



# Ecorys CSR review 2019

*An overview of our CSR-activities and our wider sustainable impact in 2019*

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# Preface

Dear reader,

At the time of writing, we are in the midst of the Covid-19 pandemic. The world has suddenly slowed down. This has severe consequences that we cannot yet fully foresee. Not just for the economy, but perhaps also for the way we live, work and recreate. This crisis also has consequences for the climate. It has already been observed that the air is cleaner, the CO<sub>2</sub> emissions are decreasing, and nature is recovering. The question is whether these effects will also be long-term. What will the world look like when we slowly return to “normal”?

At Ecorys, we are currently working from home as much as possible. Fortunately, our customers still know how to find us. Our work remains just as relevant in times of crisis. We are more than ever committed to our mission to help our clients make decisions, build capacity to implement and communicate change, and deliver bespoke services. We have been committed to making our world more sustainable. In our way of working, we can contribute in two ways, internally and externally.

Internally, we do this by improving, maintaining and/or mitigating our company's impact on the environment and on society. Our company has implemented its CSR policy for many years. We measure our footprint on an annual basis and have taken many steps to reduce our environmental impact in terms of reducing and greening our energy use, fuel consumption, water management, and paper waste management, as well as by offsetting the remainder of our CO<sub>2</sub> footprint. In this corporate social responsibility annual report, we would like to inform you what we have achieved, specifically in the past year. I would like to share two highlights with you. Firstly, we have extended our ISO 9001 and ISO 14001 certificates after an audit. A great achievement, however we want to further reduce our CO<sub>2</sub> footprint in the future. Secondly, we have made great strides in printing less. Partly by making laptops available, we have been able to greatly reduce the number of prints.

Externally, we support our customers with making a more positive impact on environment and society, to help them in answering tomorrow's challenges today. Our type of work, addressing public-policy questions on the important global challenges we face, no doubt also has a much wider impact. That this is an important part of our work is evident from the large collection of projects that we have compiled specifically for this annual report. These projects provide an impression of our work, and how we make more social impact, than just our own. It is an overview of which we are very proud.

However, we are still not there yet. It is currently very unclear what the future holds for us. Ecorys remains committed to working on an ever greater social impact, for ourselves and for our customers. In 2020, we will focus on reducing and separating our waste, allowing people to be more mobile in different ways and get people fit, both mentally and physically and shaping our support to good causes. We are committed to the continuous improvement of our environmental performance. In addition, we are even more committed to helping our customers making a bigger impact.

On behalf of the Ecorys Nederland CSR team,



Marien van Riessen  
Managing Director Ecorys Nederland

# 1.0 Introduction

Addressing society's key challenges is our core business, and we are driven by the ambition to impact the grand societal challenges of our time. We want to make a profound and lasting difference, by offering broad knowledge and relevant services to decision makers in the (semi-) public sector. We are proud that Ecorys Nederland B.V. (hereafter Ecorys) has had a Corporate Social Responsibility (CSR) policy for over a decade.

Ecorys is an international policy research and consultancy company with around 550 dedicated Ecorys consultants and over 150 associated freelance experts working on projects in more than 100 countries. Our consultants are specialists in research-based consultancy on social, spatial and economic issues. We offer integrated services to our clients – policy and research, program management and service delivery. Together, they allow us to truly impact the issues which our clients face, whether strategic or operational.

Ecorys operates at the crossroads of -fact-based- policy research and strategic consultancy. The aspect that sets us apart from the academic world is our professional approach and practical expertise towards actual social, spatial and economic issues. In addition, we distinguish ourselves from generic strategic consultancy agencies due to our verifiable business ethics and our leading position on applied policy research. Illustrative is the fact that the Nobel Prize winner, Jan Tinbergen, has contributed for more than three decades to our extensive knowledge base.

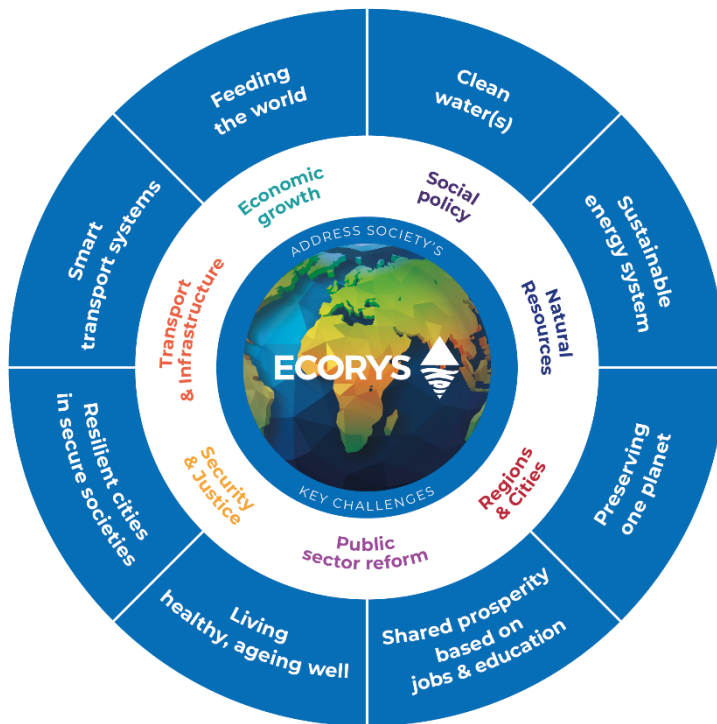
## Vision Statement

Our vision is to be a leading international research company, addressing society's key challenges.

## Mission Statement

Our mission is to help our clients make decisions, build capacity to implement and communicate change, and deliver bespoke services.

Figure 1.1 Our deep motivator: addressing society's key challenges

**Who we are**

Leading international research & consultancy company, addressing society's key challenges

**What we do**

We help clients make decisions, build capacity to implement and communicate change, and deliver bespoke services

**What we offer**

Research and analysis, strategy and policy, evaluations and monitoring, capacity building and implementation, services delivery

**What we know**

Economic growth, social policy, natural resources, regions & cities, transport & infrastructure, public sector reform, security & justice

## 1. CSR at Ecorys

At Ecorys, we strive to organise our operations in a sustainable manner. Our Corporate Social Responsibility (CSR) policy has been in place for over a decade. The central thought in our CSR policy is to identify and improve, maintain and/or mitigate our company's impact on the environment and on society. The scope of our CSR policy includes all activities performed by Ecorys Nederland B.V.

### Main objective CSR policy

To achieve our business objectives in a sustainable and socially responsible manner, through recognising the economic, social and environmental implications of our activities and consistently aiming at improving ourselves in this domain. This objective has both an internal (the way we work) as well as an external dimension (impact of the work we do).

## 2. This report

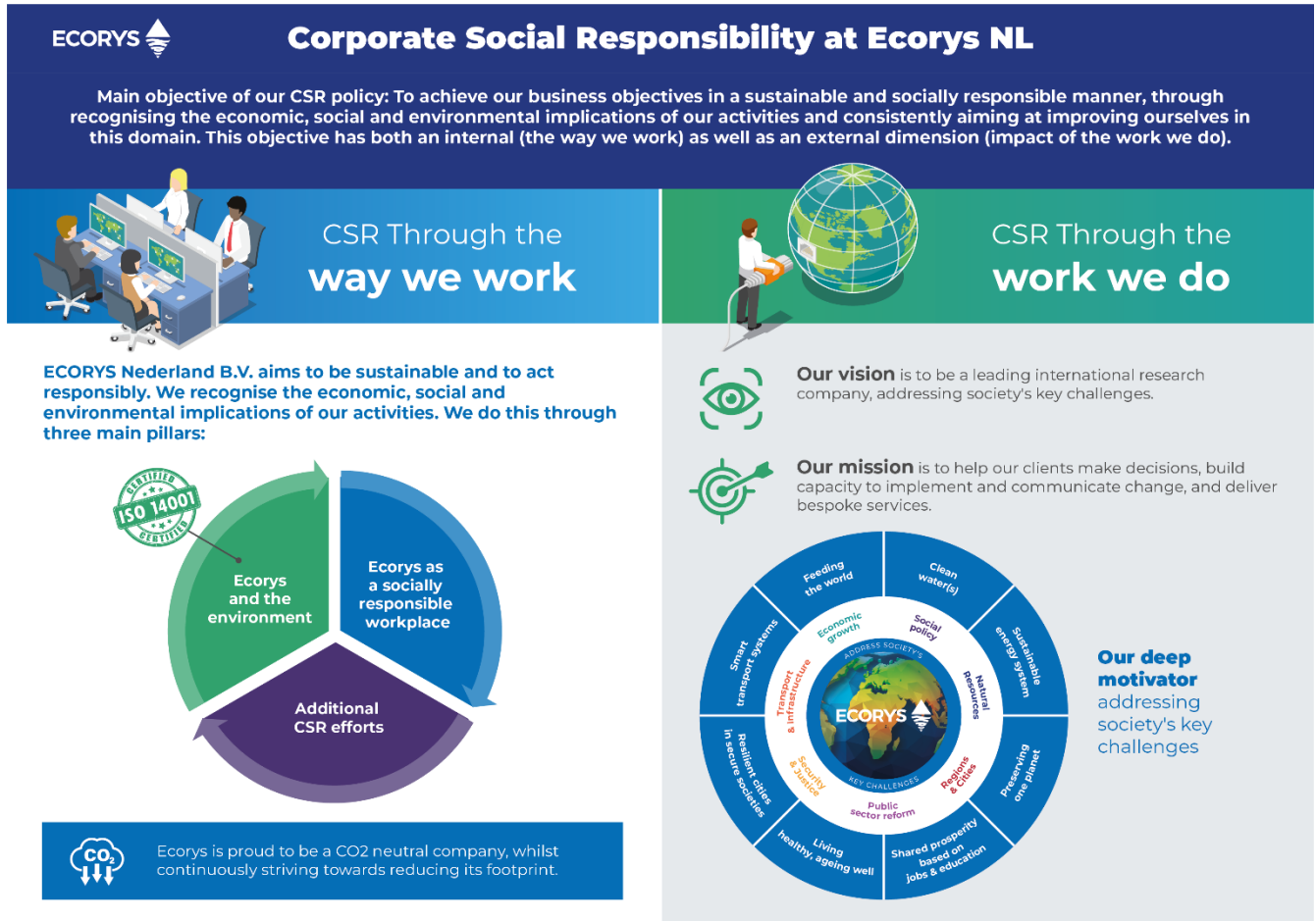
As of 2007, this has been formalised by a (bi)annual policy plan. This plan contains the goals for the coming year(s) as well as the achievements of the past year(s).

This CSR plan is the 2019 review of the plans for the years 2018 and 2019. Our 2-year plans can be seen as a continuation of the previous versions (containing all relevant information, from goals and objectives to agreements and achievements), but can also be seen as the starting point for reinvigorating our CSR policy, incorporating the new ISO14001 norms, and opening up discussions on a broader interpretation of our role in society.

One of the goals under the ISO14001 certification is 'communication', so we actively communicate about our CSR policy and actions to all relevant (internal and external) stakeholders. The in-house reporting **on CSR through the way we work** has been part of our policy plans for many years. This report is targeted at a broader audience, and as such, we also present **our impact through the work we do** as part of external reporting. We highlight some of our key projects which have helped our clients to have a positive impact, be it in the field of sustainability or in the field of social policy, or in a combination thereof.

Providing sustainable policy advice to our clients assists in formulating and implementing better (public) policies. This leads to more sustainable socio-economic development overall at various levels. In this report, we illustrate the work we do by highlighting some examples of our expertise, showing a wider sustainability impact than just reducing our own carbon footprint.

Below we present an overview of our work in a nutshell:



## 2.0 Our CSR policy

Every individual and every organisation has an impact on the environment as well as on other people. Companies affect their environment through company policies and strategies and through daily business conduct. Examples of positive effects are employment (particularly where local employment is generated) and economic/social progress. On the negative side, there are issues such as carbon footprints and social and economic inequality.

Ecorys takes Corporate Social Responsibility seriously. ECORYS Nederland B.V. has an active CSR policy which binds our organisation and its staff members to a set of core CSR principles. The central thought in our CSR policy is that:

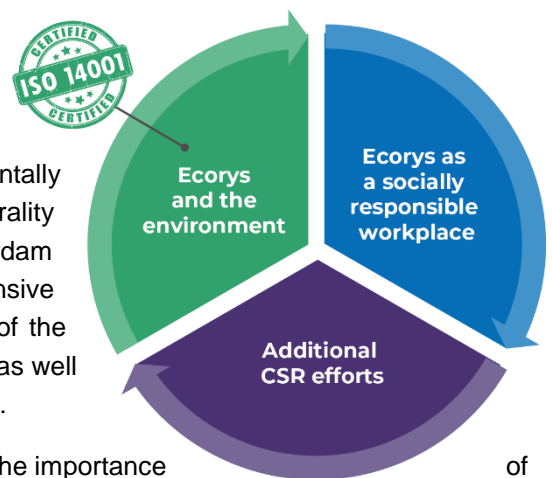
*ECORYS Nederland B.V. aims to be sustainable and to act responsibly. We recognise the economic, social and environmental implications of our activities.*

Our general CSR efforts are based on three pillars:

**Ecorys and the environment:** we strive to operate in a sustainable manner. More specifically, we aim to recycle waste materials whenever and wherever possible, we aim to have environmentally sustainable production and offices and we aim towards carbon neutrality (offsetting flights, etc.). Ecorys in the Netherlands (offices in Rotterdam and Amsterdam) has developed and implemented a comprehensive environmental policy which aims at reducing the carbon footprint of the Dutch company locations and employees throughout coming years, as well as reducing the overall environmental impact of the company's work.

**Ecorys as a socially responsible work place:** Ecorys recognises the importance of social responsibility in our work place. Employee well-being is an integral part of the responsible workplace and one of the topics that CSR highly values. Improving our employee's well-being and creating a healthy workplace is our goal. In parallel, our human resources department is continuously monitoring employee wellbeing and seeks to adhere to national law and regulations such as the obligatory social return policy.

**Our additional CSR efforts:** In 2012, we felt that our social side was underdeveloped and that we needed improvement in our own local community. As a result, we focused our ambition to become more active in this field. Social responsibility encompasses our role in our surrounding community. Ecorys is currently looking into ways to achieve a positive and mutually beneficial interaction with the local community, as well as with wider society. This is carried out through our work, as well as through the volunteering work of our staff and social return to our local community.



### Our CSR policy implementation

CSR (Corporate Social Responsibility) is a form of corporate self-regulation integrated into how a company operates. Ideally, it ensures that businesses monitor and support to legal and ethical standards, and international norms; and that they take responsibility for the impact of their activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere. Furthermore, CSR-focused businesses should proactively promote the public interest by encouraging community growth and development, and voluntarily eliminating harmful practices, regardless of legality.

Essentially, CSR is the deliberate inclusion of public interest into corporate decision-making, to contribute positively to the triple bottom line of: People, Planet, Profit. For Ecorys, the ISO14001 environmental quality management system and certificate are the backbone of our CSR policy and activities.

We strive to coordinate our operations in a sustainable manner. We continually monitor, assess and manage the environmental impacts of our operations. We choose and promote effective environmental management systems and practices wherever possible. Our achievement against these objectives has been recognised with our successful certification under ISO14001.

Here we present an overview of ten standpoints which are applicable to our everyday actions at Ecorys:



1. **Legal Performance** – adherence to the laws and regulations of the countries in which we operate.
2. **Sustainability** – the agenda of Sustainable Development (i.e. environmental protection, social justice and equity, and economic development) is integrated into our corporate culture, strategy and practice. We stimulate Ecorys-staff to live up to the Ecorys ethical code.
3. **Social** – we have attention for the wider social impacts of our company, and have internal policies on social aspects of our workplace
4. **Environmental** - continually monitor, assess and manage the environmental impacts of our operations. We choose and promote effective environmental management systems and practices wherever possible. We are committed to the continuous improvement of our environmental performance.
5. **Economic** – generate profit through business practices of integrity and fairness in-line with company values. As a majority employee-owned company we make a profit in order that we continue to operate, generate a reasonable return to our shareholders, to employ people and deliver our services. We are also sensitive to the wider economic implications of our corporate operations.
6. **Employee engagement** – we will maintain open lines of communication with our employees on CSR aspects of Ecorys Netherlands. This ensures that we are aware of their views and can therefore be responsive to the wishes and initiatives of our staff.
7. **CSR reporting** – we will provide stakeholders with accurate information relating to our CSR performance in an annual report. Our wider impact of our activities on society, via the work we do for clients, is published in an annual public CSR report.
8. **Implementation** – We strive to have in place organisational arrangements with clearly defined responsibilities for company-wide implementation, enforcement (where necessary) and review of our CSR

policies, objectives and procedures. The responsibility for successful implementation lies within each individual, teams and the company as a whole.

9. **Monitoring** - Progress against CSR objectives is monitored by the Ecorys Management team based on reports from the CSR working group.
10. **Communication** - We will actively communicate about our CSR policy and actions to all relevant (internal and external) stakeholders.

## Set up of the CSR Working group

The Chair and the Environmental Coordinator are supported by the CSR Working Group, which is composed of staff from across Ecorys. At present the group includes:



**Marten van den Bossche**  
Chair



**Linda de Groot**  
Communication CSR



**Susanne van der Kooij**  
CSR analyst



**Jochen Maes**  
ISO14001 coordinator and CSR  
analyst



**Marien van Riessen**  
Managing Director of Ecorys  
Nederland - wider (social)  
responsibility



**Robine Tilstra**  
(Wider) social responsibilities

The CSR Working Group meets around 6 times per year to discuss and reassess all relevant CSR issues and action points. These meetings are only for Working Group members, but other employees (e.g. HRM) are regularly invited to participate on specific topics.

## Dissemination of our CSR policy

In our internal Ecorys intranet system, all policy papers are available.

We have a biannual information bulletin which is disseminated to all staff. In addition, the policy is communicated via posters which are distributed throughout our office building. We also make use of the intranet to update our employees of CSR related news and changes.

Our CSR policy is also publicly accessible via our website where the CSR policy, principles and our ethical code can easily be accessed.

In 2019, we published our first public sustainability CSR report in which we gave insight into our contribution to wider societal issues via the work we do for clients.

The review of this CSR plan 2019-2020 is regularly presented in the sector meetings of Ecorys.

## Statement of the Ecorys Board of Directors

There are two main actions through which the Board of Directors is to ensure a companywide uptake and continuity of CSR principles:

- The chairman of the CSR Working Group shall be part of the Board of Management of Ecorys Nederland and shall be responsible for the signing of any official CSR document (including this).
- Each year the Ecorys Nederland Board of Directors formulates targets, aimed at business continuity within the context of prevention of environmental impacts of the organisation. The Board of Directors is also responsible for the dissemination of the policy, ensuring that all staff understand, support and live up to the CSR principles.

Furthermore, the chairman of the CSR Working Group has the responsibility of communicating the Ecorys Nederland CSR strategy as well as achieved results to the Board of Management of Ecorys.

## Accountability

Within Ecorys, the CSR Working Group is responsible for maintaining our CSR standards at a corporate level, which includes informing our employees of these standards. Each staff member has the responsibility to act in accordance with our CSR management system. The CSR policy has also been endorsed and is directly supported by the Board of Management of Ecorys. The CSR Working Group is responsible for providing information to the Ecorys staff on all CSR related issues, coordinating ISO14001 issues and reporting to the Board of Directors of Ecorys.

Each year the Ecorys Board of Directors formulates targets, aimed at business continuity within the context of prevention of environmental impacts of the organisation. The Board is also responsible for the dissemination of the policy, ensuring that all staff understand, support and live up to the CSR principles. Currently, Marten van den Bossche is chairman of the CSR Working Group, ensuring a direct link with the policy of the Ecorys Board and that of the Working Group.

## 3.0 State of play

In the previous CSR report of 2018-2019, we identified 9 priority actions:

### Ecorys and the environment

- Keep the ISO 14001 certificate, as well as to monitor progress on our CO<sub>2</sub> footprint;
- Improve via mapping our real mobility behaviour, investigating the share of European flights in our air transport emissions and developing sustainable mobility options (e.g. bike use and electric cars).
- Invest in our toilets to reduce water use, after a recent increase.
- Drastically decrease printing output.

### Social workplace

- Improvement of social aspects at our workplace and regarding our wider social responsibility; e.g. people who reside a long distance from the work place and promoting women to leading roles, sport and health.
- Collaborate with HR on joint topics and responsibilities

### Our additional CSR efforts

- We publish our first annual Public Ecorys Sustainability Report to communicate our CSR policy and results to a wider audience.
- Increase awareness and communication on CSR with Ecorys employees.
- We compare our CSR performance with similar companies, to learn from best practices of environmental and social performance.

Below, for each of our three pillars – Ecorys and the environment, Ecorys as a socially responsible work place and Our additional CSR efforts – we report on the objectives, current and past performance and review the status of the 2018/2019 actions including the identified priorities.



## Corporate Social Responsibility at Ecorys NL



# CSR Through the way we work



**Pillar 1**  
**Ecorys and the environment**

We strive to operate in a sustainable manner. We are ISO 14001 certified but strive to do more. Ecorys has developed and implemented a comprehensive environmental policy which aims at reducing the (carbon) footprint of offices and activities. The emissions we still produce are compensated, making us a CO<sub>2</sub> neutral company.



**Pillar 2**  
**Ecorys as a socially responsible workplace**

Ecorys recognises the importance of social responsibility in our work place. Employee well-being is an integral part of the responsible workplace and one of the topics that CSR highly values. Improving our employees well-being and creating a healthy workplace is our goal. We invest in developing skills, fostering a feedback culture and provide guidance where needed. We invest in professional development and strive to be an inclusive and equal workplace.



**Pillar 3**  
**Our additional sustainable efforts**

Our additional CSR efforts focus on a variation of activities to improve overall CSR. We aim to improve our CSR policy, learning from best practices. We report on CSR, both to our colleague as to our relations. We aim to give back to society by supporting local communities through volunteering and fund raising.




**TOP 3 PRIORITIES FOR 2020**



**What a waste:**  
finally separating our trash as we should



**'Fit' for purpose:**  
making more foot prints together



**Giving back together:**  
shaping our support to good causes

## 1. Ecorys and the environment

Ecorys strives to organise its operations in a sustainable manner. We have developed and implemented a comprehensive environmental policy which aims at reducing the carbon footprint of the Dutch company locations and employees throughout coming years, as well as reducing the overall environmental impact of the company's work. We continually monitor, assess and manage the environmental impacts of our operations. We choose and promote effective environmental management systems and practices wherever possible. As part of our policy implementation, we have the following accreditation:

- **ISO 14001** – the internationally recognised standard for Environmental Management Systems.

Our ambitions, however, do not stop there and we are committed to the continuous improvement of our environmental performance.

An aspect of attention, highlighted in the recent ISO audit, concerned the need for a stakeholder analysis and clear communication plans for each (or category of) stakeholder(s). We recognise this as a condition for maintaining our ISO certificate, as well as a way to enhance our environmental visibility with our clients and open new market opportunities.

### 1. Our objectives and actions

Several of the objectives and actions of our CSR Working Group concern the environment. We strive to operate in a sustainable manner. More specifically, we aim to recycle waste materials whenever and wherever possible, we aim to have environmentally sustainable production and offices and we aim towards carbon neutrality (offsetting flights, etc.).



**We are a CO<sub>2</sub> neutral company since 2019** as we compensate our total carbon footprint, in addition to our flight related emissions. We have chosen full CO<sub>2</sub> compensation from 2019 in cooperation with the Climate Neutral Group. Per Full Time Employee (fte), our footprint was reduced to 4.6 CO<sub>2</sub> per fte by 2019, showing a significant decrease since 2010. We aim to further decrease our emissions.

**We compensate our carbon footprint for flights since 2010** We have offset the carbon footprint for our flights by buying Gold Standard VER's (Verified Emission Reductions, or 'carbon credits') for many years.

**We promote the use of public transport** In the route descriptions on our website, we provide information on public transport first, followed by info on travelling by car. The route description also provides information on our (electric) bike storage facility. Furthermore, we incentivise our staff to commute by low-carbon transport and we try to promote the use of ICT tools (video conferencing etc.) over air travel. Around half of our staff commutes by public transport or bike. As stated, we compensate our entire CO2-footprint which includes the use of transport.

**We promote the use of electric cars and bikes** by providing charging facilities. We monitor the need for bicycle parking and restricted the number of car parking spaces.

**We use green (100% renewable) electricity as of 2010**, not only for our office floors but in the entire building with other tenants.

**We don't waste energy or water** As we spend much of the day time in the office, and require a range of equipment, we have a relatively high energy consumption. Therefore, we turn off lights, monitors, pc's and other electronic equipment when not in use. We also closely monitor our water consumption.

**We do not waste paper** We are aware of what we actually print, and aim to continuously decrease printing volumes in total, and per fte, and regularly communicate about it. Our campaigns led to a decrease in printing of 29% in the last 5 years. For example, all contracts and signatures are now handled digitally! As of 2019, employees are able to work via their own laptop which contributes to the reduction of the use of paper.

**Our office paper complies with FSC / PEFC** We only buy and use Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC) certified office paper in our Dutch offices. These certificated promote environmentally appropriate, socially beneficial, and economically viable management of the world's forests. In addition, we recycle our paper waste stream and promote to reduce our paper consumption.

**We take responsibility for our workspace** We keep it tidy and use flex desks, stimulating a paper-free work desk environment.

**We actively promote our CSR goals and our staff lives up to the objectives** Many of our clients expect or even demand of us that we have an active CSR policy. We put information on our CSR policy in our proposals and contracts, and this information is available on the intranet and website.

## 2. Current and past performance

Since we commenced defining our CSR policy in 2007, several general measures have been implemented or are being implemented. These measures include (but are not limited to):

- Since 2010, we have offset the largest part of our environmental footprint: emissions from flights, which is performed through the purchase of Gold Standard VERs.
- This scheme has been enlarged to also encompass the carbon footprint from transportation, such as private and company cars from 2018 onwards, making Ecorys a climate-neutral company.
- Recycling of paper
- Purchase only FSC and PEFC certified paper since 2013
- Default setting of all printers on double sided printing, default setting of all printing to be black and white instead of colour, "please consider printing" as default setting in all emails

- Use of green (100% renewable) electricity, as of January 1st, 2010
- Improved the cooling installation of the central computer room, reducing power use by 30%
- Switched to lower energy use LCD monitors, from CRT monitors
- Use a certified recycling company for IT equipment, ensuring that old IT hardware is either repurposed for reuse (i.e. in developing countries) or recycled according to laws and regulations such as WEEE management regulation
- Sustainability house rules for employees, included during induction and periodically promoted around the office
- Water saving taps installed in the toilets to save water since 2013
- Ecorys expanded to three new floors in the Rotterdam office. During 2015-2016, CSR was part of the relocation Work Group which put forward many innovative ideas to reduce our global footprint (among others: re-use as much as possible of the furniture in use on the 1<sup>st</sup> and 2<sup>nd</sup> floor, install more efficient lighting, install a new more energy efficient ICT system and more). These changes/ideas have presumably led to a significant energy use reduction.

Where we have stated quantitative values above, these will be reviewed annually. Additionally, we are working on the calculations regarding the CO<sub>2</sub> emissions per fte in order to be able to make sector comparisons.

### Carbon footprint

Our un-mitigated carbon footprint is zero since 2018. Emissions from flights were offset for many years, and after we used 100% renewable energy, we started offsetting our non-air travel emissions too. There is a decrease in this area as well. Moving floors (less m<sup>2</sup>) and the investment in a new ICT infrastructure (which is more energy efficient) are the main reasons behind this decrease.

Figure 2 Carbon footprint – tonnes CO<sub>2</sub>

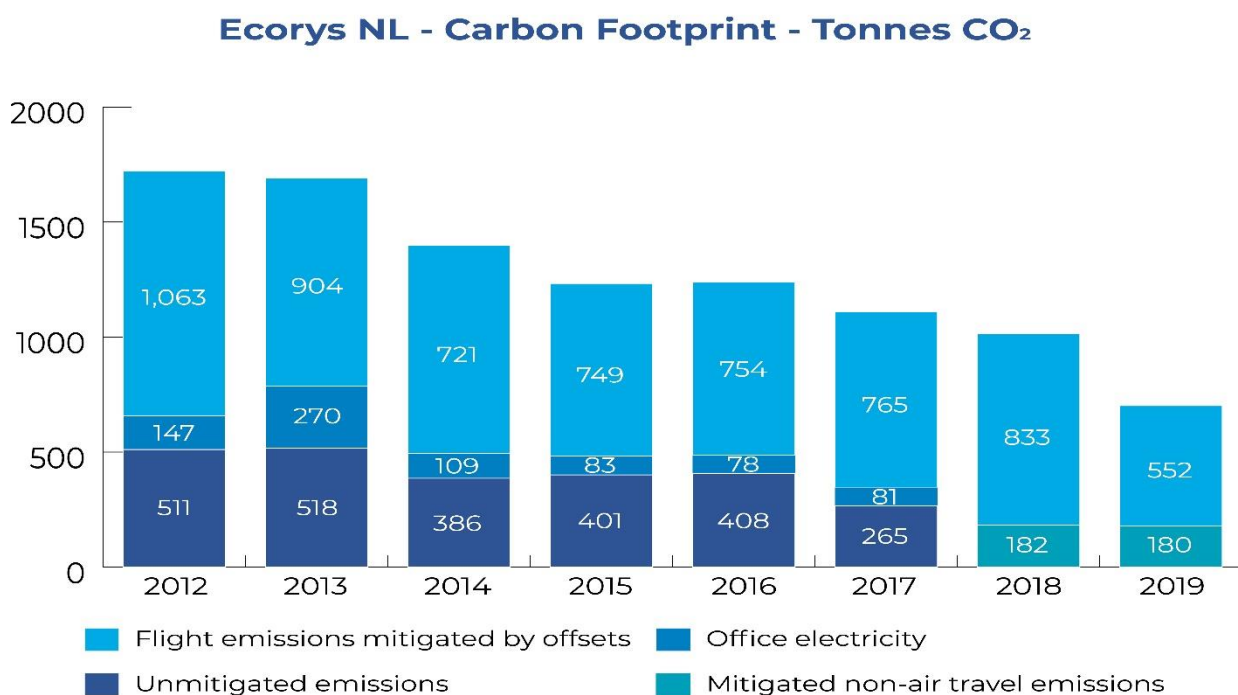
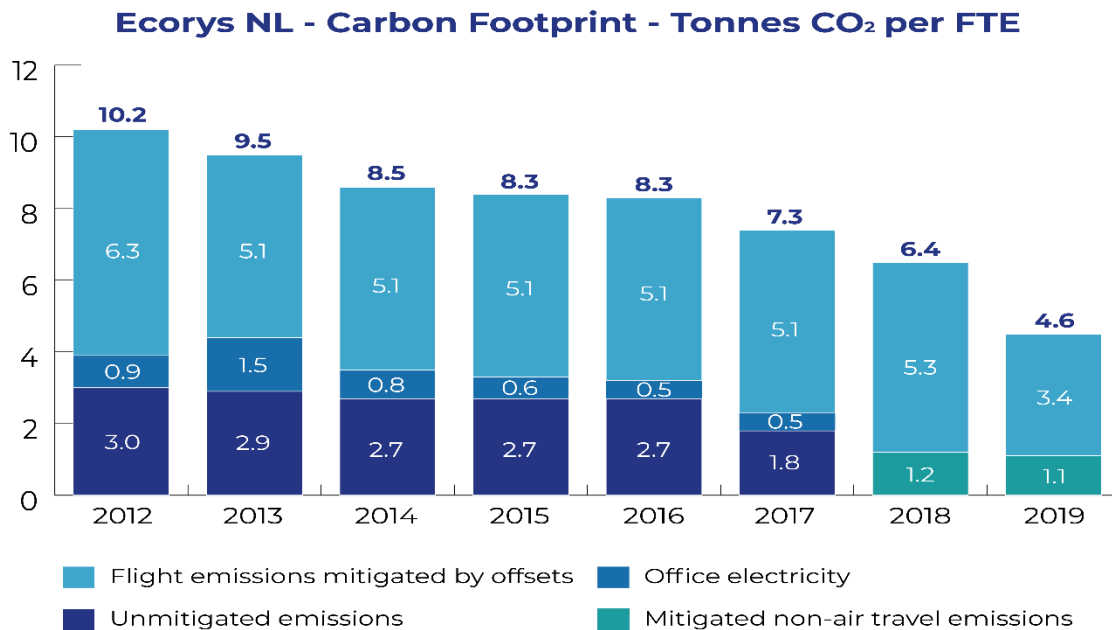
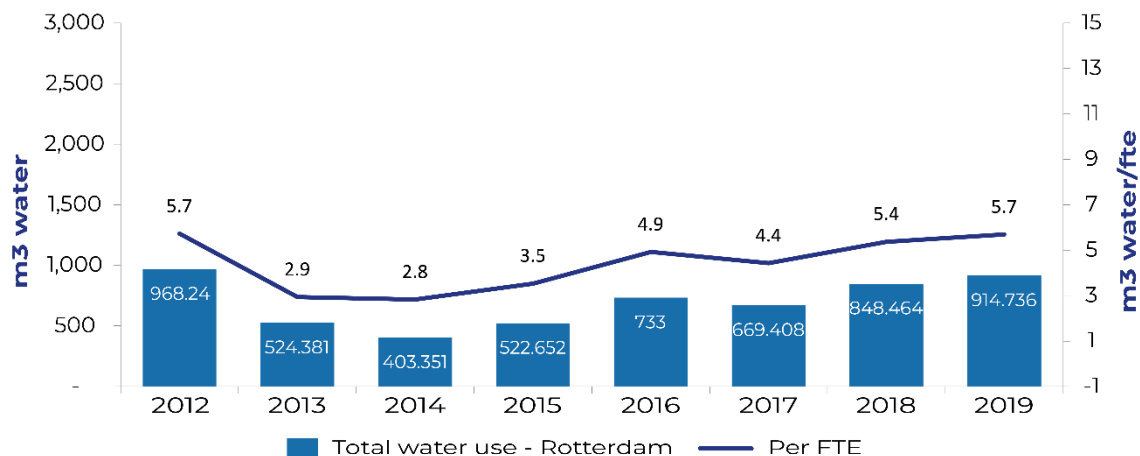


Figure 3 Carbon footprint per fte – tonnes CO<sub>2</sub>

Per Full Time Employee (fte) our footprint reduced from 9.5 tonnes to 4,6 CO<sub>2</sub> per fte by 2019, significantly below 2010 as a result of decreasing our flight emissions considerably. These were compensated since long. From 2018 on, we offset our non-air emission too. Hence **Ecorys is a CO<sub>2</sub> neutral company**.

### Water usage

Figure 4 Water use: Rotterdam office



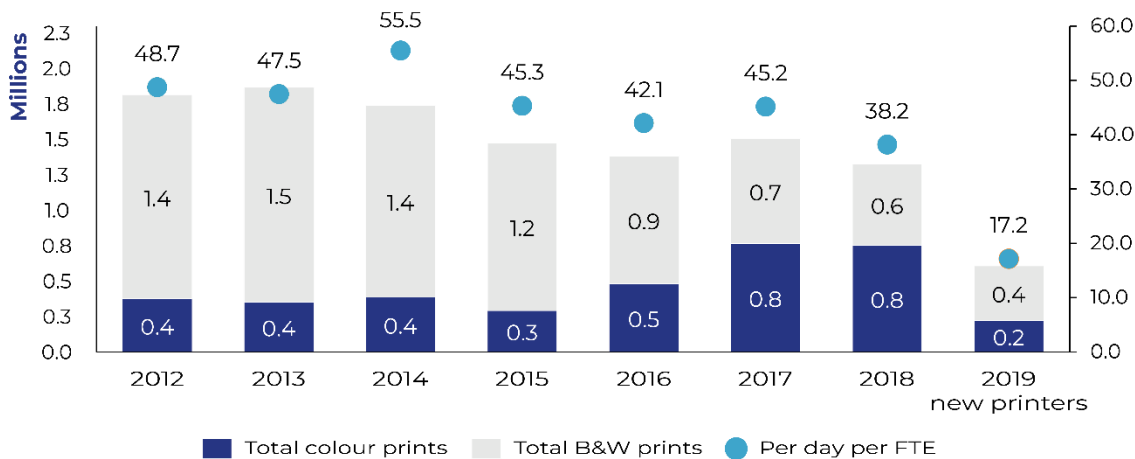
After a peak in water consumption in 2012 (both in total and per fte), the use of water reduced. Moving to the 10-11-12<sup>th</sup> floor in April 2016 has changed the water use division between the building's owner and Ecorys as tenant. Since then, a new time series exists. Our water use is again above 5 m<sup>3</sup> per fte from 2018, which requires attention.

### Pages printed

The installation of lower impact printers (achievement in 2012) has contributed to the decrease in the number of pages printed at Ecorys since 2007. The total amount of paper printer per fte has decreased from 10,719 pages

in 2012 to 8,340 pages in 2018. The amount of colour prints was also reduced since 2015. This could be explained with having black and white printing as default setting. Since 2019, the purchase of new printers has led to a break in the data. The steep drop in 2019 is to be regarded cautiously, as the year commenced with the old printers and continued from mid-2019 with new printers. Print statistics between brands may vary. There may be an additional influence from other causal and behavioural factors (e.g. behavioural changes of our employees) as all consultants were also provided with a work laptop in 2019.

Figure 5 Pages printed



### 3. Environmental aspects of CSR and ISO 14001

The Environmental Management System (EMS) at Ecorys was certified to ISO14001 in February 2011, and we were recertified early 2016. This was a significant achievement for our EMS and is based around the four-step ISO14001 system.

This plan forms one of the key aspects of this process, its initial development, the planning stage and its updates as part of the check and act stages. This plan presents our achievements for the previous period as well as helping to plan for and improve future actions and objectives.

The ISO14001 system is an important framework for our EMS, not least because it is a globally recognised standard. It provides structure and guidance for our system and the certification process is a driver to meet the high standards we set ourselves. With this in mind, it is important that we are aware of our own policy, our responsibilities and actions.

The intranet provides a key resource in this aspect, with information on CSR located from the home page.

At the heart of any ISO 14001 certified EMS is:

- Environmental policy – to have one and apply commitment to it with continual improvement.
- Environmental aspects – understanding, managing and monitoring of our main environmental impacts.
- Legal compliance – meeting all relevant environmental legislation.
- Objectives and targets – setting and meeting environmental objectives and targets.
- Environmental management – to have a system and procedures in place to manage company environmental performance.

- Structure and responsibility – environmental management is structured and has defined roles and responsibilities, with ability to deal with change and preparedness for incidents or emergencies.
- Training, awareness and competence – staff are aware of the system and receive appropriate guidance and, where appropriate, training.
- Communication – internal and external of policy, actions, achievements;
- Documentation & document control – to keep and maintain records related to the environmental management system.
- Monitoring and measurement – to understand impacts and detect areas of weak or strong performance to take appropriate action.
- Audit – the system is audited internally and externally.
- Management review – the system is subjected to review at management level to maintain its suitability and effectiveness.

Our system is designed to be compliant in all these areas to deliver effective environmental management for Ecorys. As mentioned above, the ISO 14001: 2015 norm has put its focus on **risk** and **stakeholder involvement**. This will require us to identify the potential risks of our operations for the environment and define mitigating measures. This process of identification and mitigation will be one of the main challenges for the coming year.

#### 4. Review of 2018/2019 plan in 2020

Below we present the progress on our environmental CSR goals. The first column outlines the type of measure based on our three priorities (environment, our workspace and wider CSR impact). The goal in the second column is based on our sustainability house rules, as presented in chapter 2. The table also provides an overview of the achievements prior to this report (2019) and what we had planned for 2018-2019. The review column outlines where we currently stand (green is achieved, yellow is partly achieved and red is starting with the implementation). Thinking ahead, we present our actions for the next period.

Table 1 - Review 2018/2019 Ecorys and the environment

E W C	CSR goal	Achieved prior to 2018	Planned 2018 - 2019	Review	New actions
E + W	Don't waste energy	Installed moving sensors to lights in office to turn off lights in areas that are not in use.  New servers were installed that save electricity.	<b>Further reducing CO<sub>2</sub> footprint/fte</b> to below 8 tons in 2019. (Achieved: 2019: 4.6 ton/fte)  Further monitoring of energy use and evolution.		Place stickers on monitors and light switches and communicate clearly to staff about these issues to encourage turning them off when not in use.
E +W	Ecorys Netherlands is a CO <sub>2</sub> neutral company	We compensate our CO <sub>2</sub> footprint for flights for years. We take into explicit account the costs (e.g. of golden VERs) of CO <sub>2</sub> emission	Full <b>compensation</b> of air and also car travel too. This way, all our travel emissions are compensated.		Further <b>decrease</b> of CO <sub>2</sub> emissions. We need to monitor international travel and flights in particular.  1. <b>We collected data</b> on real mobility behaviour of

		compensation for our travel by air. We decreased our CO <sub>2</sub> emissions.	<p>With our green energy and train travel by NS on renewable energy Ecorys is CO<sub>2</sub> neutral.</p> <p>We continue to make our clients aware of our measures to compensate our CO<sub>2</sub> footprint. We add a special text in each report and proposal.</p>		<p>Ecorys employees via an internal study (to check earlier assumptions).</p> <p>We need to investigate European vs long haul flights, car use for commuting vs for clients etc.</p> <p><b>2. Investigate options</b> for a <b>Fietsbeleidsplan</b> form 2020 on</p> <p><b>3. Monitor use and review</b> number of charging points for <b>electric cars</b>.</p> <p><b>4. Research options to electrify or green lease cars:</b> identify number of cars, CO<sub>2</sub> emissions per car, contract end, future ambitions, policy options, consult HR, discuss with BoM and works council.</p>
E + W	Don't waste paper	<p>Be aware of what one actually prints. Black and white printing set as default setting, also documents sent to printer but not printed within 2 days disappear.</p> <p>Objective in former CSR plan: reduce prints/fte to below 10,000 in 2017. Goal <b>achieved</b>.</p>	<p>Frequent campaigning on printing.</p> <p>Think long-term about portable technological devices to employees to replace printing needs (e.g. tablet/ computer).</p> <p>Meeting rooms have a beamer/ screen installed. The in June 2018 opened co-working space 'project lab' will further facilitate paperless project work.</p> <p>Further reducing prints/fte to below 9,000 in '19. <b>Achieved: 8,398</b> prints per fte in 2018. Reliability of 2019 data is unclear because of changing the printers mid-year.</p>		<p>Continue. But we make impact more tangible (see Promote CSR goals).</p> <p>IT invested in laptops and digital meeting facilities. Introduction thereof was combined with a campaign on our printing behaviour.</p> <p>Monitor policy options for further decreasing printing behaviour. Could include monitoring client-induced printing and Ecorys-related printing.</p>
E + W	We reduce our water use	We monitor water use in our offices	We monitor water use in our offices		Our water use is again above 5 m <sup>3</sup> per fte from 2018, which needs attention.
E + W	Separate waste	We introduced separate waste collection points for paper cups. We informed staff of the possibility to recycle batteries.	<p>Separate recycling for batteries is made available to staff.</p> <p>We investigate opportunities for further</p>		We aim for a waste contract including separating waste, and team up with our office neighbours Mazars, Vestia and the Catering firm.

		2017: We have introduced glass and porcelain cups and glasses and a dishwasher for everyday use. The use of paper cups is aimed for visitors and one-off users.	waste separation with the building owner.  Caterer is stimulated in separating the waste in the canteen.		Following a new waste contract, with better separation, we investigate new (less) waste bins that allow separation of waste flows.
E	Office paper complies with FSC	We only buy and use FSC (or equivalent office) paper in our Dutch offices.  We produce our brochures, reviews, report etc. on FSC and EU eco-labelled paper.	We continue this sourcing policy.  See 'Don't waste paper'		Continue and investigate non-bleached paper.
E	We promote the use of public transport	In our route descriptions and on our website, we state this, and we provide information on public transport first, followed by info on travelling by car. The route description also provides information on our bike facilities. We promote the use of ICT tools (video conferencing, etc.) over air travel. We equipped the car park with 4 charging points for electric cars.  Use public transport for our business trips where possible and economically feasible	We now use more video-conferencing than several years ago, due to technological progress. We have more office spaces available with Skype facilities than on the 1 <sup>st</sup> /2 <sup>nd</sup> floor.  Ask staff for suggestions for further reduction of car use. The Rotterdam office only has a limited number of parking spaces available.  We monitor if extra bicycle parking (and electric charging) is needed.  We have NS business cards available for public transport users, and special schemes for annual subscriptions for employees who want to use PT		Continue  See in "Ecorys Netherlands is CO <sub>2</sub> neutral" on e.g. EVs and Fietsbeleidsplan 2020.
E + W	We keep energy use as low as possible	Sensors on lightning were installed Stickers were placed on light switches and monitors to encourage staff to turn them off when not in use. We informed the staff of these changes and encouraged them to submit other ideas for saving energy.	Monitoring and raising awareness. All lights have a sensor for lowering energy use.		Continue



## 2. Ecorys as a socially responsible workplace

Ecorys recognises the importance of social responsibility in our work place. Employee well-being is an integral part of the responsible workplace and one of the topics that CSR highly values. We try to reflect and be critical on the current company efforts in this regard. Improving our employee's well-being and creating a healthy workplace is our goal. In parallel, our human resources department is continuously monitoring employee wellbeing and seeks to adhere to national law and regulations such as the obligatory social return policy.

### 1. Our objectives and actions

The welfare and wellbeing of our employees is of significant importance to our functioning and progress as a company. Ecorys strives to be the best employer it can be, providing its staff with equal opportunities and high motivation for career progress. We have an active and comprehensive *Employee Benefit Programme* in place, including policies on removing barriers for diversity, employment of disabled staff, healthcare benefit schemes, financial assistance with transportation and part-time working. As of 2007, our overall objective has been that we should continuously assess as to which topics we can improve ourselves.

Ecorys has a set of corporate values that are employee-oriented, aiming to create a fair and just workplace with equal opportunities for all. The fact that the company aims to be majority-owned by the majority of staff is an important element of this.

- A large part of the proceedings of our work eventually goes to our staff, always taking the long-term continuity of the company into account. More information on the benefits package of Ecorys is available through the internal intranet and contract details.
- More important for CSR to employees of Ecorys is our commitment, beyond meeting all relevant legal requirements, to our own Cooperation Code and providing a workplace that all employees enjoy.

Company policies and actions exist to achieve the above goals and include:

- All new employees receive an induction program within the first three months. CSR in Ecorys is also part of the content. In case only one or two employees join the company in a three-month timeframe, they get a personal introduction from the HR department.
- Cooperation code, procedure for complaints and the whistle-blowers' regulation;
- Confidential counsellor support is available through two in-house counsellors;
- Active anti-KANS (shoulder and arm injuries) support, through inductions and provision of equipment and software as appropriate;
- Training programmes and support for employee professional and personal development; this comes together in the Ecorys Academy, an online learning tool that is developed at the moment (still a work in progress). It focuses on blended learning.
- Arbo Service (focusing on working conditions), company doctor and RIE (Risico-Inventarisatie en -Evaluatie) by the Arbo on a regular basis. The purpose of an RI&E is to gain general insight into health and safety risks within the company or organisation.

## 2. Current and past performance

In past years, progress continues to be made in improving the Ecorys workplace, conditions and benefits, including:

- Evaluation of current employee benefits package: employee benefits package is something that is always on the HR agenda;
- Improved communication about the confidential counsellor support through introduction meetings with staff, messages on the intranet and posters in the offices;
- Implementation of the new appraisal and evaluation system. This system aims to stimulate constructive feedback and enable better appraisal and planning of training and development;
- Half-yearly employee satisfaction survey and 'thermometer' installed for measuring employee satisfaction and workplace culture;
- Introduction of a formal personal development plan. As of 2012, Junior Consultants and Medior Consultants are encouraged to complete a Personal Development Plan;
- Benchmarking of salaries: Ecorys continuously evaluates its salaries and labour conditions. In this process, we regularly evaluate how we compare with some of our competitors. Since our last formal data was compiled several years ago, we commenced a Benchmark on our Consultants salary scheme with external consultant Korn Ferry Hay Group (an international consultant on the topic of salary and all that is related) in 2019. The results (per Grade) have been assessed and the required actions identified and discussed with the Works Council. The scores gave reason for repairing some specific grades which are approved by the Board Of Management.

Ecorys aspires to be a valued employer by undertaking actions on **3 themes**: a healthy workplace, taking care of the overall wellbeing of employees, as well as being an inclusive company with equal opportunities for all employees. We have been active on these three themes in the past, and have ambitions to further develop and monitor these through the following initiatives:

### A healthy workplace

- Fruit: Since April 2016, Ecorys provides fruit to its employees. The fruit is provided by 'Fruitful Office' a Dutch company delivering fruit to the Ecorys Rotterdam office on a daily basis. According to its company website, the company has its own CSR targets including: providing us with seasonal and locally produced fruits, supporting Ripple Africa (1 tree is planted per package delivered) and Emma at Work (packing is organised via social employment).
  - Seating balls for a better work position
  - Standing desks
  - Sports activities are supported by Ecorys, practically and financially (e.g. running and cycling competitions for a good cause, or providing materials for football tournaments).
  - Employees have the option to access a gym membership at Fit for Free of which Ecorys will pay 10 euros.
- ▷ **Actions 2020:** In early 2020, we organised an employee survey to find out if this gym membership is used, whether it can be improved, and to monitor ideas for further increasing staff's wellbeing and a healthy workplace. The action and outcomes of the survey are discussed further in the 'priorities for 2020' section.

As a result of the employee sports survey, a **sports committee** is set up in 2020 to take on the responsibility of processing the outcomes and acting according to the plans that this committee and the CSR team will make together. Special attention will be given to challenges in employee well-being arising from the COVID-19 crisis.

### Overall wellbeing of employees

As part of the social responsibility we strive to be attentive to the wellbeing of our employees. We offer numerous opportunities for increasing wellbeing and fun at work, also related to our first theme of being a healthy workplace.

- Options for part-time working, working at home and flexibility in contract working hours.
- Confidential counsellor
- Relax at the office with some table-football or ping-pong
- 30 annual leave days since January 1<sup>st</sup>, 2019
- A good pension program
- Provide chances for interns
- Personal behavioural goals as part of evaluation
- Mentoring program
- Regular surveys to monitor satisfaction of employees and signal issues

**Employee Engagement Survey:** This survey allows Ecorys to measure how employees experience their working environment, learning & development, remuneration and work-life balance within Ecorys and is a basis for making improvements. Actions: Our goal is to monitor the outcomes of these Employee Engagement Surveys on a yearly basis.

### An inclusive and equal workplace

As part of our social responsibility, we strive to be an inclusive and equal workplace. Our human resources department is monitoring employee wellbeing and seeks to adhere to national law and regulations, such as the obligatory social return policy. Social return conditions are part of projects on a regular basis. In the last year, Ecorys has hired people from the social return target group (aged 55 and over who have been unemployed for a length of time). MBO students are able to undertake an internship, often in the IT department, which is also part of the social return policy. In addition, many students gain the opportunity to work for Ecorys as a student assistant. Subsequently, Ecorys' corporate culture creates an environment which seeks to ensure non-discrimination and equal chances and opportunities.

Our HR department has focused on being an inclusive and equal workplace for years. However, these values and strategy has not been recorded effectively.

**Actions:** In the future, we will start a study to see if this can be done and if there are monitoring options to keep track of the practical implementation of this business value. Part of this study will be an exploratory study on possible habits that maintain unequal work circumstances between employees.

Gender balance: Attention for gender and culture aspects in recruiting and promoting policy have been the standard for years. The CSR activity on gender equality focuses on equal work = equal pay.

**Actions:** In the future, in cooperation with HR and the Works Council and management, a gender balance study will be investigated.

## Training and development

- Training programmes and support for staff professional and personal development (e.g. GoodHabitZ)
- TruQu
- Ecorys Academy
- ETAP: 'Ecorys Talent Advancement Program' provided by Krauthammer. Krauthammer is a renowned international training agency that specialises in leadership programs for both starters and senior professionals.
- Yorys and next generation: Yorys is the organisation for all Ecorys employees aged 35 years and under. Its goal is to strengthen the 'team-spirit' within Ecorys and to function as sparring partner of the HR department and the Ecorys management. They organise social activities and stimulate coaching and 'training-on-the-job'.

To conclude, monthly gatherings, brown bag lunches and information sharing sessions are organised to keep up-to-date about each other's work and share knowledge. In addition, Ecorys organises several annual events to celebrate the work we do and to spend some time with colleagues outside of work (ski trip, summer party, monthly gatherings).

## 3. Review of 2018/2019 plan in 2020

Below we present the progress on our workplace CSR goals.

Table 2 - Review of 2019/2019 Ecorys as a socially responsible workplace

EWC	CSR goal	Achieved prior to 2018	Planned 2018 - 2019	Review	New actions
W	1. A healthy workplace	The welfare and wellbeing of our staff is of major importance to our functioning and progress as a company. Ecorys strives to be the best employer it can be, providing its staff with equal opportunities and high motivation for career progress (e.g. through our Young Professionals Network, YORYS). We have an active and comprehensive Employee Benefit Program in place, including policies on removing barriers for diversity, employment of disabled staff,	<p>In 2020, we organized an employee survey to find out if the gym membership allowance is used, and whether it can be improved. And monitor ideas for further increasing staff's wellbeing and a healthy workplace.</p> <p>Our HR department makes a Risk inventory and evaluation (Risico-Inventarisatie en -Evaluatie) on a regular basis. The purpose of an RI&amp;E is to gain general insight into health and safety risks within the company. The last RI&amp;E showed positive results, however Ecorys works towards further improvement.</p>		As a result of the employee sports survey, a sports committee is set up in 2020 to take on the responsibility of processing the outcomes and acting according to the plans that this committee and the CSR team will make together. Special attention will be given to challenges in employee well-being arising from the COVID-19 crisis.

W	2. Overall wellbeing of employees	Healthcare benefit schemes, financial assistance with transportation and part time working. As of 2007 our overall objective was that we should assess on which topics we can improve ourselves.	<p>As part of the social responsibility, we strive to be attentive to the wellbeing of our employees. We offer numerous opportunities for increasing wellbeing and fun at work, also related to our first theme of being a healthy workplace.</p> <p>Our goal is to monitor the outcomes of these Employee Engagement Surveys on a yearly basis.</p>		<p>We monitor ideas for further increasing staff wellbeing and a healthy workplace.</p> <p>We communicate more on our (CREDO) values.</p>
W	3. An inclusive and equal workplace		<p>Our HR department has focused on being an inclusive and equal workplace for many years. However, these values and strategy have not been recorded effectively.</p> <p>Attention for gender and culture aspects in recruiting and promoting policy have been the standard for years. The CSR activity on gender equality focuses on equal work = equal pay.</p>		<p>In the near future, we will undertake a study to see if this can be done and if there are monitoring options to keep track of the practical implementation of this business value. Part of this study will be an exploratory study on possible habits that maintain unequal work circumstances between employees.</p> <p>In the near future, in cooperation with HR and the Works Council and management, a gender balance study will be investigated.</p>

### 3. Our additional CSR efforts

#### 1. Our objectives and actions

In 2011, it became clear that our focus had been somewhat limited and internal up to this point. There remains room for improvement in this domain. There was also a desire to express our social responsibility by participating in the local communities that Ecorys is part of – i.e. giving back to society.

In addition to this, the catering team also wish to continue to push towards sustainable procurement, with cradle-to-cradle thinking underlying their choices and ambitions, extending to: being a green labelled caterer within 3 years and promoting sustainable procurement in replacement of catering equipment (e.g. coffee machines, ovens, etc.) when required.

In 2012, we decided that our social side was underdeveloped and that we needed improvement in our own local community. As a result, we set our goal to become more active in this field in 2013. In addition, we decided to further promote our sustainable and corporate social responsibility awareness amongst our employees. Our daily work often involves sustainability and/or CSR elements, but this is currently not mentioned specifically. Since 2013, we aimed to increase the awareness to both the outside world and our employees of our activities in this area. In the future, we will develop social return in our daily work.

Since then, we have made progress in this area. We constantly address this through the promotion of socially responsible procurement. This includes purchasing goods, and delivering our work and services in an environmentally and socially responsible way that also delivers value for money and benefits to all relevant stakeholders and to Ecorys. We strive to continuously improve our performance in this respect.

In addition, social responsibility encompasses our role in our surrounding community. Ecorys is currently looking into ways to achieve a positive and mutually beneficial interaction with the local community as well as with wider society. This is done through this policy plan and informing all employees about their responsibility. Subsequently, Ecorys' corporate culture results in bottom-up initiatives by employees. Therefore, although the CSR working group initiates and monitors Ecorys' CSR policy, this is a companywide effort.

#### 2. Current and past performance

In our daily work, we strive to improve the world with our advice. In most of our reports, we specifically try to help advance society. In most of the themes, we address sustainability and social growth / cohesion is one of the key components. We work globally on these issues and invest time, knowledge and experience to give back to societies. Not only do we participate in projects concerning flooding, and climate sustainability in Asian and African countries, but we are also active in projects in the Netherlands on the same issues. This will be further elaborated upon in Chapter 5 on our wider societal impact. Moreover, we aim to further develop our work concerning local social policies.

Progress has been made in implementing socially responsible procurement policy since 2010, particularly by the catering team, with an increasing focus on more sustainable and Fairtrade options in office food and drink consumption. Progress includes:

- Sustainable and organic food produce provided daily in the canteen;
- Move towards local (Rotterdam) source suppliers (bakers, butchers, other);
- Decision taken not to source certain unsustainably sourced foods, e.g. tuna, eel;
- Catering and cleaning contractors also in the process of ISO 14001 certification;

- 80% of tea and coffee now either sustainably sourced and/or Fair Trade;
- We use ecological cleaning materials;
- Preparing the move towards new floors and feeding ideas that will lower total energy output in the Working Group.

As mentioned in Chapter 1, we aim for a waste contract including separating waste, and team up with our office neighbours Mazars, Vestia and the Catering firm. Following a new waste contract, with improved separation methods, we investigate new (less) waste bins that allow separation of waste flows.

Our cooperation with the Vluchtelingenwerk was strengthened in 2017, when € 20,000 was made available for an evaluation of the “Competence Card”, an instrument which Vluchtelingenwerk was using to map the refugees’ competences for a smoother integration into the labour market.

#### *Cooperation with Vluchtelingenwerk*

For the first time in December 2016, Ecorys employees could choose to receive their ‘usual’ Christmas gift, or to donate the money to a good cause; the latter was chosen by majority vote. The default option was to donate the money. Out of the four options for a good cause, supporting the Vluchtelingenwerk Zuidwest-Nederland, an organisation to assist refugees based in Rotterdam, received the majority vote. The donation amounted to €5,500.

Vluchtelingenwerk Zuidwest-Nederland guides and supports asylum seekers and refugees in Zuid-Holland and Zeeland. Professionals and many volunteers support them during the entire process in the Netherlands: from arrival to independence and self-reliance. Projects include educating refugees on financial independence, providing legal advice, supporting projects in which refugees can participate in the Dutch society, as well as raising awareness among Dutch people on the refugee's stories.

The donation was used for educating refugees in relation to financial independence, legal advice, projects in which refugees can participate in the Dutch society, as well as raising awareness among Dutch people on the refugees' stories.

The cooperation with the Vluchtelingenwerk continued in 2017/2018 when Ecorys committed to conduct research for the Vluchtelingenwerk at no cost. This free research corresponded to a project value of € 20,000. The aim was to evaluate the “Competence Card”, a method used by the Vluchtelingenwerk to map the refugees’ competences in order to support their labour market integration.

- Two colleagues (Linda and Jeroen) each supporting a good cause were financially supported by Ecorys and staff during a breakfast meeting at the Rotterdam office (2018). The donations benefited Plan Netherlands and STOPHersentumoren.nl.
- Local projects for the city of Amsterdam require reusing 10% of the contract fee in local spending or charity / local consumption.
- Apart from developing responsible corporate organisation (in Dutch: ‘Maatschappelijk betrokken Onderneming’ or MBO) MBO-type of activities in our local communities, we aim to emphasize the CSR spirit in our daily (paid) work. Most, if not all, of our projects are aimed at increasing societal welfare and/or contributing to a more sustainable world. We want to emphasise this element of our work, both for the benefit of our employees as well as our (potential) clients.
- Volunteering is a way to give back to our community and is highly stimulated by the company by providing employees with the opportunity to spend 50% of one working week undertaking volunteering activities.

- Lastly, Ecorys is aware of the growing amount of projects that include a legal obligation of 'social return' within project contracts. Our company and CSR values stimulate us to adhere to this obligation. However, this proves to be a challenge due to the work we undertake and the different cities for which we work.

#### *Donations of 2018/2019 Christmas gifts to a good cause*

- Every year Ecorys supports a charity for Christmas. In 2018, Ecorys donated € 5,000 to Recycled Island Foundation; Recycled Park. Recycled Park collects the plastic pollution in the Nieuwe Maas, just before it reaches the North Sea. The collected plastic is then reused / recycled to enhance the river. Floating building blocks are made from the plastic for new landscaping or a floating park.
- In 2019, the Christmas gift was donated to four different charity organisations which have received € 1,000:
  - ▷ He(l)den van seksueel misbruik: This is a group that advocates approaching victims of sexual misconduct in a positive way.
  - ▷ Het vergeten kind: The mission of Het Vergeten Kind is that every child feels well, develops well and is able to participate fully in society.
  - ▷ YETS Foundation: The YETS foundation is a Rotterdam based organisation which works in marginalised and underserved districts in Rotterdam South, Delfshaven, Schiedam and Vlaardingen. Its mission is to support Youth Empowerment through Sport (YETS).
  - ▷ Refugee Start Force: Refugee Start Force is an initiative which enables refugees to broaden their network and assist each other towards finding employment.

#### *Participation in Alpe d'Huez 2019*

- On the 6th June 2019, seven Dutch colleagues climbed the Alpe d'Huez several times to support cancer research. In order to support these employees, Ecorys organised an Easter breakfast at which their co-workers could contribute financially to help the team reach their goal.



#### *Volunteering in 2019*

As part of our 90-year celebrations, we finished the year 2019 not only with our annual End-of-Year Celebration, but by also giving back to our community with Ecorys' first annual Volunteer Day on 19<sup>th</sup> December. Some employees spent the afternoon helping the Recycled Island Foundation make Rotterdam plastic-free by preventing our plastics from joining the giant plastic soup in the ocean. Another group took a Spido Port of Rotterdam Tour with elderly people with a physical disability from the Zonnebloem. A third group had fun with the Zonnebloem participants at the Maritime Museum of Rotterdam, and the fourth group spent their afternoon at the Salvation Army baking, cake decorating and playing games. An exciting and rewarding day, not only for the people joining, but also for all Ecorys employees!

In addition, a group of our younger colleagues (through Yorys) spent an afternoon volunteering at the Ontdekhoeck, a centre for children to play and learn through interactive experiments. Due to their chronic conditions, these children spend many days in and out of the hospital – so they can use a positive distraction in the form of a fun afternoon spent exploring.

### 3. Review of 2018/2019 plan in 2020

Below we present the progress on our wider societal CSR goals.

Table 3 - Review of 2018/2019 Our additional CSR efforts

E W C	CSR goal	Achieved prior to 2018	Planned 2018 - 2019	Review	New actions
C	Our additional impact	<p>Started discussions on how we can give back to the community. The following ideas came up:</p> <ul style="list-style-type: none"> <li>- give lectures on high schools on environmental/ social issues</li> <li>- provide a 'pro bono' study to a social or environmentally engaged NGO</li> <li>- discuss long-term funding possibilities with Ecorys management/ holding</li> </ul>	<p>Do more in giving back to society and participating in our local communities by social projects. Ecorys can do more to support locally (e.g. offering traineeships for students of Rotterdam or Capelle).</p> <p>Two colleagues (Linda and Jeroen) each supporting a good cause were financially supported by Ecorys and staff a breakfast meeting at the Rotterdam office.</p> <p>Local projects for the city of Amsterdam require reusing 10% of the contract fee in local spending or charity.</p>		Further <b>supporting initiatives by Ecorys staff</b> financially and in kind. E.g. Alpe d'HuZes
E+ W+ C	Our additional impact	Learn from best practices	We monitor our own sustainability performance in comparison with comparable companies in our sector and learn from best practices.		Ecorys is aware of the growing number of projects that include a legal obligation of ' <b>social return</b> ' within project contracts. Our company and CSR values encourage us to adhere to this obligation. However, this proves to be a challenge because of the

					work we do and the different cities for which we work.
C	Our additional impact	Christmas gifts have been donated to different charities over the past few years.			We continue to link our <b>Christmas gifts</b> and CSR policy

## 4.0 Our priorities in 2020

In 2020, we focus on three topics to further improve and mitigate our company's impact on the environment and on society: What a waste, 'Fit' for purpose and Giving back together.

### TOP 3 2020



**What a waste:**  
finally separating our  
trash as we should



**'Fit' for purpose:**  
making more foot  
prints together



**Giving back  
together:**  
shaping our support  
to good causes

#### 1. **What a waste: separate our waste and analyse the impact of this measure.**

At the offices, Ecorys and the neighbouring companies have a centrally organised waste collection, where the waste is partially separated. In 2020 we investigated if the further separation of waste streams would benefit our environmental footprint.

In the Rotterdam region, the newest technologies for waste separation after the collection are already being applied, and our research pointed out that further separation at the source (at the office itself) is not adding value. What is still on the table is the decrease of waste bins at the offices, thereby saving on plastic bags and triggering employees to stand up when disposing waste (see also our second priority 'Fit' for purpose).

#### 2. **'Fit' for purpose: making people move in different ways and get people fit, both mentally and physically.**

The current Ecorys' sports policy consists of a gym membership allowance for people that go to a specific gym (FitForFree) via BedrijfsFitnessOnline (at the end of 2019, 24 people took part in this membership).

Based on the aim of the CSR team to focus more on employee health and well-being and taking into account the proposed extension of the company fitness scheme by our HR department, we felt the need to review this current policy: how do Ecorys' employees rate the current Ecorys' sports policy and what are their ideas for further increasing staff's wellbeing and a healthy workplace?

This survey took place in January 2020, and 121 employees participated. Some of the main results are presented in the following factsheet:



The survey was also used as an opportunity to ask all employees whether they are interested in joining the (yet to be formed) 'Ecorys' sports committee'. Since the Covid-19 situation has impacted all of us, we felt that it was extra important to have this committee in place, that focuses on our wider well-being. Thus, the sports' committee will not only focus on the review of the current sports' policy, but also focus on encouraging people to move in different ways with the aim to improve people's fitness, both mentally and physically.

Together with the sports committee, the CSR team will investigate how we can improve our fitness, well-being and a healthy workplace policy in the remaining months of 2020 and thereafter. The sports committee takes the lead in this and will, after discussion with the CSR-team, present their ideas to HR and the Ecorys NL CEO.

### 3. Giving back together: developing a vision and shaping our support to good causes

The third priority is a result of our enhanced focus on the social aspects of sustainability. Ecorys has been a contributor to beneficial causes for many years. Often employees take the initiative to contribute to good causes when taking up a sportive challenge themselves. Then, colleagues and the company support this initiative financially and in kind.

This year, our HR department displayed this in two ways. All Ecorys employees are entitled to (work)hours to perform volunteering work throughout the year. Annually, we will also do volunteering work with our teams. The first time we organised this initiative was on the day of our 2019 Christmas celebration. Our colleagues took elderly out to visit a museum, baked cakes with the salvation army and collected plastic at Rotterdam's watersides. The CSR team monitors the continuation and implementation of the volunteering opportunities at Ecorys and will liaise with the HR department in potential improvements.

## 5.0 Our wider sustainable impact

### 5.1 A selection of our projects

In our work addressing public-policy questions related to the important global challenges we face, we look for a wider impact beyond our CSR policy measures. Below you will find a selection of our projects with a sustainable impact in which we take great pride. These projects provide an impression of our work, and show how we make a greater impact beyond just our own efforts.



## Corporate Social Responsibility at Ecorys NL



# CSR Through the work we do

**Energy and climate**

Facilitating the energy transition with Openingsbod Stedin

Supporting the Strategic Energy Technologies working group on Energy efficiency and Resource efficiency in Industry

Developing a Hydrogen Strategy for a Dutch DSO

Economic damages of the drought 2018

A Cost Benefit Analysis for Better Farming

Analyses of preferred locations for Clean Energy Hubs in the Netherlands

Individual accountability of the implementation of the Dutch climate agreement for the agricultural sector

**Sustainable transport and mobility**

An analysis of female employment in transport

Study on a financial instrument for greening the inland Waterway Transport sector

Mirt-Verkenning Amsterdam Zuid, modal shift potential from air to rail

Technical assistance for Institutional and Capacity Building of Roads in Tanzania

**Sustainable cities**

Support to the municipality of Rotterdam on local sustainable initiatives

Social audit for Housing Associations

Activities Supporting the Consolidation of the Community of Users on Secure, Safe, and Resilient Society in the CBRN-E and Crisis Management areas

Cleantech Energy for the municipality of Rotterdam

Adapting European Cities to Population Ageing

Support to the Climate Adaptation Partnership under the Urban Agenda of the EU

**Sustainable economic development**

Technical Assistance on Public Financial Management

Construction 2020 – A Strategy for a sustainable competitiveness of the European construction sector

Strengthening Public Investment Managements Systems in Bangladesh

Technical Assistance for the formulation and management of CSO initiatives and activities in Agriculture and Social Protection

Contribution of the DGGF to poverty reduction and to sustainable and inclusive economic growth

Evaluation of the Agriterria Farmer Common Sense in Business

**Social development**

Ex-post evaluation of the CARIFORUM-EU Economic Partnership Agreement

Teacher and Learning International Survey (TALIS) 2018

Technical Assistance to support social security reforms in Bangladesh

Strategic and Technical Support to the National Council for Women in Egypt

Development of an EU framework to assess the overall impacts of OSH prevention on the performance of construction enterprises

A Business Case for Digital Inclusion

Social Implications of the circular economy

**Securing justice**

Developing a network of European Hubs for Civil Protection and Crisis Management

Study on illicit trade in cultural goods

Consultancy, technical assistance and support in the field of the fight against corruption

**Improving health**

Fever vaccination amongst health workers

Research into taboo and stigma surrounding stomach, bowel and liver disease

**Ecorys is contributing to solving societal challenges in many domains, from energy and climate policy, to building sustainable transport and mobility solutions. We offer advice on these challenges from a local to international level. Here, we present a selection of recent projects we are most proud of.**

**These are clustered in seven domains, each one contributing to our mission statement to help our clients make decisions, build capacity to implement and communicate change, and deliver bespoke services.**

## 5.2 A more detailed description of our projects

### Energy and climate



**Subject/title:** Facilitating the energy transition with Openingsbod Stedin (NL5200-35132)

**Client:** DSO Stedin

**Summary:** One of the projects in which Ecorys contributes to a sustainable future involves the 'Stedin Openingsbod'. Stedin is a Distribution System Operator (DSO) in the Netherlands which aims at facilitating the energy transition. The goal of the project involves finding the most optimal technologies and resources for renewable heating in neighbourhoods in the Netherlands. This enables neighbourhoods and local authorities to adapt a smooth and reliable transition to renewable heating. Ecorys models the various technologies and resources of all the neighbourhoods in the Netherlands and advises Stedin on which neighbourhoods have a high potential for certain technologies. The project is unique in its search for robust outcomes: three different scenarios where the availability of renewable resources are anticipated have been simulated by three of the most renowned spatial energy models, where similarity among the results indicate a higher certainty of the outcome. The main results of the project involve the identification of approximately 10% of all neighbourhoods who have very high potential to adapt renewable heating technologies and an additional 15% of all neighbourhoods who have considerable potential. The selection of the highest potential neighbourhoods ensures investment in a reliable, sustainable energy system, which enhances the quality of living, the environment and thus society as a whole. With its contribution to the 'Openingsbod', Ecorys gives ground to the energy transition in the Netherlands and builds a sustainable future.

**Subject/title:** Supporting the Strategic Energy Technologies working group on Energy efficiency and Resource efficiency in Industry

**Client:** European Commission, DG Energy

**Summary:** In 2019-2021, Ecorys is the 'Secretariat' for SET Plan Action 6 and therefore supports the Working Group meetings (IWG6) in which stakeholders from industry, research and public authorities (national level and European Commission) are participating. The SET Plan Action 6 aims to enable policy makers, research and industry to promote, to learn from each other and be stimulated to jointly work towards an energy efficient industry. In 2019, we supported SET Plan Action 6 by organizing 2 Working Group meetings and the European Conference 'Cooperation and Funding on Energy Efficiency in Industry', which took place on 4 December 2019 in Brussels. Furthermore, an overview of the available funding for energy efficiency in industry has been drafted by the consortium of Ecorys, Ricardo and CEPS.

**Subject/title:** Strategic plan for hydrogen

**Client:** Enexis (Dutch Distribution System Operator)

**Summary:** Hydrogen has significant potential to contribute to the energy transition as a sustainable, CO<sub>2</sub>-neutral energy carrier. Distribution System Operators (DSO) can play an important role in this transition, for example, by

developing the necessary hydrogen-infrastructure. The Dutch DSO Enexis has developed a 'vision statement on hydrogen', which indicates the importance of hydrogen for the energy transition, the most suitable applications and barriers of hydrogen and a timeline towards the large-scale application of CO<sub>2</sub>-neutral hydrogen. As a next step, Ecorys supported Enexis in the development of a company strategy for hydrogen. Based on the Objective-Goals-Strategy-Measures (OGSM) framework, a roadmap was developed for Enexis to roll out specific actions from now until 2030 with an outlook to 2050. The roadmap builds around three themes: i) knowledge and experience, ii) organisation and market regulation aspects and iii) communication.

**Subject/title:** Economic damages of the drought in 2018

**Client:** Ministry of Infrastructure and Water

**Summary:** 2018 was an exceptionally dry year. This led to the formation of a temporary governmental panel on drought, spurring several actions. One of these actions was to quantify the economic damages of the drought in 2018. Damage to sectors and the Dutch economy have been assessed for the most important freshwater users. The study was based on data and literature research and 30 interviews with companies, sector organisations, knowledge institutes and governments. Two different types of damages have been presented, namely damage from a sectoral perspective and from a societal welfare perspective. The study led to an overview of economic impacts and a quantification of damages for 9 different sectors. The net economic effect was estimated at 450 to 2.080 million euro.

**Subject/title:** Cost Benefit Analysis for Better Farming

**Client:** Greenpeace

**Summary:** Ecorys was commissioned by Greenpeace to develop 3 scenarios for a more sustainable way of farming, all aimed at substantial reductions of carbon and nitrogen emissions by downsizing the agricultural livestock. Our study concludes that these transition scenarios in agriculture will lead to environmental benefits that are (if monetised) larger than the investment costs that are needed to make the transition. Greenpeace will use our results to support their campaign for a more sustainable future of the agriculture sector in the Netherlands.

**Subject/title:** Analyses of preferred locations for Clean Energy Hubs in the Netherlands

**Client:** Provincie Gelderland (in naam van RWS)

**Summary:** Currently, road transport and inland navigation are important modalities by which consumer goods are distributed. Trucks and ships are currently mainly powered by fossil fuels. However, the energy transition is pushing ahead, also in transport. In the long run, hydrogen and electricity will become the main fuel cells. Therefore, refuelling will take place in a different way and on other locations than nowadays. In order to keep track of these developments and to be able to take control, the Dutch provinces and Rijkswaterstaat required more insights into the preferred location for a so-called Clean Energy Hub. The term hub refers to the location not only being a place to refuel vehicles but to a location in which all facilities that are used by drivers are available. The preferred location has been determined by assembling a set of indicators. By using GIS-software, Ecorys translated these indicators into map layers. The result is a tool by which the client can select and deselect the layers (to his or her preference) in order to determine a preferred location for a Clean Energy Hub.

**Subject/title:** Individual accountability of the implementation of the Dutch climate agreement for the agricultural sector

**Client:** Ministry of Agriculture, Nature and Food

**Summary:** For the agricultural sector, the Dutch Climate Agreement (DCA) includes that in the event of lagging results at sector level, the national government together with fellow governments will deploy guarantees at the individual company level to ensure the set climate goals will be met. Ecorys, in collaboration with Wageningen Economic Research, has been asked by the Ministry of Agriculture, Nature and Food to identify and elaborate on policy instruments that enable accountability on farm-level of the climate performance based on the set goals in

the DCA. The research focuses on three sectors, namely greenhouse horticulture, dairy farming and pig farming. We identify combinations of instruments for monitoring and policy instruments (as an incentive). Three policy options per sector are elaborated upon in more detail and tested via an assessment framework. (Legal) feasibility is also included considered during the assessment. Stakeholders and experts from all three sectors are involved in the research through individual interviews, work sessions and various opportunities for feedback.

## Sustainable transport and mobility



**Subject/title:** Business case to increase female employment in Transport

**Client:** European Commission, DG MOVE

**Summary:** Employment in transport is by far more male dominated compared to the rest of the economy. The share of women working in the EU transport sector is only 22%, whilst the share of women working in the entire European Union is 46%. Against the background of an aging population, changing work patterns and benefits of a more balanced working environment for employers and employees, the project has contributed to responding to the key question of how to attract more women to the transport sector and, in particular, to the more technical professions of the sector? To this end, case studies have been carried out, showcasing companies that are advanced in implementing gender equality policies and measures across all transport modes. These measures are examined in terms of costs and benefits, resulting in tools to transfer good practices to a wider range of companies in the transport sector, including SMEs.

**Subject/title:** Study on a financial instrument for greening the Inland Waterway transport sector

**Client:** Ministerie van Infrastructuur en Waterstaat

**Summary:** There is a high urgency for the Inland Waterway Transport (IWT) sector to develop measures to facilitate the transition towards zero-emission. Greening the inland fleet can serve several goals on a societal level, but also the sector itself will benefit of a greening strategy as the sector competitiveness can be protected (compared to other modes), the industry can be boosted, and both jobs in Europe and export opportunities for greening technologies worldwide can be created. Three studies have been commissioned, focusing on a financial incentive scheme, technical solutions and on the polluter pays principle. This project focuses on the latter part. It is including an analysis of the legal framework, EU, national and regional level. The project reviews historical schemes, such as the 'old for new' scheme and the introduction of a gas/oil contribution under the CDNI-Convention and focuses on impacts of introducing a polluter pays schemes. Lastly, the study assesses whether financial schemes would comply with EU State Aid rules.

**Subject/title:** Mirt Verkenning Amsterdam Zuid, modal shift potential from air to rail

**Client:** Ministry of Infrastructure and Water Management

**Summary:** In June 2018, the Dutch State Secretary for Infrastructure and Water Management, together with the Amsterdam region, decided that Amsterdam Zuid station will be expanded with an additional fifth and sixth track. This track extension would make it possible to halt international trains at Amsterdam Zuid station. This CBA examines the facilities for the international train to London, such as a lounge including security facilities, and travel time delay of approximately 1 hour and 15 minutes at (door-to-door). In this light, the effects of two promising alternatives have been investigated. Both alternatives have approximately 9 to 10 times higher social benefits than the social costs. Benefits are determined by the fact that existing train passengers will have considerably shorter travel times and that the direct train connection will cause a substitution effect from aviation to rail. In addition to travel time benefits, this also provides economic benefits and a decrease in CO2 emissions, air pollution and noise pollution. Moreover, both alternatives are future-proof, as the capacity of both alternatives can be expanded if the number of international trains to London increases. The social benefits are also so

substantial that if it were decided in the future to no longer facilitate international trains at Amsterdam Zuid station, the investment would still have been profitable.

**Subject/title:** TA for Institutional and Capacity Building of Roads Transport Sub-Sector

**Client:** EuropeAid

**Summary:** The overall objective of the Agri-Connect programme is to contribute to inclusive economic growth, promote private sector development, job creation in the agricultural sector and increased food and nutrition security in Tanzania. The purpose of this technical assistance project is two-fold:

1. To ensure the achievement of the expected results of the rural roads component of the Agri-Connect programme;
2. To strengthen the institutional capacities of TARURA and RFB to efficiently and effectively implement the rural road infrastructure development and maintenance programmes.

The results of the project are four-fold:

1. Follow up, monitoring and reporting of the Rural Roads SBS operation of the Agri-Connect programme is ensured;
2. Institutional capacity of RFB is strengthened (i.e. roads maintenance monitoring, financing, auditing, overload control support measures etc.);
3. TARURA is supported in their role of Contracting Authority in the implementation of the road works to be financed under EU support;
4. Institutional capacity of TARURA is strengthened.

## Sustainable cities



**Subject/title:** The role of local sustainable initiatives in the energy transition

**Client:** Municipality of Rotterdam

**Summary:** The municipality of Rotterdam has the ambition to actively support the bottom-up citizen engagement movement of the energy transition in its city. Special attention is paid to initiatives that can reduce or prevent energy inequality in the city, such as local energy cooperatives. The aim of the research is to provide the municipality with insight into the needs of (potential) initiators and to provide implementation-oriented and practical advice on how the municipality can deliver and communicate a successful action plan. During the research, Ecorys answered three research questions, namely i) What types of sustainable local initiatives does the municipality want to support? ii) What do current and potential sustainable local initiatives need and what type of support can the municipality offer? and iii) How can the municipality cooperate with other partners in the city to advance initiatives in the built environment? To conclude, a virtual forum for local initiatives was organised in which responsible alderman was also present.

**Subject/title:** Social Audit for Housing Associations

**Client:** multiple clients ranging from 1.500 rental units to 70.000 rental units in different housing regions of the country.

**Summary:** Ecorys is accredited for the mandatory social audit of housing associations. The social audit comprises of four subjects. 1. Review of the progress of the yearly performance agreements with the municipalities and the formal representation of the tenants. 2. Interviews with the stakeholders of the housing association on the level of satisfaction regarding the performance of the housing association. 3. Review of the investment process on the scope and use of social checks and balances during the selection of investments. 4. Review of the governance structure. The social audit is a means of improving the performance of the housing associations. The report is publicly available via the website of the client. The social audit is the only instrument that examines the way the housing associations cooperate with the municipalities and the formal tenants associations. In general, the audit delivers various points in which the housing association can improve their performance.

**Subject/title:** Activities Supporting the Consolidation of the Community of Users on Secure, Safe, and Resilient Society in the CBRN-E and Crisis Management areas

**Client:** European commission

**Summary:** The European Commission finances a large number of research, demonstration, capacity building and training projects in the area of secure, safe, and resilient societies. However, no efficient mechanism is in place to ensure a sufficient transfer of knowledge between researchers, policy makers, industry, operational users and the general public. In 2014, DG Home started the "Community of Users" (CoU) initiative with the intention of bringing relevant stakeholder groups together so that project outputs can be more readily translated to outcomes. The expanding number of interested participants in the bi-annual Community of Users Meetings are a strong indicator that the network of users is steadily growing. However, an effective and sustainable Community of Users can only be achieved if it is supported by an efficient mechanism of information transfer at

EU and national levels and made operational at EU and national levels. An important first step in this direction was made in 2014 by DG HOME in its draft working paper with a preliminary mapping of relevant EU policies and research projects funded by the EU in the area of disaster risk and crisis management.

In early 2016, the scope of the DG HOME Community of Users (CoU) initiative was expanded from the initial scope of disaster risk and crisis management to the broader area of secure, safe, and resilient societies. The CoU objectives do not just ask for new programming approaches and regulations. They also, crucially, demand a deeper adaptive change that will enable relevant stakeholders to explore new avenues and paths that will enable different forms of collaborations to develop that will contribute to new solutions and methods to tackle the security challenges of the 21st century. This is the reason to add a sixth, more experimental task to the consolidation phase of the CoU. This task, which involves developing a national case study concept that takes the CoU outputs and activities from the mapping and synergy exercises and translate them to a national context, providing insight into how the CoU could be operationalised effectively on the ground.

**Subject/title:** Cleantech Rotterdam, advisory on European cleantech projects

**Client:** City of Rotterdam

**Summary:** The City of Rotterdam is committed to improve their business climate and strengthen local entrepreneurs who dare to invest in a "clean" industry. This is also the aim of two European projects :

- **SCALE-UP** is a collaboration between Interreg North Sea Region and six cleantech clusters in Europe. Within this project, we link innovative products and services of start-ups and scale-ups to the needs of and opportunities at large companies.
- **GIST** is a collaboration with Interreg Flanders-Netherlands, Cleantech Delta and Clean Tech Flanders. Within this project, we support entrepreneurs with (FEED) feasibility studies for innovations that contribute to a "clean" industry.

Ecorys coordinates both European projects and advises on how to achieve the project goals, on how to strengthen the cities own ambitions within the possibilities of these projects and on developing new (European) projects.

**Subject/title:** Adapting European Cities to Population Ageing (ACPA)

**Client:** ESPON

**Summary:** Many countries in Europe are facing a demographic transition which also entails an increasing number of older people. The cities of Amsterdam, Barcelona, Gothenburg, Hengelo, Greater Manchester, Nantes, Oslo and Zaragoza belong to a group of cities that are either already facing relatively high percentages of older people in their populations, or expect such high percentages in the near future. The recent COVID-19 crisis, which has hit older people disproportionately, has even more shown the importance of an environment that enables healthy and active ageing. Together, these cities are exploring ways to effectively facilitate and mitigate population ageing. Ecorys NL (lead), together with Ecorys UK, Ecorys ES and Nordregio, helped these cities by analysing which policies have been the most effective in developing age-friendly cities and how they should be implemented. Policy recommendations have been developed in general and for each of the eight cities, to improve their conditions for healthy and active ageing.

**Subject/title:** Support to the Climate Adaptation Partnership under the Urban Agenda of the EU

**Client :** European Commission

**Summary:** Ecorys supports the implementation of the Urban Agenda for the EU. This includes management and administration support to DG REGIO but also support to the 12 individual thematic partnerships, including the Climate Adaptation Partnership. The aim of the Climate Adaptation Partnership is to anticipate the adverse effects of climate change and take appropriate action to prevent or minimise the damage it can cause to Urban Areas. The focus is placed on: vulnerability assessments, climate resilience and risk management strategies,

including the social dimension of climate adaptation strategies. The Technical Secretariat work includes tasks such as providing management and administrative support, supporting communication activities and providing outreach, providing relevant external experts and expertise to the partnership, participating and moderating Partnership meetings and drafting their minutes.

## Social development



**Subject/title:** Ex-post evaluation of the CARIFORUM-EU Economic Partnership Agreement (EPA)

**Client:** EC, DG Trade

**Summary:** The EU and the CARIFORUM region (covering 15 countries in the Caribbean) concluded an Economic Partnership Agreement (EPA), which became effective in 2008. The EPA has a strong development focus, with objectives such as sustainable development and poverty reduction. Development co-operation is an integral part of the agreement. The evaluation assesses the implementation and impact of the EPA up until 2018. In terms of impact, the evaluation focuses on impacts in areas like trade, investment and private sector development, however the assessment also includes specific attention to impacts on consumers, the social situation, human right and the environment. The evaluation provides lessons learnt and policy recommendations.

**Subject/title:** Teacher and Learning International Survey (TALIS) 2018

**Client:** Ministry of Education

**Summary:** TALIS is an international study of the OECD regarding the learning environment and working conditions (professional space) of teachers in primary education and secondary education. TALIS 2018 considers the professional development space of teachers, their working conditions and its impact on effectiveness of schools and teachers. A total of 44 countries participate in TALIS 2018 and the study is supported by an international consortium, the OECD and social partners. Ecorys has conducted the Dutch TALIS study, for primary as well as secondary education.

**Subject/title:** Technical Assistance to support social security reforms in Bangladesh

**Client:** EuropeAID, Bangladesh

**Summary:** The purpose of this 5 year project is to strengthen the capacities of the Government of Bangladesh to implement strategic reform priorities in the social security sector to 1) serve the needs of the poor and vulnerable through a more effective and comprehensive social security system based on an inclusive life-cycle approach – with a focus on the most nutritionally-vulnerable group (pregnant women and young children), and to demonstrate how reformed social security and livelihood support can together provide sustainable pathways out of poverty and contribute to key nutritional outcomes

**Subject/title:** Strategic and Technical Support to the National Council for Women in Egypt

**Client:** EuropeAID, Egypt

**Summary:** The global objective of this assignment is to support the effective and efficient implementation of the grant contract entitled 'Increasing Women Participation in Public Life', which is financed under the Citizen Rights project. The specific objectives are to provide the National Council of Women with strategic advice on the planning and implementation of the 'Increasing women's participation in public life' project, and to provide the Council with technical support on project management, including support in technical and financial management to ensure quality internal monitoring and reporting.

**Subject/title:** Development of an EU framework to assess the overall impacts of OSH prevention on the performance of construction enterprises

**Client:** Executive Agency for SMEs (EASME)

**Summary:** EASME requested a framework for the calculating costs and benefits and making a risk assessment of occupational health and safety (OSH) prevention initiatives in the construction sector. The goal is to show the microeconomic benefits of implementing OSH measures to companies and thereby encourage the construction sector to improve OSH. Ecorys has conducted a mapping of relevant initiatives of OSH prevention in all EU member states. The main output of the project was a practical calculation tool, explained in a practical handbook, which can be used by construction companies to assess the costs and benefits of investing in OSH.

**Subject/title:** A Business Case for Digital Inclusion

**Client:** Koninklijke Bibliotheek (Royal Library)

**Summary:** The government increasingly communicates via digital methods. In order to ensure that everyone is able to participate and can communicate digitally with the government, measures were put in place by the government. One of these measures is to give libraries a more important role, so that people can turn to libraries with questions regarding the Digital Government. Ecorys studied the costs and the societal benefits of libraries offering citizens their help with questions regarding the digital government. Our study has provided input for discussions about the scope of structural financing and the responsible party for financing.

**Subject/title:** Social impact of the circular economy, Exploring the social impact of a circular economy

**Client:** Province of Zuid-Holland

**Summary:** The Province of Zuid-Holland aims to have a fully circular economy by 2050. In order to create a balance between economy, living environment and natural resources we, as a society, need to deal much more efficiently with the (natural) raw materials that are available to us. The transition from the current linear to a fully circular economy brings significant changes. Not only the economic structure and environment will change, social changes will also take place. Ecorys explored the social impact of the transition to a circular economy. Think of social security, purchasing power, consumption behaviour and health.

## Sustainable Economic Development



**Subject/title:** Technical Assistance on Public Financial Management including **a focus on social sectors**

**Client:** UNICEF, Ethiopia

**Summary:** UNICEF Ethiopia has commissioned Ecorys, together with OG Research, to provide support in its advocacy and capacity building efforts in the areas of macro-fiscal policy and macroeconomic management. Ecorys started delivering this project in October 2019 and will deliver three key results: 1) a paper advocating investing in child-focused sectors in Ethiopia, 2) Trainings to build capacity in macroeconomic modelling and forecasting at Ethiopia's Ministry of Finance and Economic Cooperation (MoFEC), 3) a paper analysing Ethiopia's financial capacity to support child-focused sectors, and exploring opportunities to increase it. This agenda set up a roadmap to improve the government's ability to achieve the goal of delivering inclusive, equitable, and sustainable growth, an objective for which macroeconomic stability and sustainability are fundamental.

**Subject/title:** Construction 2020 - Strategy for a sustainable competitiveness of the European construction sector

**Client:** European Commission, DG GROW

**Summary:** The strategy for the sustainable competitiveness of the construction sector and its enterprises started by the European Commission (EC) in 2012 sets out strategic priorities and specific actions to strengthen and improve the future viability of the EU construction sector. For this purpose, several thematic groups were set up focusing on areas such as digitalisation, skills and qualifications, as well as resource efficiency and sustainability. Ecorys supports the EC by organising meetings and consultations with stakeholders from the industry as well as other affected stakeholders such as representatives from cities, Member States and research. As part of this project, Ecorys together with the EC and stakeholders drafted the Circular Economy Principles for Buildings Design, a document aiming to improve resource efficiency and move the sector to a circular economy approach. Moreover, Ecorys is supporting the EC in setting up a new Strategy on the built environment, a follow-up initiative to Construction 2020, which aims to address further the sustainability of construction products and improve the energy efficiency and environmental performance of our built environment.

**Subject/title:** Strengthening Public Investment Managements Systems (SPIMS) in Bangladesh

**Client:** Japanese International Cooperation Agency (JICA), Bangladesh

**Summary:** Ecorys is partnering with the Japanese firm IC NET (lead) to implement the project "Strengthening Public Investment Management Systems (SPIMS) – Phase II" in Bangladesh. The main objective of this 4-year project is to strengthen the GoB (Government of Bangladesh) procedures in scrutinising, selecting, prioritising and investment projects. The project is rolling out Public Investment Management tools such as the Ministry Assessment Framework, the Sector Assessment Framework, Sector Strategy Papers, and a Multi-year Public Investment Framework. Implementing the combination of tools will lead to more efficient and effective investment decision in the context of scarce resources and achieving the Sustainable Development Goals.

**Subject/title:** Technical Assistance for the formulation and management of CSO initiatives and activities in Agriculture and Social Protection

**Client:** EuropeAID, Ghana

**Summary:** Civil Society Organisations in Ghana are crucial for advocacy, ensuring social accountability, and implementing specific interventions. The CSO-RISE project works on the premises that linking Sustainable agriculture, Social protection and Employment can contribute to improving the living conditions of the poorest. This is due to the improvement of income and working conditions in agriculture which substantially influence employment and the possibility to cultivate “decent work” in rural and peri-urban areas. The CSO-RISE project supports the NGOs in the country through managing Call for Proposals framework for NGOs.

**Subject/title:** Contribution of the DGGF to poverty reduction and sustainable and inclusive economic growth

**Client:** Foundation Dutch Good Growth Fund, The Netherlands

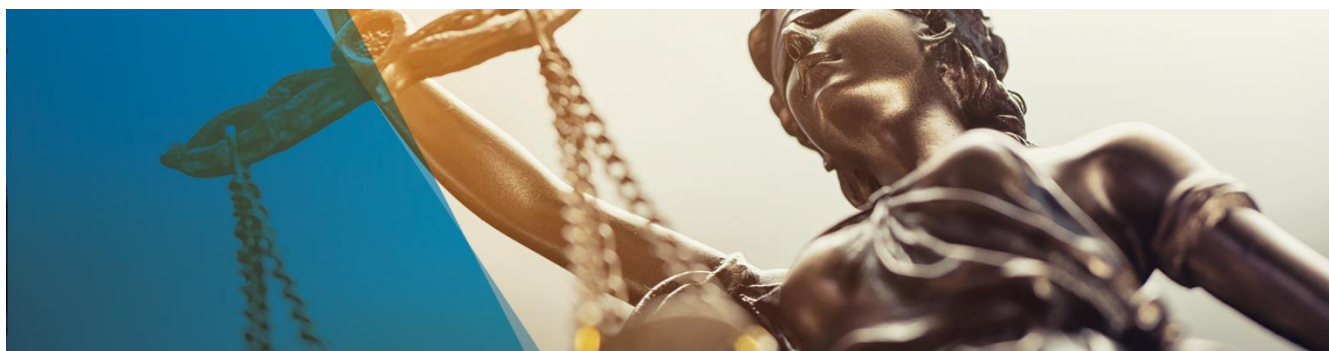
**Summary:** The Dutch Ministry of Foreign Affairs (MFA) has set up the Dutch Good Growth Fund (DGGF) with the intention to help businesses that wish to invest in developing countries and emerging markets. The DGGF, which consist of 3 tracks will leverage initiatives that contribute to economic and social improvements in 68 countries. Track 2 of the DGGF makes funding available for intermediary funds that are aimed at developing the SME financing segment of the local market, thereby ensuring that SME financing opportunities in emerging markets and developing countries continue to grow. In order to assess the contribution of the DGGF to poverty reduction and to sustainable and inclusive economic growth, the objective of the assignment is to gain insight into the nature and magnitude of effects, , that can be attributed to interventions of DGGF track 2. Female and Youth entrepreneurship and employment and ESG (environment, social and corporate governance standards) are key impact indicators for DGGF. The three funds subject to the impact evaluation were Centro de Investigacion y Desarrollo Rural (CIDRE) in Bolivia, Gazelle (in Armenia and Georgia) and Access Bank (Liberia).

**Subject/title:** Evaluation Agritertra Farmer Common Sense in Business 2016-2020

**Client:** Ministry of Foreign Affairs, Netherlands

**Summary:** Agritertra was founded by the private Dutch farmers' organisation (LTO) jointly with the young farmers, women and cooperative organisations. The organisation is engaged in connecting Dutch agri-organisations and agri-businesses with peer organisations in Africa, Latin America and Asia. The aim is to support them to become stronger organisations (economically, socially and technically), which should ultimately impact an “inclusive and sustainable agricultural development, and more specifically improve the livelihood of farmers. The Directorate-General for International Development (DGIS) provided a 55 million Euro subsidy for the Agritertra Farmer Common Sense in Business 2016 – 2020 program, and in 2019 gave an additional 4.5 million Euros for program expansion and further depth on gender and youth initiatives. Ecorys has compiled a strong and well-experienced team to carry out the evaluation that started in October 2019. Key objectives are to account for the effectiveness of the program and provide lessons learned and recommendations for a potential next phase.

## Security and justice



**Subject/title:** Network of European Hubs for Civil Protection and Crisis Management

**Client:** European Parliament

**Summary:** The project for the development of a European hub on wildfire risk management was initiated by a preparatory action of the European Parliament (December 2018) to study the feasibility of a network of European hubs for civil protection and crisis management. These hubs shall support the disaster preparedness in the European Union in the framework of the Union Civil Protection Mechanism (UCPM) and better tackle the new challenges posed by the changing risk landscape in Europe. The hub on wildfire risk management was a pilot and model for hubs on other risks, such as floods, earthquakes and other new emerging risks. The pilot project was issued by the European Commission (DG ECHO). The objective of the project was to formulate a concept and a model for European hubs for civil protection and disaster management. Within the scope of the project, concrete activities, such as trainings, workshops and conferences were organised to test the feasibility and adequacy of the proposed concept. Based on the experiences of this pilot study (focusing on wildfire risk management), the model, objectives and activities of a European hub on wildfire risk management was proposed.

**Subject/title:** Study on illicit trade in cultural goods

**Client:** European Commission's Directorate-General for Education, Youth, Sport and Culture

**Summary:** On behalf of the European Commission's Directorate-General for Education, Youth, Sport and Culture, Ecorys together with Trafficking Culture conducts a study on improving the knowledge about illicit trade in cultural goods and the new technologies available to combat it. This study aims to improve an understanding of the nature and scale of the illicit trade in cultural goods in Europe, particularly its criminal organisation and operation, in order to support policy makers and enforcement authorities in developing and implementing effective countermeasures. In particular, this study gathers, cross-references and analyses information related to the dimensions of trafficking (typologies of cultural goods trafficked, routes, operational characteristics, criminal justice responses and challenges) as well as information related to potential of (new) technologies (imaging techniques, high-resolution scanning, tagging and tracking technologies, etc.). Particular attention is being paid to cultural goods from the Middle East.

**Subject/title:** Consultancy, technical assistance and support in the field of the fight against corruption

**Client:** DG Home

**Summary:** For the next years, Ecorys will work alongside DG Home together with a network of local anti-corruption experts from all EU Member States. These experts will regularly report on and analyse anti-corruption developments in their countries. Beside this, Ecorys will support the organisation of workshops under the EU anti-corruption experience-sharing program and will assist DG Home in its work in the framework of the European Semester of economic governance. The first year project activities commenced in May 2019. The activities include:

- To identify, appoint and coordinate local research correspondents in order to facilitate the activities of the Commission in the area of the fight against corruption in the framework of the European semester of economic governance;
- To provide consultancy, technical assistance and support services in the field of the fight against the corruption in all EU Member States;
- To assist the Commission with the organisation of workshops and other types of events under the experience-sharing programme of the Commission

## Improving health



**Subject/title:** Fever vaccination amongst health workers

**Client:** Ministry of Health

**Summary:** Following severe fever epidemics in the winter of 2016/2017 and 2017/2018 and the subsequent political discussions, a study was requested by the Ministry of Health on the possibility of obliging health workers to be vaccinated against fever. The rationale to do this would be to protect public health as well as guarantee the continuity of care. Ecorys has conducted a thorough desk study, consulted stakeholders and made a cost-benefit analysis to investigate the possibility as well as the desirability to have health workers vaccinated.

**Subject/title:** Research into taboo and stigma surrounding stomach, bowel and liver disease

**Client:** Maag Lever Darm Stichting

**Summary:** Taboos about stomach, bowel and liver diseases are still present in the Netherlands; around 40% of people with such a disease believe that there is a taboo or stigma regarding their condition. Together with patient organisations, the Maag Lever Darm Stichting (MLDS) wants to break these taboos, and initiated the campaign #taboemoe. Ecorys conducted the research behind this campaign. We gained insight into the way taboo and stigma play a role in the lives of people with stomach, bowel and liver diseases. Research methods used were: desk research, interviews with patient organisations and an online survey for patients.



Watermanweg 44  
3067 GG Rotterdam, Postbus 4175  
3006 AD Rotterdam  
Nederland

**T:** +31 10 453 88 00

**E:** [netherlands@ecorys.com](mailto:netherlands@ecorys.com)

**ecorys.com**