



Gender Pay Report

March 2020




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01

Commitment



Ecorys aims to make a positive difference to society through the work we do. We mirror this approach in our focus to create an inclusive culture and encourage all employees to develop their career.

Our reward approach and processes promote fair and equal pay for all employees. We commit to creating an environment, which promotes transparency and encourages feedback to support continuous improvement.

02

Explanation of the Figures: Salary Bands

Explanation of the Figures: Salary Bands

The following table shows the proportion of men and women in each quarter of Ecorys' payroll:

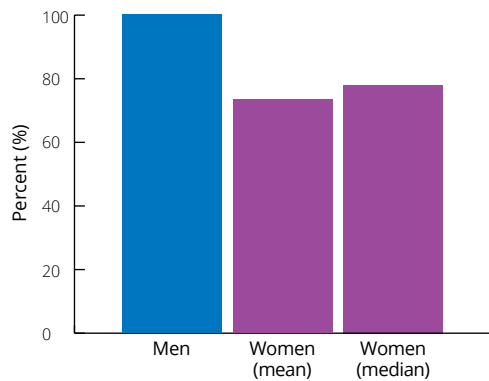
Quartile	Men	Women
Top	56%	44%
Upper middle	36%	64%
Lower middle	37%	63%
Lower	15%	85%

Ecorys' employee base consists of **38% men** and **62% women**. In the lower three quartiles there is a significantly higher percentage of women than men, especially in the lower quartile, which reflects the high proportion of women that apply for the vacancies we have advertised. In last year's report the proportion of women in the top quartile was 39% versus 44% in this report. The increased percentage of women in the lower quartile (i.e. 73% in the last report versus 85% in this report) has influenced the mean and median pay and bonus figures.

03

Explanation of the figures: Pay and Bonus

Explanation of the Figures: Pay

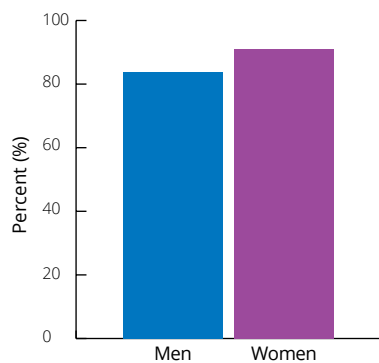


Women's hourly rate is lower by: 27% (mean), 23% (median)

Last year's report showed women's hourly rate was lower by 30% (mean) and 19% (median).

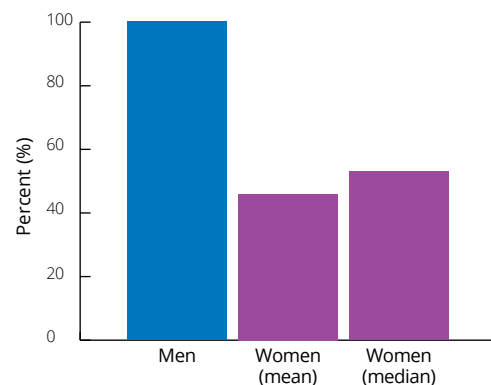
Therefore, for women, there has been improvement in the mean pay figure and a worsening of the median pay figure. The data in this report shows a difference between men and women's average and median hourly pay rate, with men's pay being higher on both measures. Ecorys has continued to conduct internal analysis across salary bands, which shows that average salaries for men and women are very similar. The increased proportion of women in the top quartile has influenced the improvement in the mean pay figure for women. The significantly increased proportion of women in the lower quartile has reduced women's median pay figure.

Explanation of the Figures: Bonus



Who received a bonus: 83% (men), 89% (women)

All employees received a bonus in 2019. For new starters, this is paid after the probation period has been completed, which is after the snapshot date. At the snapshot date Ecorys had a slightly higher proportion of men in their probation period than women, and therefore a higher number of men received their bonus after the snapshot date.



Women's bonus pay is lower by 55% (mean), 47% (median)

Ecorys' bonus system is based on a percentage of salary that increases with higher salary bands. The percentages are applied equally across all employees within that band, irrespective of gender. Last year's report stated women's bonus pay was lower by 52% (mean) and 47% (median). Lower salary bands attract a lower bonus percentage and therefore, the lower overall bonus pay figures for women reflect the over-representation of women in the lower salary quartile.

04

Action Plan

Action Plan

The Ecorys UK Board has developed a two-year Action Plan for Ecorys UK to improve the gender balance in the top quartile. The Plan was based on government advice to employers on closing the gender pay gap and feedback from workshops run by the Works Council.

The Action Plan covers three areas:

- ▶ Flexible Working – to improve flexible working options and develop a culture that supports flexible working at all salary bands.
- ▶ Maternity/Paternity/Childcare – to ensure all parents understand the options available and promote shared child-caring responsibilities.
- ▶ Career Progression – to promote female empowerment at work through positive role models and promote transparency of reward and career progression.

A number of positive actions have already been completed around flexible working such as ensuring all jobs are advertised with flexible working options, promoting flexible working to parents and upgrading technology to enable increased flexible working. Other actions undertaken include the promotion of Career Development Plans to facilitate employees to map their career path and promoting the use of competency behavioural interviewing techniques.

Over the next 12 months Ecorys will be working on a number of initiatives which are expected to improve the gender balance in the top quartile. These include:

- ▶ Sessions by female role models in the company and outside on leadership styles, tips and advice and delivery of training /coaching to emerging female leaders
- ▶ Confidential interviews with female employees in the upper middle quartile to get feedback on progression barriers
- ▶ Review of the promotion and reward panel process and communication of clear criteria and process to employees
- ▶ Further work on increasing flexible working options across the company and ensuring staff are trained and supported to manage a flexible workforce within business needs
- ▶ Introducing a buddy system to help support return to work mothers following maternity leave
- ▶ Creating a guide to help managers support maternity returners.



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