Carer's Policy in place and offer additional paid leave for carers.
- ▶ Our Women's Network runs a range of activities for women employees across the year including discussion of key topics voted for by women, for women, therapeutic arts workshops and more. The Network invites external speakers and holds an annual event to celebrate International Women's Day. The Network continues its informal networking scheme to enable staff to contact senior women in the business to gain coaching and advice through one-off sessions. The Women's Network book club discusses a range of fiction and non-fiction titles focusing on issues relevant to women today.
- ▶ Our LGBTQ+ Network runs a range of sessions and activities for staff across the year including awareness raising activity, trainings, invites guest speakers and fun activities like quizzes.
- ▶ We are signed up to the Menopause Workplace Pledge and run activities related to our membership of the scheme.
- ▶ We have also gained accreditation for being a disability confident employer (level 1) and are working towards Level 2, which demonstrates our commitment to improve how we recruit, retain, and develop colleagues with disabilities within Ecorys.
- ▶ We have added to our employee-led networks with the launch of our Neurodiversity Network. Our Neurodiversity Champions are now working to offer guidance and peer support, and to encourage education and awareness.





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**Gender Pay Gap
Report**

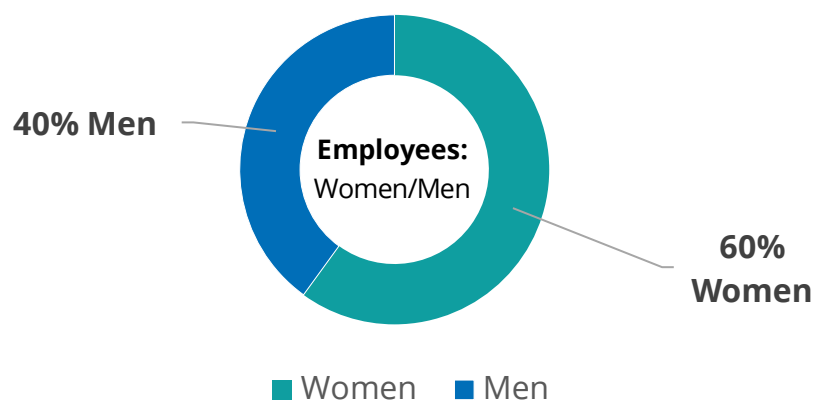
Overview: 2025 Gender Pay Statistics

Snapshot date 5 April 2024 and 5 April 2025

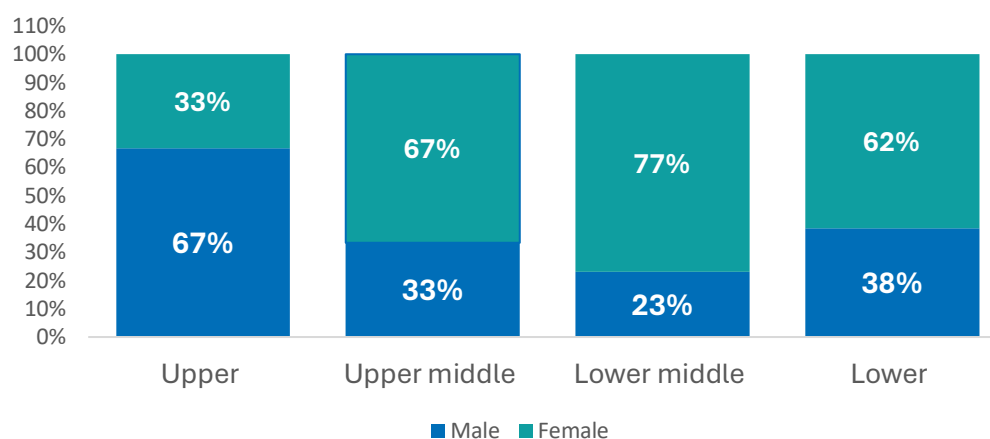
| Mean and median gender pay gap – April 2024 | | Mean and median gender pay gap – April 2025 | |
|---|-----|---|-----|
| Mean | 15% | Mean | 18% |
| Median | 12% | Median | 17% |

ONS report 2024 reports that the UK median gender pay gap was 13.1% in 2024, (2025 results yet to be published). This demonstrates Ecorys UK is working towards being below the national average, which we have achieved in previous years. The explanations are discussed below,

Ecorys UK: Women/ Men Employees (2025)



Employees: Women/Men by pay quartile -2025



Explanation of the figures: Pay Bands Quartiles

Ecorys UK's employee base, on the snapshot date of **5 April 2025**, comprises of **60%** women and **40%** men, which remains consistent with previous years. In line with the pay gap reporting guidance, the following table shows the percentage of men and women employees in four equal sized pay band quartiles based on their full-pay hourly rate. For reporting purposes, these quartiles are set out as follows: lower, lower middle, upper middle and top.

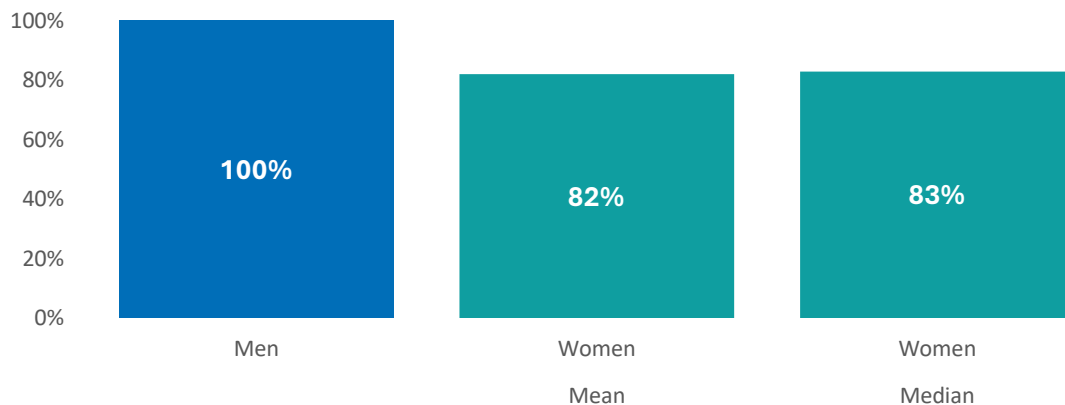
| Quartile | Women | Men |
|--------------|------------|------------|
| Upper | 33% | 67% |
| Upper middle | 67% | 33% |
| Lower middle | 77% | 23% |
| Lower | 62% | 38% |

Key insights

There is an increase in the proportion of men in the top quartile since the release of the 2023 report, (from 61% to 67%).

A key reason for this was the restructuring we undertook within our Programme Management unit which has had a significant impact on our results. Several senior women left the business during this process which has impacted the gender balance in this quartile.

The proportion of women in the upper middle quartile has also decreased, again due to restructuring within the business. We aim to take positive action to ensure this pattern does not continue over the coming years.



Mean and Median Gender pay: 2025 Snapshot

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

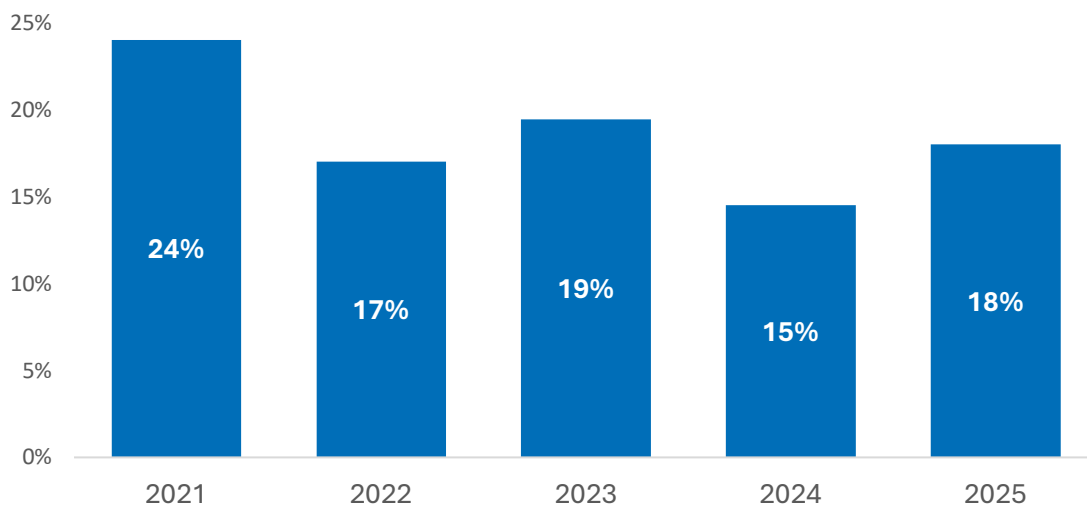
Key insights

The mean Gender Pay Gap in Ecorys UK in 2025 is 18% compared with 15% at the snapshot date last year (Mean Pay is the difference in the average hourly rate of men and women's pay).

The median Gender Pay Gap in Ecorys UK is 17% compared with 12% on the snapshot date last year (Median pay gap is the difference between the midpoints in the ranges of men's and women's hourly pay. The median point is calculated by taking all salaries in the sample, arranging them in order from lowest to highest, and picking the middle-most salary).

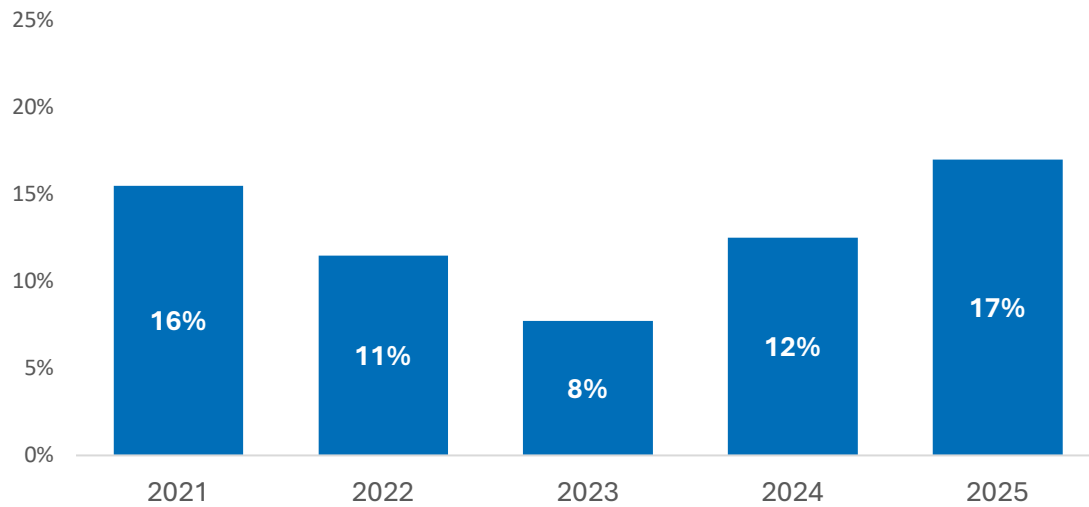
Challenging business conditions, limited scope for significant pay awards, and the need for restructuring across parts of the organisation have led to the change in the pay gap and constrained our ability to take further proactive steps to close the pay gap.

Mean Gender Pay gap: 2021-2025 comparison



Over five years, the mean Gender Pay Gap in Ecorys UK is reducing. Our data (above) shows a steady overall reduction in the mean pay gap over the last five years from 24% in 2021 to 18% in 2025.

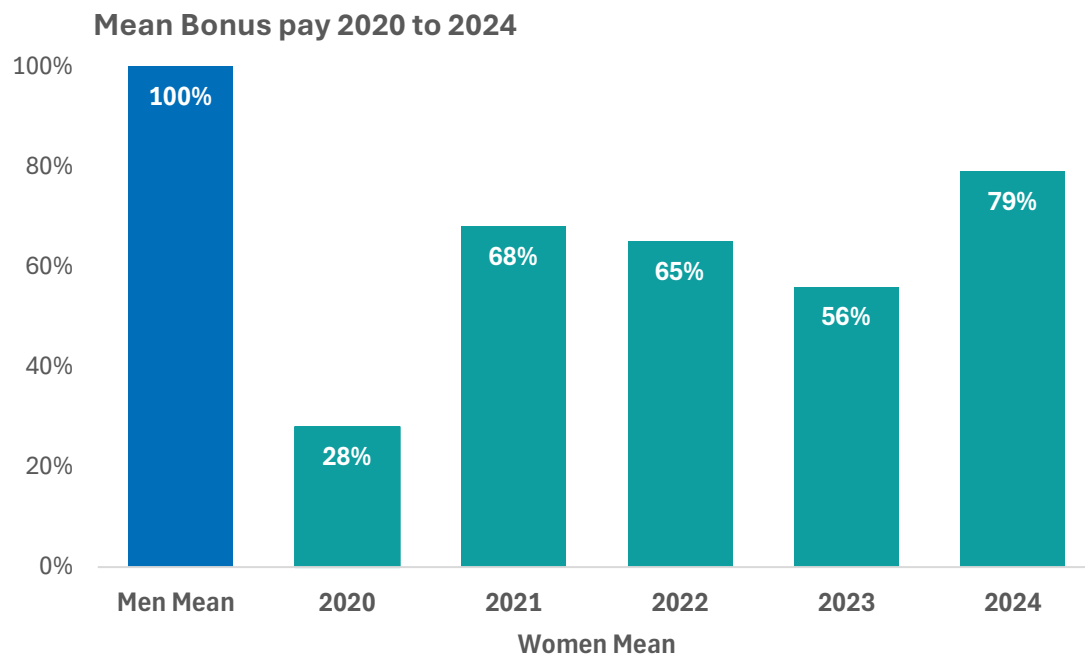
Median Gender Pay gap: 2021-2025 comparison

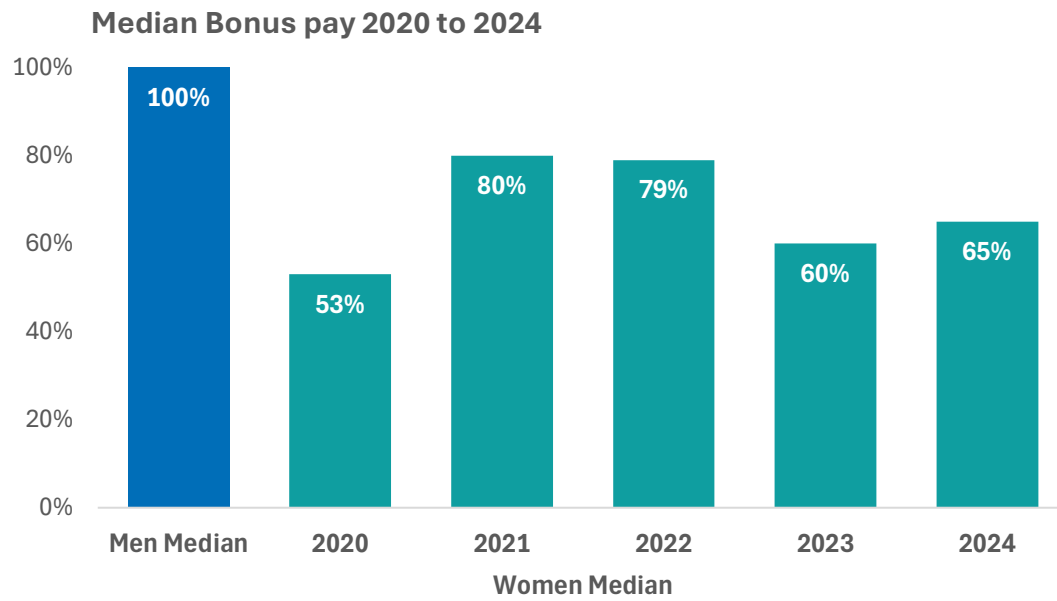


A combination of a flat rate cost of living award, limited bonuses, or ability to give significant pay awards and restructuring processes has impacted on the median gender pay gap leading to a wider gap. Our aim is to reverse this trend over the coming year(s) through positive action.

Explanation of the figures: Bonus Pay

Both the mean and median bonus pay gaps are gradually improving as can be seen in the graphs below. To note - in 2025 there are no figures included due to no bonus pay being awarded to any staff.







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Ethnicity Pay Gap Report

Overview: Ethnicity Pay Gap Data 2025

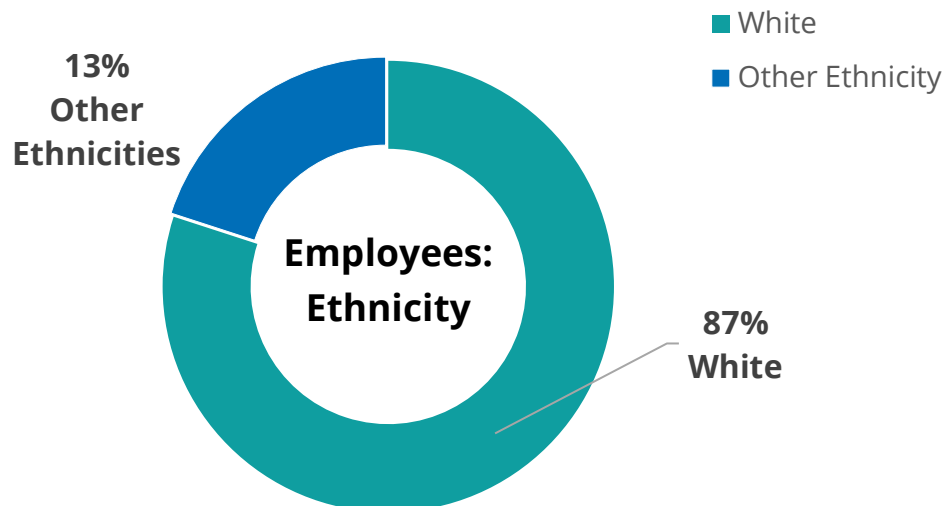
Snapshot date 5 April 2024 and 5 April 2025

| Ecorys UK mean, and median Ethnicity Pay Gap – April 2024 | | Ecorys UK mean, and median Ethnicity Pay Gap - April 2025 | |
|---|-----|---|-----|
| Mean | 18% | Mean | 21% |
| Median | 12% | Median | 29% |

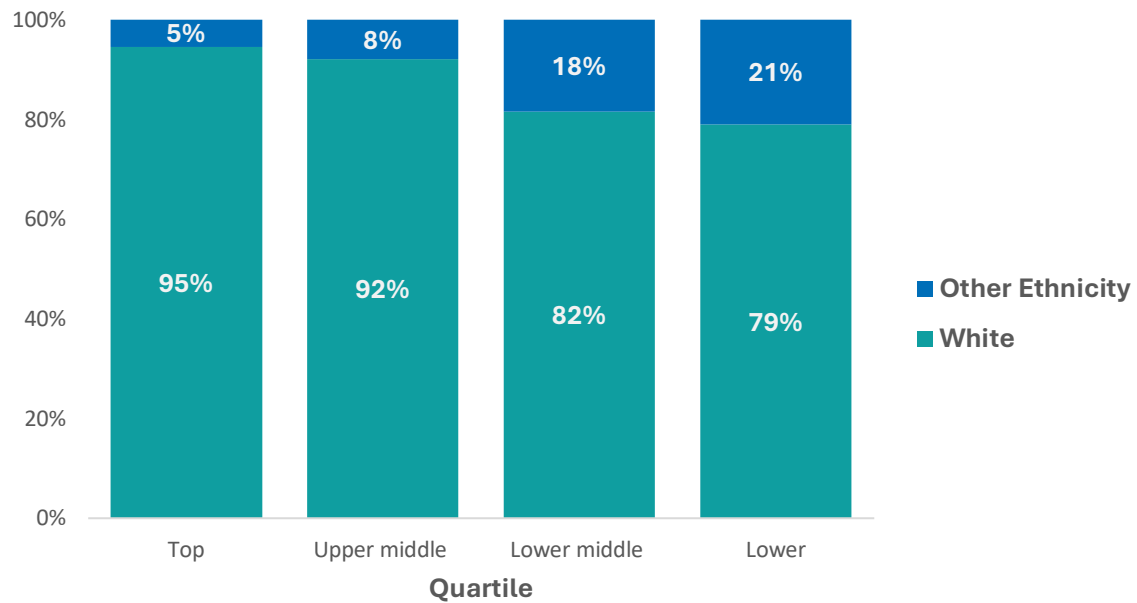
The Ethnicity Pay Gap Report published by the UK Government in March 2025 reports:

- ▶ the mean ordinary EPG (all ethnic minority groups) has reduced from 25.8% to 23.5%
- ▶ the median ordinary EPG (all ethnic minority groups) has reduced from 31.1% to 25.8%

Ecorys UK: Employees ethnicity information (2025)



Employees: Ethnicity by quartile



Explanations of the Figures: Pay Bands

Ecorys UK's employee base, on the snapshot date of **5 April 2025**, consists of **87%** who identify as white and **13%** who identify as other ethnicities. All analysis in this section of the report is based on those employees that declared their ethnicity, which is **97%** of all staff.

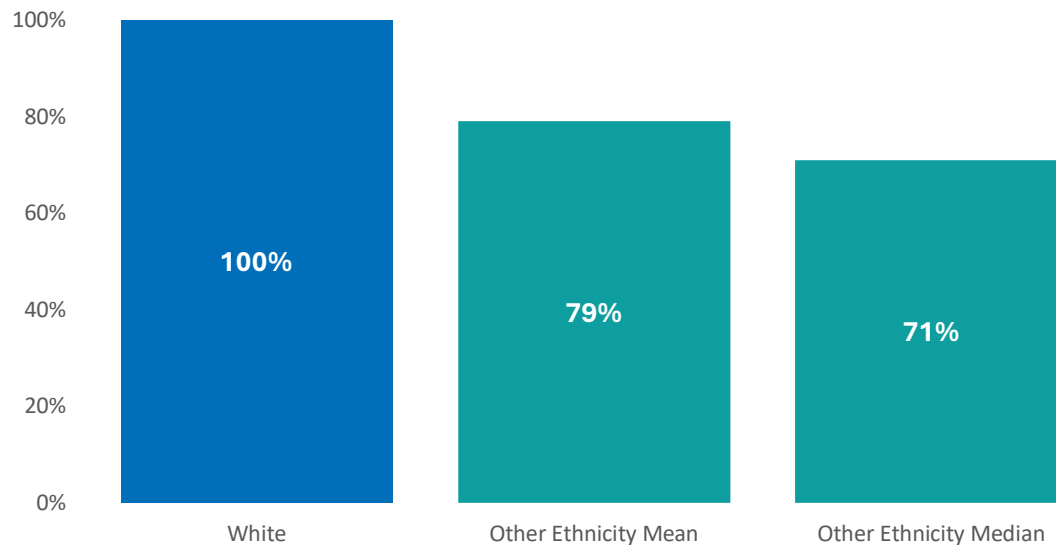
In line with the reporting guidance followed above, the following table shows the percentage of white employees and employees of other ethnicities, on the snapshot date of **5 April 2025**, in four equal sized pay band quartiles based on their full-pay hourly rate. For reporting purposes, these quartiles are set out as follows: lower, lower middle, upper middle and top.

| Quartile | White | Other Ethnicity |
|--------------|-------|-----------------|
| Top | 95% | 5% |
| Upper middle | 92% | 8% |
| Lower middle | 82% | 18% |
| Lower | 79% | 21% |

Key insights

The lower proportion of employees of other ethnicities in the top quartile is driven by a lower proportion of employees of other ethnicities in our senior grades and highlights the need to carry on focusing on addressing this underrepresentation moving forward. This proportion has reduced from 2024 (9%) to 2025 (5%).

Mean and Median Ethnicity Pay: 2025 snapshot



All employees within Ecorys UK are paid similar salaries for the same jobs. Ecorys has continued to conduct analysis within salary bands, which shows that average salaries for all employees are similar for equivalent roles. The ethnicity pay gap figures represent the pay gap between employees of other ethnicities and white employees, expressed as a proportion of the white employees. For example, a **21%** Ethnicity pay gap means that employees of other ethnicities earn **21%** less than white employees on average. The base size for the Ethnicity Pay Gap analysis is slightly smaller, as it includes only those employees who have provided their ethnicity data—representing 97% of our workforce as of the snapshot date, 5 April 2025.

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

Key insights

The mean Ethnicity Pay Gap in Ecorys UK in 2024 was 18% and in 2025 is 21%. Mean Pay is the difference in the average hourly rate of pay between employees of other ethnicities and white employees. Whilst this shows an increase in the past 12 months, mean pay has reduced from 25% in our April 2023 snapshot report to 21% in 2025.

The median Ethnicity Pay Gap in Ecorys UK in 2024 was 12% and in 2025 is 29%.

Median pay is the difference between the midpoints in the ranges of hourly pay between employees of other ethnicities and white employees., median point is calculated by taking all salaries in the sample, lining them up in order from lowest to highest and picking the middle-most salary.

Median pay has increased from the last snapshot report.

These increases are mainly attributed to a few voluntary leavers as well as a restructuring process, that saw a few higher earning colleagues of 'other ethnicity' leave the business. Given the number of staff in the business compared to prior years changes in staffing are having a larger impact than in earlier years.

The background of the slide is a solid blue color, divided diagonally from the top-left corner to the bottom-right corner. A thin, lighter blue stripe runs parallel to this diagonal line, creating a subtle striped effect.

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Disability Pay Gap Report

Overview: Disability Pay Gap Data 2025

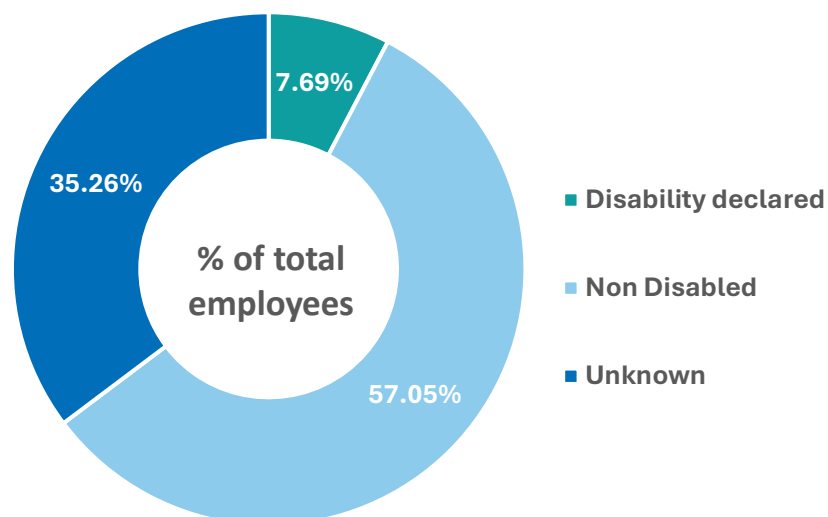
Although there is no legal requirement for Ecorys UK to publish a Disability Pay Gap Report, we believe that transparency is a vital step toward equity and inclusion. By voluntarily reporting on the disability pay gap, we aim to identify and address any disparities, promote accountability, and create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

Explanations of the Figures: Disability Status

Ecorys UK's employee base, on the snapshot date in **June 2025**, consists of **57.05%** who identified as non-disabled, **7.69%** who identify as disabled (in accordance with the definition under the Equality Act 2010) and **35.26%** who chose not to participate and are therefore considered as 'unknown'.

All analysis in this section of the report is based on those employees who declared their disability status on the snapshot date (disabled or non-disabled), which is **64.74%** of all staff.

Below is a snapshot of the disability status of our employees.



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

Key insights

Snapshot date 5 April 2025

| Ecorys UK mean, and median Disability Pay Gap results 2025 | | | |
|--|--------|--------|-----|
| Mean | 10.62% | Median | 18% |

This means that on average, members of staff with disabilities earn 95.80p for every £1 that members of staff without disabilities earn.

ONS disability pay gap data for Spring 2024 reports a median pay gap of **17.2%**.

Key Point 1 - A significant proportion of employees fall into the 'unknown' category for disability status. This impacts the reliability of the data and limits the depth of analysis we can conduct on the disability pay gap. Due to these data limitations, we were unable to produce a meaningful quartile breakdown, as we have done for the Gender and Ethnicity Pay Gap reports.

Key Point 2 - We recognise that not all employees will feel comfortable or able to disclose a disability for a variety of personal or systemic reasons. This inevitably impacts the completeness and accuracy of our data and should be considered when interpreting the results

This is the first year Ecorys UK is disclosing its disability pay gap. It is with a commitment to transparency and improvement that we share our findings. Regrettably, we have identified a pay gap for colleagues with disabilities. We acknowledge this disparity with the utmost seriousness and are actively engaged in efforts to eliminate it.

Our commitment: Our long-term target is to eliminate the disability pay gap, with an initial goal to lower it to 10% by 2030. To do this we will be monitoring our progress on an annual basis by publishing the disability pay gap report alongside our other pay gap reports.

We will take the following actions to reduce and eliminate the disability pay gap:

- ▶ Undergo an inclusive recruitment audit to highlight any barriers in the process for applicants.
- ▶ Embed diversity and inclusion learning into new training programmes.
- ▶ Implementing reasonable adjustments for any disabled staff who contact HR with a need.
- ▶ Improve our data monitoring and collection to generate more specific and targeted analysis of experiences
- ▶ Continuing to work towards our Disability Confident Employer Level 2.
- ▶ Continuing to collaborate and work with our staff led Groups and Networks to ensure we are supporting employees and job applicants in the most effective way.

Important to note: A pay gap is not the same as unequal pay. Unequal pay means that employees performing equal work, or work of equal value, are not receiving equal pay – which is unlawful. The disability pay gap is a measure of the difference in average earnings between people who are disabled and people who are non-disabled's average earnings across an organisation as a whole over a period of time, regardless of role or seniority. It is not a like-for-like comparison of disabled and non-disabled employees. This means that although we have a fair pay and reward policy and equal pay, we may still have a pay gap.