



Answering  
tomorrow's  
challenges  
today

# Gender Pay Report 2022

5 April 2021 Snapshot Date

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## 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 equal opportunities for all our employees.

This is our fourth annual gender pay gap report. The main factor affecting our gender pay gap is the under representation of women in the top quartile of Ecorys' payroll. Encouragingly, over the last 4 years we have reduced the gender pay gap within Ecorys UK and the number of women in the top quartile has increased by 6% since 2018. We are pleased with this progress but acknowledge we need to press on with the work led by our Gender Task Force to close the gap further. We will continue to ensure that women are empowered and have the support structures to enable them to thrive at Ecorys UK.

## Explanation of the Figures: Pay Bands

Ecorys UK's employee base consists of 59% women and 41% men which remains consistent with previous years. 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	Variation between 2021 and 2022 report
Top	55%	45%	2% decrease in men, 2% increase in women
Upper middle	38%	62%	No change
Lower middle	37%	63%	5% increase in men, 5% decrease in women
Lower	34%	66%	1% increase in men, 1% decrease in women

**Higher proportion of men in the top quartile** which remains relatively unchanged compared to our previous four reports due to the low level of staff turnover in this quartile. Encouragingly, the proportion of women in the top quartile has increased by 2% since 2021 and 6% since 2018.

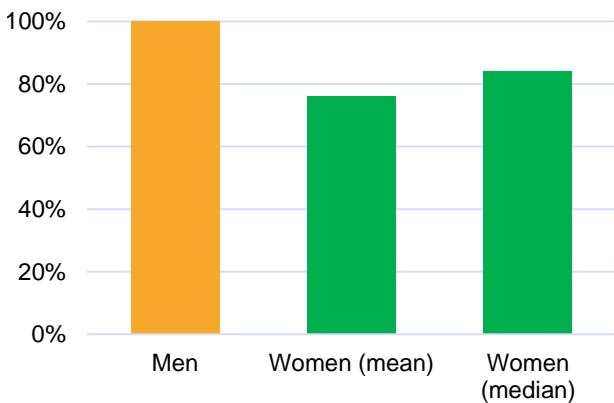
**Higher proportion of women in the middle and lower quartiles.** In the middle and lower quartiles there is a significantly higher proportion of women than men, which generally reflects the gender split of Ecorys UK's employee base and the candidates that apply for externally advertised vacancies.

**Increase in proportion of men in the lower quartile.** The lower middle and lower quartiles both contain a higher proportion of men compared to previous years. The figures continue to move closer to the overall Ecorys UK employee base, with the proportion of men in the lower middle quartile increasing by 5% and in the lower quartile by 1% compared with 2020.

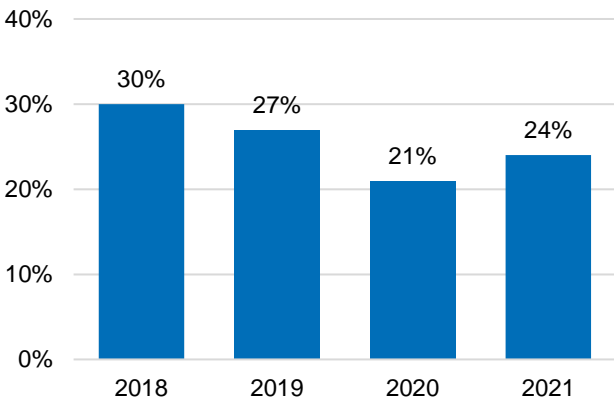
# Explanation of the figures: Pay and Bonus

## 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 are explained by the higher proportion of women in the middle and lower quartiles, which results in a lower average salary value (mean) and lower middle salary value (median) for women.

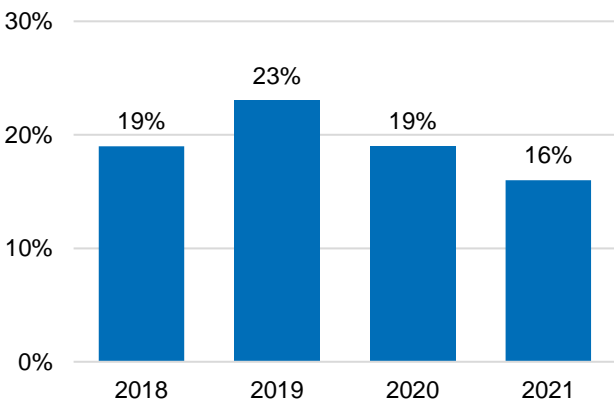


**The gender pay gap in Ecorys UK.** Women’s hourly rate is lower by 24% (mean) and 16% (median). There has been a slight rise in the mean pay gap compared with last year’s report (24% compared to 21% last year). However, there is a continued reduction in median pay gap between men and women (16% compared to 19% last year).



**Mean pay gap.** The chart on the left shows the mean gender pay gap over the last four 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 four years from 30% in 2018 to 24% in 2021. The slight rise in 2021 reflects a higher proportion of men who received pay awards in mid-2020.

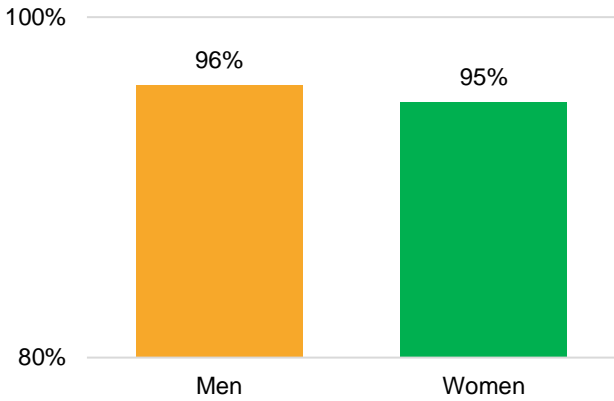


**Median pay gap.** The chart on the left shows the median gender pay gap over the last four years, since Ecorys UK’s first gender pay report.

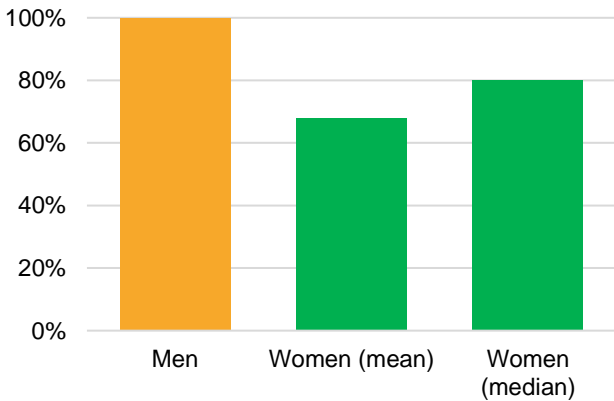
**Overall reduction in the median pay gap trend.** The median pay gap has reduced over the last four years and now stands at 16%.

## Explanation of the figures: Bonus

**Men and women are paid the same bonus percentage for the same jobs.** Ecorys' bonus system (variable pay) 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, and is paid on completion of probationary period and a satisfactory score in appraisals. Other bonuses such as recruitment referral incentives are one-off payments and are not linked to salaries.



**Men and women receive bonuses equally.** The bonus reported here relates to 2020 variable pay, paid to employees between April and July 2021, and other bonuses such as recruitment referral incentives.



**Bonus payments reflect the lower proportion of women in the upper quartile.** Women's bonus pay is lower by 32% (mean) and 20% (median) which reflects the fact that variable pay bonuses are paid as a percentage of salary and increase with each salary band.

## Action plan

To monitor and address the gender pay gap, an Ecorys UK Gender Task Force was set up in 2019. 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 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.

In 2021 the Gender Task Force:

- ▶ developed and strengthened the Ecorys UK Equality, Diversity and Inclusion statement.
- ▶ held an annual gender equality survey and follow-up focus groups with employees, using the outcomes to inform its work.
- ▶ input into company policies to improve women’s working lives including flexible working, maternity and carers’ policies.
- ▶ successfully asked Ecorys UK to sign up to the Menopause Workplace Pledge and ran awareness raising campaigns and briefing sessions for staff and line managers on the menopause.
- ▶ supported the thriving Ecorys UK Women’s Network (over 160 members) which held 6 meetings to discuss a range of topics including women’s health, mentoring, authentic leadership and career progression, and which also span off a book club.

In 2022 we will continue to take positive actions to support women in the workplace including support to carers, a mentoring pilot scheme, menopause support work and the annual gender equality survey.

