



Answering  
tomorrow's  
challenges  
today

# Gender Pay Report 2021

March 2021

## Commitment

Ecorys UK aims to make a positive difference to society through the work we do and the values we believe in. Ecorys UK is a company which welcomes people from every background, and actively provides them with the chance to thrive. We believe that diversity is one of our greatest strengths. Our team is diverse but united by our commitment to making a difference in society.

We are committed to creating an inclusive and diverse culture where every person feels respected and empowered to reach their potential. We want to encourage all employees to develop their career with us. Our competency-based approach to recruitment, reward and progression aims to promote fair working conditions and opportunities for all our employees.

We have published an annual gender pay gap report since April 2019. The data in these reports show that whilst there is no discernible difference in pay between women and men in similar job roles, women are underrepresented in the top quartile in Ecorys' payroll. This trend has remained unchanged and as part of our commitment to better understand the reasons behind this and to take proactive action we formed a Gender Taskforce in 2019 who developed a two-year Action Plan to promote gender balance within the company (see the action plan section on page 6 for more details).

## Explanation of the Figures: Pay Bands

Ecorys' employee base consists of 60% women and 40% men. The following table shows the proportion of men and women in each pay band quartile. These quartiles are four equal groups: lower, lower middle, upper middle and top.

Quartile	Men	Women
Top	57%	43%
Upper middle	38%	62%
Lower middle	32%	68%
Lower	33%	67%

**Higher proportion of men in the top quartile.** The top quartile remains relatively unchanged compared to the 2020 report as there has been no staff turnover in this quartile in 2020.

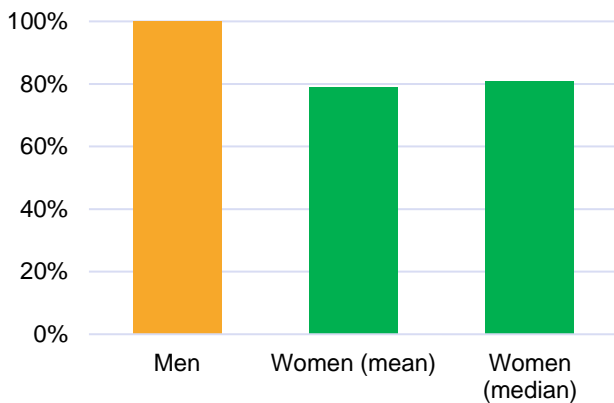
**Higher proportion of women in the middle and lower quartiles.** In the middle and lower quartiles there is a significantly higher proportion of women than men, which generally reflects the gender split of candidates that apply for externally advertised vacancies.

**Increase in proportion of men in the lower quartile.** The lower quartile contains a higher proportion of men when compared to the previous report (33% men in 2021 compared with 15% men in 2020). This reflects women in these quartiles having received a higher proportion of promotions and salary increases over the last 12 months. Additionally, 80% of voluntary leavers in 2020 were women and a slightly higher proportion of men were recruited into lower band roles than in previous years.

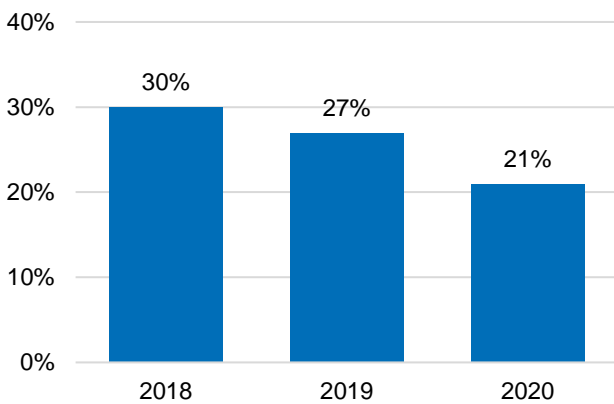
# Explanation of the figures: Pay and Bonus

## Explanation of the figures: Pay

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

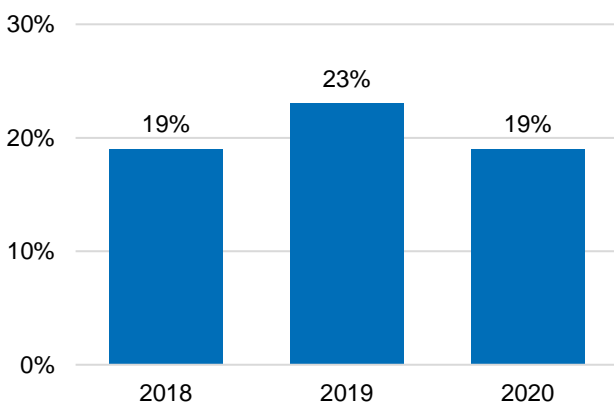


**Reduction in the gender pay gap.** Women's hourly rate is lower by 21% (mean), 19% (median). Last year's report showed women's hourly rate was lower by 27% (mean) and 23% (median). Therefore, there has been a reduction in the mean and median pay gap between men and women.



**Mean pay gap.** The chart on the left shows the mean gender pay gap over the last three years, since Ecorys' first gender pay report.

**Steady reduction in the mean pay gap.** There has been a continued and significant reduction in the mean pay gap over the last three years from 30% in 2018 to 21% in 2020.

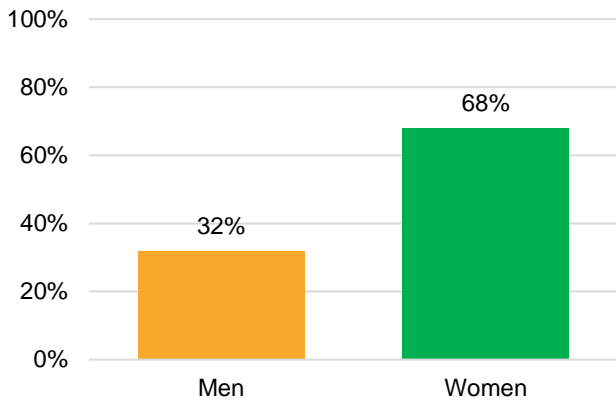


**Median pay gap.** The chart on the left shows the median gender pay gap over the last three years, since Ecorys' first gender pay report.

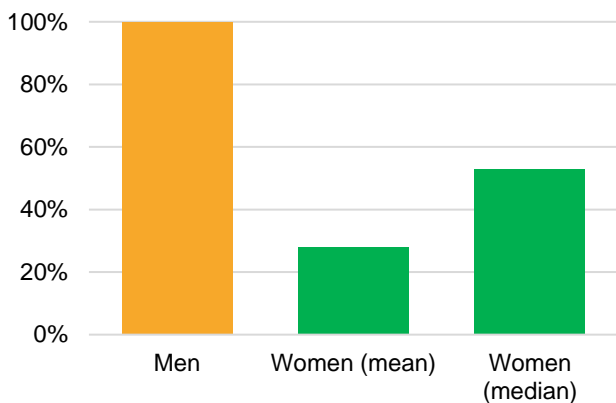
**No change in the median pay gap trend.** Despite a slight improvement in 2019, the median pay gap has returned to the same level as in 2018 of 19%. Therefore, there has been no change in the median pay gap trend.

## Explanation of the figures: Bonus

**Men and women are paid the same bonus percentage for the same jobs.** Ecorys' bonus system is based on a percentage of salary and increases with each salary band. The percentages are applied equally across all employees within that band, irrespective of gender.



**Atypical bonus year due to COVID-19.** The payment of the 2020 bonus falls outside the reporting period for this annual report. The bonus reported here relates to 2019 variable pay for some individuals and other bonuses such as recruitment referral incentives.



**Other forms of bonus have distorted the figures.** Women's bonus pay is lower by 72% (mean), 47% (median).

## Action plan

In 2019 the Ecorys UK Gender Taskforce developed a two-year Action Plan to improve the gender balance in the top quartile although many of the actions are beneficial to all staff. The Plan was based on government advice to employers on closing the gender pay gap and feedback from workshops run by the Ecorys UK Works Council. The Action Plan covers three areas:

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

The action plan identified 35 actions with planned timelines for completion across 2020 and 2021. Actions completed in 2020 include:

- ▶ Embedding a range of flexible working initiatives such as ensuring all jobs are advertised with flexible working options, promoting flexible working to parents, creation of a new manager induction on how to promote, manage and support a flexible workforce, and upgrading technology to enable increased flexible working.
- ▶ Introduction of a buddying scheme for return-to-work mothers and new starters
- ▶ Improving maternity leave provision
- ▶ Staff survey and confidential focus groups with women employees across the company to get feedback on barriers linked to gender.
- ▶ Launch of a Women's Network to create a supportive, aspirational, and motivational space for women staff at all stages of their careers in the company.

Over the next 12 months Ecorys will be working on several initiatives focused on career progression and tackling barriers experienced by women employees to improve the gender balance in the top quartile. These include:

- ▶ Further work on increasing flexible working options across the company and ensuring managers are trained and supported to manage a flexible workforce within business needs
- ▶ Development of a carer's policy
- ▶ Sessions by women role models in the company and outside on leadership styles, tips and advice and delivery of mentoring /coaching to emerging women leaders
- ▶ Review of the promotion and reward panel process and communication of clear criteria and process to employees and managers
- ▶ Review and promotion of a refreshed Ecorys' equality vision statement
- ▶ Work to identify and reduce unconscious bias
- ▶ Further work to produce and analyse data to track recruitment, appraisal, reward, and promotion of women.