



Answering
tomorrow's
challenges
today

Ecorys CSR Report 2021-2022

*An overview of our CSR activities and
our wider sustainable impact*

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Summary

At Ecorys Nederland B.V., we work on tomorrows challenges today, striving to have a positive impact on the world we live in. We recognise the economic, social and environmental implications of our activities and aspire to organise our operations in a sustainable manner. Our Corporate Social Responsibility (CSR) policy has been in place for over a decade and we keep challenging ourselves to do more each year. This report shows our CSR efforts 'through the way we work' and 'through the work we do' over the period 2021-2022.

Through the way we work:

Ecorys and the environment – manage and reduce our environmental impact: Ecorys NL has developed and implemented a comprehensive environmental policy which aims at reducing the carbon footprint of the Dutch company locations (Rotterdam and Amsterdam) and employees throughout the years. We monitor our carbon footprint, water use and paper use and have a waste plan. We only use renewable energy. We are a CO2-neutral company since 2019, compensating our carbon footprint whilst still striving to lower it. The Environmental Management System (EMS) at Ecorys was certified to ISO14001 in February 2011, and we were recertified from 2016 onwards.

Ecorys as a socially responsible workplace – ensuring a healthy workplace that promotes employees' well-being: Employee well-being is an integral part of the responsible workplace and one of the topics that CSR highly values. We work together with our HR-department to monitor and improve employee wellbeing. Each year, Ecorys measures employee satisfaction and workplace culture. In line with recent, societal developments, Ecorys confidential counsellors conducted a survey regarding undesirable behaviour and the outcomes were shared with all employees. During the COVID-19 pandemic, various actions were taken to ensure a healthy workplace both at home as in the office. It also led to an increased awareness on mental health and this is something we take with us in the future.

Additional CSR efforts - improving our social impact in our local community and our purchasing decisions: Ecorys is constantly 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.

Each year, the CSR team identifies priorities to focus on. Last year, we looked at the CO2-footprint and keeping it low after the pandemic, hybrid working and social return. These were partly shaped by the circumstances in which we had to work in 2020-2021 during the COVID-pandemic. This year, we identified the following priorities:

- ▷ *Sustainable mobility:* looking at electric cars and charging stations as well as our flight policy to reduce our carbon footprint
- ▷ *Energy usage:* investigating the options for solar panels and improving our lighting plan of the office
- ▷ *Inclusive & save workplace:* we follow-up on the survey regarding unwanted behaviour and investigate the possibilities of Ecorys becoming more inclusive

Furthermore, we are working together with other Ecorys offices throughout the world to develop a *Global Ecorys CSR initiative*.

Through the work we do

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. 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.

ECORYS **Corporate Social Responsibility at Ecorys NL**

Main objective of our 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).

CSR Through the way we work

ECORYS Nederland B.V. aims to be sustainable and to act responsibly. We recognise the economic, social and environmental implications of our activities. We do this through three main pillars:

Ecorys is proud to be a CO2 neutral company, whilst continuously striving towards reducing its footprint.

CSR Through the work we do

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

Our mission is to help address the most important Societal Challenges of our times. We focus our help on the economic and societal impact of system changes and their related transition issues.

Our deep motivator
addressing society's key challenges

Top 3 actions 2022:

Sustainable mobility

Energy usage

Inclusive and save workplace

Preface

Dear reader,

On behalf of the entire Ecorys NL CSR team, I hereby present you the annual Ecorys Corporate Sustainability Report. This edition reports on our achievements in 2021 and describes our ambitions and plans for the year 2022.

2021 was another demanding year, with the pandemic dominating our lives since day one. COVID did, however, have a positive impact on our CO2 emissions. They were even lower than the year before, due to very low commuting from home to work and due to the fact that travels to other countries came to a standstill. Another positive effect is that we further internalised our remote working skills, with better systems and software, as well as more experience in organising remote meetings and presentations and connecting with our colleagues, partners and clients from a distance.

On the other hand, 2021 was difficult for many of us. Working with children around you can be challenging. For the people who are living alone, feelings of loneliness were lurking. And as a company, we needed to learn how to deal with these social challenges to ensure that we stay connected with each other and make all of us feel that we are part of one organisation.

After two years, I can proudly say we have learnt a lot. Hybrid working has become the new normal and we are trying to find the best balance between working in the office and working remotely. We want to actively pursue the possibilities that are offered by the insights learned in 2020 and 2021. This also entails policies to keep our future CO2 footprint as low as possible.

One of the most important environmental challenges is, and remains, our commuting and travel behaviour, which has the largest impact on our overall carbon footprint. We will formulate a policy for air travel, to be divided in short haul trips (replace where possible with using railways), and long haul trips (partly replace travelling with digital solutions as developed during COVID19). We already changed our car lease policy, and we have the ambition to have a fully electric fleet of lease cars by 2025.

Furthermore, we have a strong focus on the social aspects of working at our company. After COVID, we realise how important it is to make people feel part of one organisation and to make sure our organisation is a pleasant, inspiring and safe place to work for everyone. To sum up some activities: we planned informal and more formal events every month, we carried out a study aimed at measuring whether our employees considers our organisation a safe environment and we are focussing on improving our learning and development possibilities.

In this report you will read much more on our efforts last year to be a sustainable and social organisation and what our ambitions and plans are for the coming year. We are now facing new challenges, such as the war in the Ukraine, shifting balances of power in the world and the rising prices for gas, energy and some essential goods. We will, as always, keep a close eye on fundamental changes in our society. We will anticipate on these as good as we can, for ourselves, and for our clients. We will stay focussed on answering tomorrow's challenges today.

On behalf of the Ecorys Nederland CSR team,

Brigitte Slot,

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 650 dedicated Ecorys consultants and over 150 associated freelance experts working on projects in more than 150 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

By our 100th birthday we will be one of the world's leading independent research and consultancy companies. We will have a global presence and be internationally recognised by clients and partners for the quality of work that we do, the people who work at our company and the innovative solutions that we develop. To achieve this, in our changing world, we believe that we must grow in scale if we are to win and deliver the size and complexity of contracts that our clients will tender. Further, growing Ecorys will secure our independence, provide financial strength and stability and offer the challenging and stimulating work that will attract the talent that we need to be successful.

Mission Statement

We are driven by our ambition to help address the most important Societal Challenges of our times. We focus our help on the economic and societal impact of system changes and their related transition issues.

Figure 1.1 Our deep motivator: addressing society's key challenges` through the SDG's



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).

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 report is the review of the performance of the year 2021 and it contains our plans for 2022. Our 2-year plan 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, as well as opening up discussions on a broader interpretation of our role in society. We look back at last year and present our plans for the coming year.

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, conveying a wider sustainability impact than just reducing our own carbon footprint.

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

ECORYS **Corporate Social Responsibility at Ecorys NL**

Main objective of our 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).

CSR Through the way we work



ECORYS Nederland B.V. aims to be sustainable and to act responsibly. We recognise the economic, social and environmental implications of our activities. We do this through three main pillars:



Ecorys and the environment

Ecorys as a socially responsible workplace

Additional CSR efforts

Ecorys is proud to be a CO2 neutral company, whilst continuously striving towards reducing its footprint.

CSR Through the work we do



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

 **Our mission** is to help address the most important Societal Challenges of our times. We focus our help on the economic and societal impact of system changes and their related transition issues.



Our deep motivator addressing society's key challenges

Top 3 actions 2022:

 Sustainable mobility

 Energy usage

 Inclusive and save workplace

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 – manage and reduce our environmental impact

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 workplace – ensuring a healthy workplace that promotes employees' well-being

Ecorys recognises the importance of social responsibility in our workplace. 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.

Additional CSR efforts - improving our social impact in our local community and our purchasing decisions

In 2012, we felt that our social impact 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

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. Our CSR policy entirely fits within the Ecorys ethical code of conducting business, as can be found on our website: <https://www.ecorys.com/global/ethics-and-conduct>

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:

Our core principles



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



Susanne van der Kooij
CSR analyst



Linda de Groot
Communication CSR



Brigitte Slot
Managing Director of Ecorys
Nederland - wider (social)
responsibility



Jochen Maes
ISO14001 coordinator and CSR
analyst



Daniek Korver
(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 invited to participate on specific topics.

Dissemination of our CSR policy

On our internal [Ecorys intranet](#)¹, 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 also the [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 is regularly presented in the sector meetings of Ecorys.

¹ Only accessible for Ecorys employees

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

For each of our three pillars – Ecorys and the environment, Ecorys as a socially responsible workplace and Our additional CSR efforts – we report on the objectives, current and past performance and review the status of the 2020-2021 actions.

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, and are tracking our legal compliance. As part of our policy implementation, we have the following accreditation:

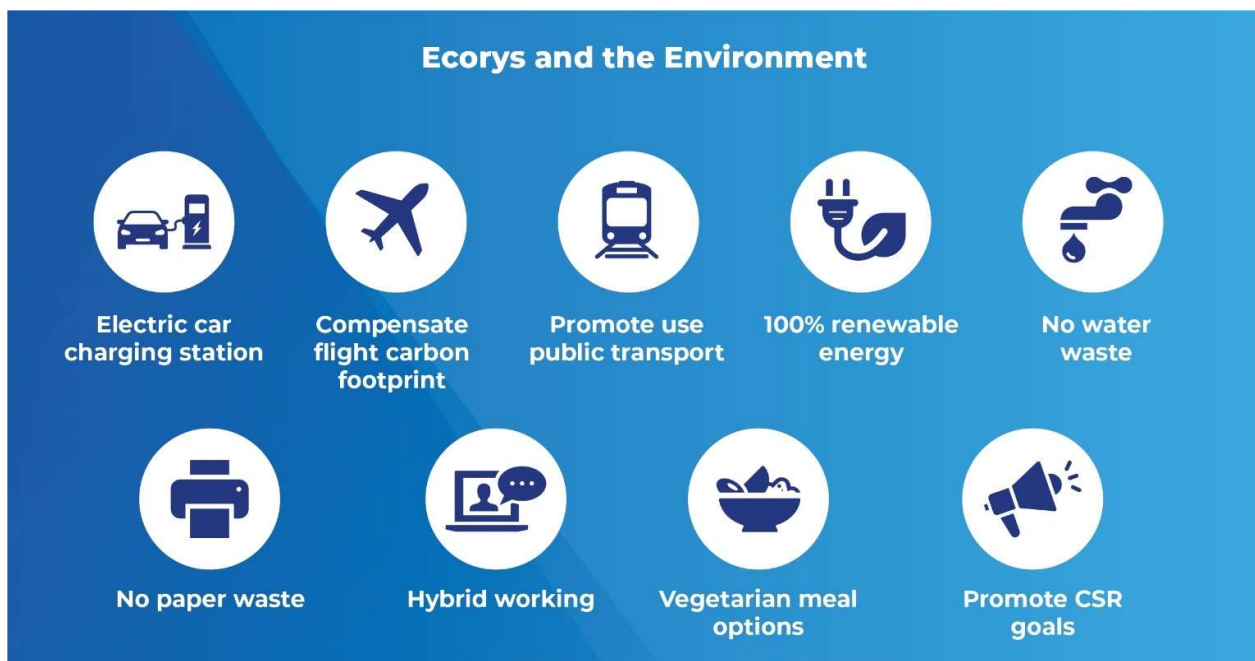
- **ISO 14001** – the internationally recognised standard for Environmental Management Systems.

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.).



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):

- **We are a CO₂ neutral company since 2019** as we compensate our total carbon footprint. We have chosen full CO₂ compensation from 2019 in cooperation with the Climate Neutral Group. Per Full Time Employee (fte), our footprint was reduced to 4.6 CO₂ per fte by 2019, showing a significant decrease since 2010. Owing to the pandemic, in 2020 we decreased our footprint significantly to 0,9 tonnes of CO₂ (in which our home office emissions are also included). We aim to further decrease our emissions in the future, or keeping them as low as in 2020. Prior to being a CO₂ neutral company, since 2010 we have offset the largest part of our environmental footprint: emissions from flights.
 - We use **green** (100% renewable) **electricity**, as of January 1st, 2010
 - In 2016, we improved the cooling installation of the central computer room, reducing power use by 30%
 - Water saving taps installed in the toilets to save water since 2013
- **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 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. Charging facilities for cars are monitored. We have the ambition to have a fully electric fleet (of lease cars) by 2025.
- **Reducing of paper use** We purchase only FSC and PEFC certified paper since 2013. Our printers are also set by default to printing double-sided in black and white (instead of colour). All contracts and signatures are handled digitally. As of 2019, employees are able to work via their own laptop which also contributes to the reduction of the use of paper.
- We 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
- **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 include details of our CSR policy in our proposals and contracts, and this information is available on the intranet and website.

Where we have stated quantitative values above, these will be reviewed annually. Additionally, we are working on the calculations regarding the CO₂ 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 switching to 100% renewable energy, we started offsetting our non-air travel emissions too. There is a decrease in this area as well. In 2020, our footprint was lower as a result of the pandemic which restricted employees to

work from home and not travel abroad. The total also comprises an estimate for the emissions of our working from home increase.

Figure 2 Carbon footprint – tonnes CO₂

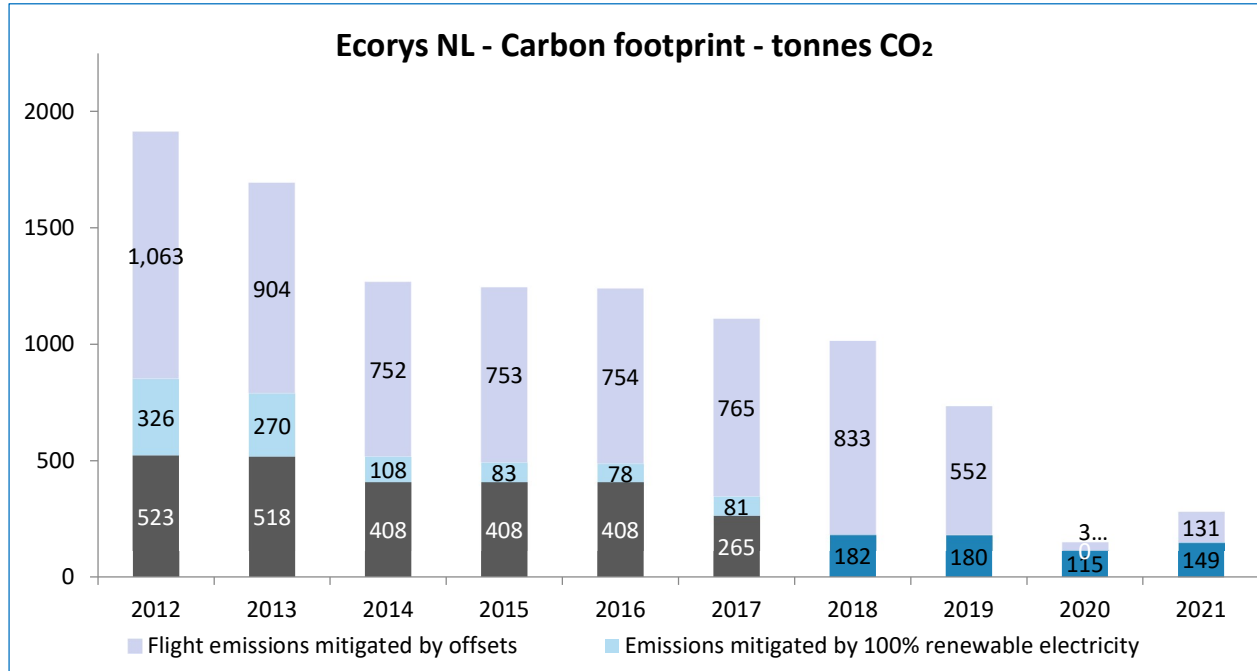
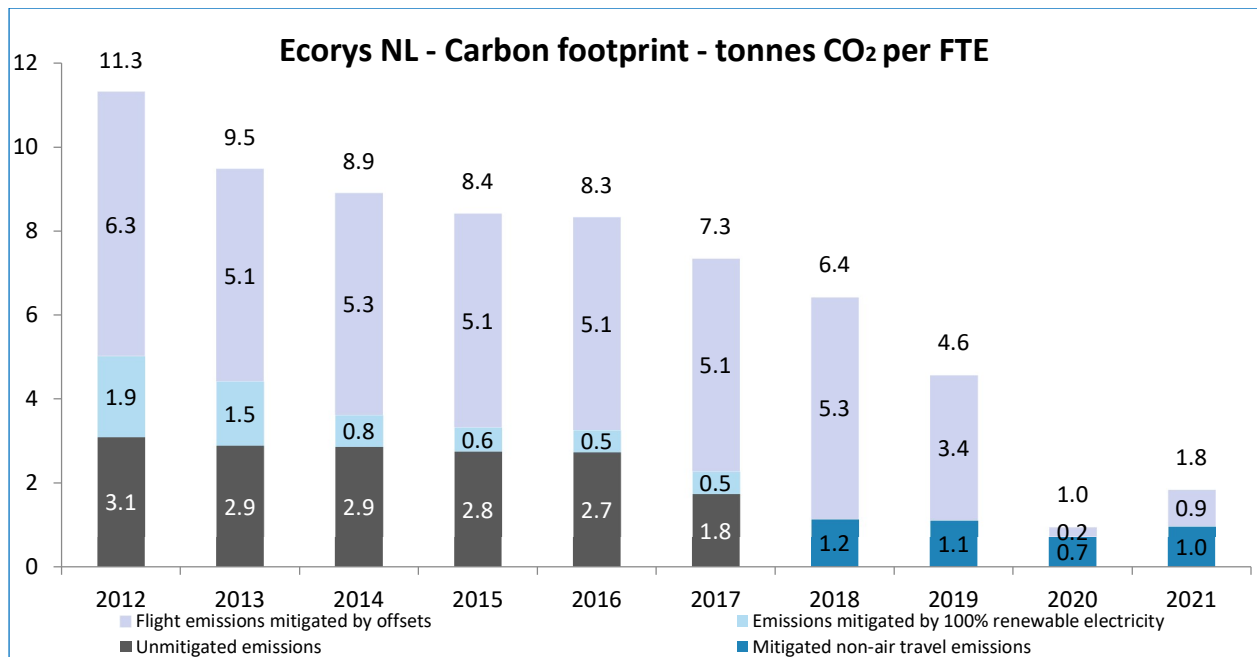


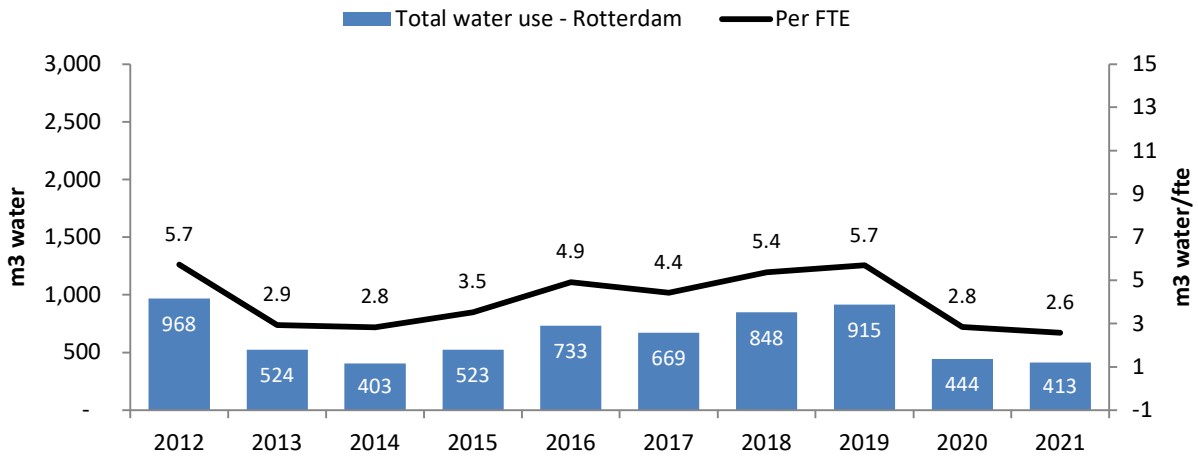
Figure 3 Carbon footprint per fte – tonnes CO₂



Per Full Time Employee (fte) our footprint reduced from 11.3 tonnes to 1,8 CO₂ per fte by 2021, and even lower to 1 tonnes in 2020 (during the pandemic). As a result of not travelling abroad due to the COVID-pandemic, flight emissions decreased considerably since. Since 2018, we have been offsetting our non-air emission. Hence **Ecorys is a CO₂ neutral company.**

Water usage

Figure 4 Water use: Rotterdam office

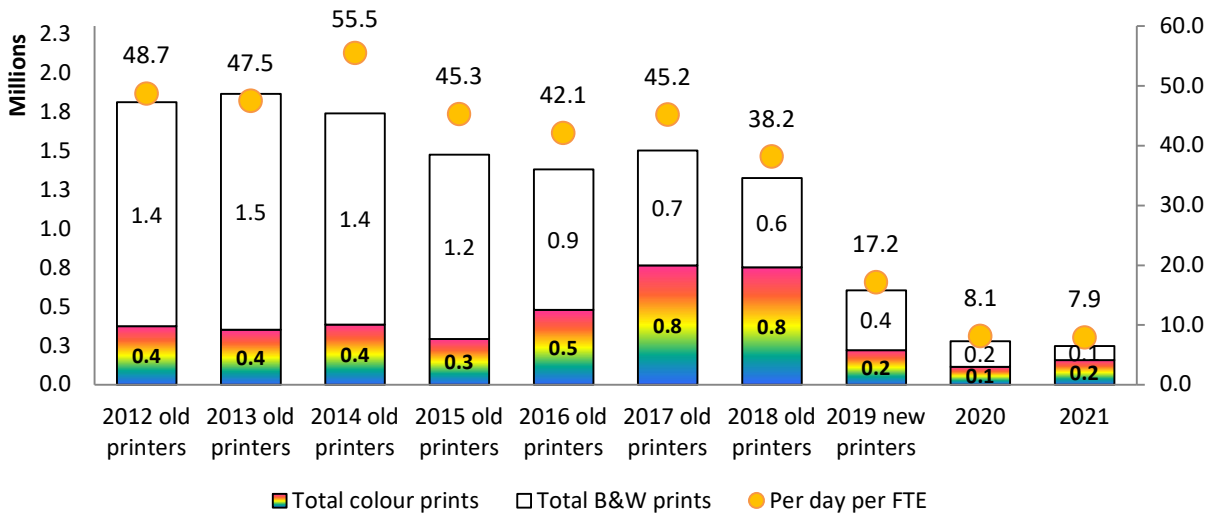


After a peak in water consumption in 2012 (both in total and per fte), the use of water reduced. Moving to the 10-11-12th floor in April 2016 has changed the water use division between the building’s owner and Ecorys as tenant. Since then, a new series exists (in green). Water use dropped in 2020, as a result of increased working from home. We maintained this lower level also in 2021.

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. Since then, new time series exist. The total amount of paper printer per fte has decreased from 3,3375 pages in 2019 to 1,743 pages in 2021. The amount of colour prints was also reduced since 2015. This could be explained with having black and white printing as default setting.

Figure 5 Pages printed



Climate adaptation

The years are getting hotter, downpours are getting more intense and the weather more extreme due to climate change. Adapting to this changing climate is essential, especially for cities where urban heat effect occurs, air quality is generally low and the build environment has replaced green and blue spaces. Adaptation options are measures and actions that can be implemented to improve adaptation to climate change. Rotterdam is already working on this topic: het Rotterdams Weerwoord has formulated the ambition to be a climate proof city in 2025, based on six thematic adaptation areas: drought, groundwater, heat, precipitation, ground subsidence and flooding.

At Ecorys, we work in a climate controlled area, where the air temperature fits the work environment and the air is clean due to our air ventilation systems. Still, reducing the heat in and around the building could be beneficial, in preparation for more hot days and the energy bill related to the air-conditioning system. By investing in and around our building, we help Rotterdam become more resilient, improve biodiversity, improve green spaces and air quality. Therefore, we added the theme climate adaptation to our environmental topics under CSR.

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 from 2016 onwards. 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 actions in 2020

Below we present the progress on our environmental CSR goals. We cluster the type of measures 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 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 Ecorys and the environment: main achievement in 2021-2022

E W C	CSR goal	Achieved prior to 2021	Planned 2022	Review	Actions
E +W	Ecorys Netherlands is a CO ₂ neutral company	<p>We compensate our CO₂ footprint for flights for years. We take into explicit account the costs (e.g. of golden VERs) of CO₂ emission compensation for our travel by air. We decreased our CO₂ emissions.</p> <p>With our green energy and train travel by NS on renewable energy, Ecorys is CO₂ neutral.</p>	<p>Full compensation of air and car travel. This way, all our travel emissions are compensated.</p> <p>We continue to make our clients aware of our measures to compensate our CO₂ footprint. We include specific text about this in each report and proposal.</p> <p>Include climate adaptation as topic under our CSR responsibility</p>		<p>1. Further decrease of CO₂ emissions. We monitor international travel and flights in particular.</p> <p>2. We collected data before and during the pandemic on mobility behaviour of Ecorys employees via an internal study (to check earlier assumptions and expectations).</p> <p>3. We will replace current light with LED-lighting on all floors to reduce our energy consumption</p> <p>4. Research options to electrify or green lease cars (ongoing): identify number of cars, CO₂ emissions per car, contract end, future ambitions, policy. Monitor use and review number of charging</p>

					points for electric cars .options, consult HR, discuss with BoM and works council.
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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 are 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. Our overall objective has been that we should continuously assess which topics we can improve.

Our Values

				
Caring	Entrepreneurial	Integrity	Together	Leadership
we value our people, our partners and our clients	we value creativity, innovation and excellence in everything we do	we value honesty, transparency and seeking to do the right thing	we value team work, collaboration and diversity in all its forms	we value our independence, our objectivity, independent thinking and creative problem solving

Ecorys’ corporate values 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 Ecorys employees 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, which includes CSR as part of the content. In case only one or two employees join the company in a three-month timeframe, they receive 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-CANS (complaints of arm, neck and/or shoulder) support, through inductions and provision of equipment and software as appropriate;
- Training programmes and support for employee professional development; this comes together in the Ecorys Academy, an online learning tool that is developed at the moment and will go online in the form of a global Academy in 2021. It focuses on virtual and blended learning and allows all staff from operating companies to follow the same training programmes.
- Arbo Service: focusing on working conditions, the company doctor and RIE (Risk-Inventory Evaluation) by the Arbo on a regular basis. The purpose of RIE is to gain general insight into health, safety risks and wellbeing within the company or organisation.

2. Current and past performance

In recent 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. It is transformed in mid-year and end-of-the-year dialogues. This system aims to stimulate constructive feedback and enable better appraisal and planning of professional training and development, by enabling a two way street dialogue between the employee and the staff manager;
- Introduction of a formal professional development plan. All staff are encouraged to complete a Professional Development Plan. A global standardized format is work in progress;
- 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 salaries and related matters) in 2019. The results (per Grade) have been assessed and the required actions identified and discussed with the Works Council. The scores provided reason for amending some specific grades which are approved by the Board Of Management. These amendments took place in two steps, with the last step taken in 2021;
- In addition to the above the Board of Management of Ecorys global installed a yearly employee satisfaction survey and 'thermometer' for measuring employee satisfaction and workplace culture in every country that hosts an Ecorys office. 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. In 2020, around 65% of the employees of Ecorys NL completed the employee satisfaction survey. Our goal is to monitor the outcomes of these Employee Engagement Surveys on a yearly basis;
- In 2022 a survey on undesirable behaviour was conducted by Ecorys' confidential counsellors. The main outcome was that 95% feels safe at work and the other 5% depending on the situation. This is an overall positive picture, but the objective is to let staff feel 100% at all times, where safety means: "a climate in which people are comfortable expressing and being themselves". This survey was aimed at gathering experiences in general, but in the future will be executed more regularly. The results of this survey were presented to all the sectors and the Works Council.

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 on a regular basis to its employees.
- Seating balls and standing desks for a better work position and alternations in work positions.
- 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).
- Ecorys has organized a skiing trip in 2019 and 2022 for all employees. With an average of 30 persons joining, it offers a great way to connect with colleagues and be active in the meantime.
- Employees have the option to access a gym membership at Fit for Free of which Ecorys will pay 10 Euros. We are currently looking into the possibility to also receive 10 Euros from Ecorys if you have a gym membership at another gym.
- 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. As a result of the employee sports survey, a sports committee was 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. Due to the COVID-19 crisis, this initiative was temporarily on hold, but post-COVID the interest for such a committee appeared low. However, multiple ad hoc events are organised by individual colleagues such as a running club, a cycle club, joining the half marathon of Rotterdam and cycling the Alpe d'HuZes. Ecorys supports these initiatives by supplying t-shirts, sponsoring or providing clinics. The CSR team keeps monitoring these events and will undertake action if these sportive challenges are no longer organized.

A healthy workplace

The impact of a healthy workplace became even more important during the COVID-19 crisis. Ecorys continued the actions above as much as possible and did more in 2021/2022:

- In alignment with the 60-40 Hybrid working policy Ecorys starts paying a home-working allowance for everyone as per 1 January 2022. Ecorys will pay € 2,00 nett per day for two days 'working@home' per week. The allowance will be a fixed amount of € 14,35 nett per month that will be paid monthly within the regular salary rounds.
- In April 2022 employees were invited to go on a skiing trip which was organized by Ecorys staff, and Ecorys made a small contribution to it. The plans for a sailing trip are formed at the moment this report is published.
- On the 31st of July approximately 25 colleagues will join several distances in the half marathon of Rotterdam. Ecorys helps run in style by sponsoring a professional running shirt for all Ecorys participants. On top of that, Eric Brommert – owner of Run2Day Rotterdam and co-host of the podcast

on running 'De Pacer' – will prepare a training plan for each of the distances and will host a clinic for all runners. With those tips & tricks, I am sure all of us will cross the finish line smiling.

- During and post the COVID-19 crisis the way of working changed and Ecorys switched to hybrid working. Therefore the office was redesigned. It was made possible for colleagues that needed to work at the office to remain the 1.5 meter distance and phonecall booths were placed because more meetings were held online. The functioning of the office changed to a place to meet colleagues so one of the floor was redesigned to enhance that function Further improvements are still being made at the moment of publishing this report.

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 well-being 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-foosball or ping-pong
- 30 annual leave days since January 1st, 2019
- A good pension program; As per 1 January 2022 a new pension scheme is in place. This is a defined contribution scheme which will be executed by insurer Allianz. The Works Council has given its consent to this new scheme.
- Providing opportunities for interns to gain professional work experience at an international consultancy firm.
- Personal behavioural goals as part of dialogues
- We request employee feedback on office design via regular surveys, in order to monitor satisfaction of employees and signal issues.
- Extra efforts are being undertaken to recruit new staff in order to reduce the workload for present staff. Plus the referral bonus has become permanent.

Overall wellbeing of employees

In order to contribute to this objective Ecorys continued the actions above as much as possible and did more in 2021/2022:

- Two COVID surveys were conducted about stress and the use of IT from home
- A Winterlockdown Academy was set up which gave employees the opportunity to join fun interactive sessions with colleagues to create cohesion among employees while working from home. Examples include Spanish language classes, lunchwalks, bookclub and a running team.

- Two After Summer Campfire Sessions were organized in September 2021. This enabled colleagues to get together (while still living up to the COVID measures) with music, drinks and bites.
- Ecorys finds it important to meet each other on a regular basis and have fun together, next to more professional meetings. Therefore, multiple events for 2022 have been planned: Easter Breakfast, Spring Get Together, Longest Day Party, Indian Summer Event, Autumn Get Together and an End-of-year Celebration.

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. Social return policy is one of the aspects; it is obligatory because we work in the public sector and we take it serious. 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. Municipalities are also creating social return opportunities locally e.g. Ecorys bought the Christmas packages for our employees via a bakery that works with people who have difficulty accessing the labour market. In addition, we recently donated a [DUO bicycle](#) to Stichting De Boshalte, and donated our desktops to "ICT vanaf morgen". This foundation takes care of donating hardware to people that have no money to buy this. Many students also 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, effectively recording these values and strategy are a work in progress.

Actions: In 2021/2022 we will start a study to explore whether these values and strategies on being an inclusive, equal and diverse workplace can be recorded effectively 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. We are currently talking to HR and the managing director about this point of action.

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. In light of this, a gender balance pay study was undertaken by HR, which was assessed by the Works Council and a gender specialist. The study found that Ecorys has a correct gender pay and no gender pay imbalance.

Training and development

- Training programmes and support for staff professional development (e.g. LinkedIn Learning platform)
- TruQu: a personal online development training platform where employees can set goals, ask for feedback of their colleagues, provide feedback and evaluate their performance.
- Ecorys Global Academy implemented in 2021 – most trainings have been transformed to digital / virtual trainings.
- Lepaya training program: over the course of 6 months, a group of Ecoryans works on different topics related to professional and personal growth. Topics include: structured storytelling, personal strengths, impactful influencing, working with stress and leading stakeholders.

- Next Generation Ecoryans: NGE is a bottom-up initiative that organises activities for the future leaders of Ecorys. The aim is to strengthen the 'team-spirit' within Ecorys and to function as a sparring partner of the HR department and the Ecorys management. By organising social activities and stimulating coaching and 'training-on-the-job', we aim to stimulate the professional career and personal development at Ecorys.

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, volunteer day, Easter breakfast etc).

An inclusive and equal workplace during COVID-19

- Maintaining the objective of being an inclusive and equal workplace continued during the COVID-19 crisis. In order to contribute to this objective Ecorys continued the actions above as much as possible. A major change in our work environment has been the switch to virtual meetings and working from home. For some, this meant no travel time and therefore more time at home. For others, working from home was difficult and it took them some time to adjust. Ecorys monitored this situation during 2020-2021 through 3 surveys to see how employees were managing.
- The COVID-19 led to an increased awareness on mental health and this is something to take with us in the future. An action point for us in 2021/2022 is to continue to monitor this.

Review of 2020/2021 and new actions

Below we present the progress on our workplace CSR goals.

Table 2 - Review of 2020/2021 Ecorys as a socially responsible workplace

E W C	CSR goal	Planned 2021/2022	Review	New actions
W	1. A healthy workplace	As a result of the employee sports survey, a sports committee was 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. Unfortunately this was put on hold due to the COVID-19 crisis, but interest seemed low after the COVID-19 crisis. However, ad hoc activities are being organized by individual colleagues.		Keep monitoring sports activities.
W	2. Overall wellbeing of employees	As part of the social responsibility, we strive to be attentive to the wellbeing of our employees. We		We monitor ideas for further increasing staff wellbeing and a healthy workplace.

		offer numerous opportunities for increasing wellbeing and fun at work, also related to our first theme of being a healthy workplace.		We monitor the outcomes of surveys regarding employee wellbeing and undesirable behaviour on a yearly basis.
W	3. An inclusive and equal workplace	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.		In 2021/2022, 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. Ideas regarding this action has been communicated to HR and the managing director.

Our additional CSR efforts

1. Our objectives and actions

Next to our environmental and social activities under CSR, there is a range of additional CSR efforts that we encourage within Ecorys. We have many colleagues who, in their free time, support good causes. Where possible, Ecorys actively supports those colleagues and always maintains a positive attitude towards new supporting initiatives. We also donated (part of) our annual Christmas gift budget to good causes. Some other examples include:

- 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. When organizing events within Ecorys – for example Christmas dinner, Easter breakfast etc. – we aim to work together with local organizations, social entrepreneurs and/or organization with a distance to the general job market.
- Ecorys supports activities related to challenges initiated by Ecorys colleagues. Since 2019, Ecorys supported and colleagues climbing the Alpe d'Huez to support cancer research.
- Volunteering is a way to give back to our community and is highly stimulated by the company i.e. by providing employees with the opportunity to spend 50% of one working week undertaking volunteering activities. 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 19th December. Due to Covid our yearly Volunteer Day could not take place in 2020/ 2021 but we will monitor whether it is possible to organize again in 2022.
- Local projects for the city of Amsterdam require reusing 10% of the contract fee in local spending or charity / local consumption (see also social return below).
- In 2019, the Christmas gift was donated to four different charity organisations which have received € 1,000 each. In the past, we also worked together with Vluchtelingenwerk (charity for refugees) in 2016-2017. Donating our Christmas gift to support Vluchtelingenwerk Zuidwest-Nederland, an organisation to assist refugees based in Rotterdam. The donation amounted to €5,500. 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.

Social Return

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. Below you can find an overview of our Social Return completion. The involved projects ran from 2017 up until a few projects running into early 2022. Many SR demands were completed by TIM, the sector with the most projects that demand SR investment. Since 2019, the SR demands are centralised within the HRM unit to ensure a more central monitoring of SR completion. This benefits the whole organisation and, at the same time, impacts others that might be limited in diverse ways (e.g., Christmas gifts made by a social enterprise). We expect that SR demands will only increase, especially when working for the public sector. We need to be aware of this since failing to comply means a fine that can run up to 25% on top of the SR amount. A great development is that more and more social enterprises are founded, which allows us to buy into upcoming projects (e.g., Everydayheroes). This means that whenever we organise an event of sorts, we need to take into account that it could possibly be arranged by a social enterprise in order to ensure compliance with the increasing SR demands.

Overview Projects Social Return since 2017		What?	Status	End date
Car parking A'dam – TIM				
JFCA		Youngster culture fund project by TIM		
7 deugden		Team outing Brewery social enterprise		
Prael		Team outing Brewery social enterprise		
Freud		Dinner/outing - social enterprise		
DUO -bike		Foundation Boshalte A'dam bike for people with limitations		
	€ 8,928.00		Finalized	2017_2021
Municipality A'dam /Diemen Scan car - TIM				
JFCA	€ 3,710.00	Youngster Culture Fund - research by TIM		
Prael	€ 545.01	Team outing Brewery social enterprise		
Desktops Ecorys donatiene (digital "food bank")	€ 10,000.00	Donation 25 'old' desktops to Cybershoek A'dam		
Everyday Heroes	€ 6,165.00	Buying of Power certificate support for people with distance to the labour market	finalized	2022
	20,420.01	€ 20,420.01		
Spoorzone Nijmegen TIM				
Kerstgeschenken (deel daarvan)	€ 4,600.00	Bakery 'Vlinder' and 'Galerie Atelier Herenplaats' both in Rotterdam	Finalized	2020
Bestek 2-D-20070-18 BRIDGE R&C				
Hiring a person on an Ecorys contract	€ 3,000.00	Hiring our Receptionist with distance to the labour market	Finalized	2019
Total between 2017 and 2021				€ 36,948.01

Review of 2021/2022 and new actions

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

Table 3 - Review of 2021/2022 Our additional CSR efforts


E W C	CSR goal	Planned 2021 - 2022	Review	New actions
C	Our additional impact	<p>Do more in giving back to society and participating in our local communities through social projects. Ecorys can do more to support locally (e.g. offering traineeships for students of Rotterdam or Capelle).</p> <p>Local projects for the city of Amsterdam require reusing 10% of the contract fee in local spending or charity.</p>		Further supporting initiatives by Ecorys staff financially and in-kind
E+ W+ C	Our additional impact	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 'social return' 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			We continue to link our socially responsible purchasing to our CSR policy

4.0 Our priorities in 2021- 2022

Reflection: our top 3 actions for 2021


We identified 3 top priority actions for 2021. These are partly shaped by the circumstances in which we had to work in 2020 during the COVID-pandemic.

The top 3 CSR actions for 2021




CO2 footprint

keeping our CO2 footprint low from 2021 onwards



Hybrid working

making hybrid working places work



Social return

improving our social return

1. Keeping our CO2 footprint low from 2021 onwards

As chapter 3 demonstrated we kept our footprint low in 2021, but this was more due to the extended period in which we experienced COVID-19 than due to a change of Ecorys policy. So basically the same challenge lies ahead of us in 2022 and beyond. In 2021 we gathered best practices from other institutions and service firms on how they envisage a modal shift from air to rail. In the CSR we have discussed those systems, and in 2022 we will build on this and develop an Ecorys-fitting policy for our own staff.

2. Making hybrid working places work

In 2021, we continued to work from home for most of our time (until October). From a CSR perspective, we believe that we have to combine the possibilities of hybrid working with the results of our annual employee satisfaction survey, which in general demonstrated a slightly lower overall appreciation for Ecorys as employer. Ecorys has provided guidelines for hybrid working, we will monitor in 2022 whether these actually help regaining some of the lost employee satisfaction levels in 2021.

3. Improving our social return

In chapter 3 we presented the result of our analysis of the social return projects we have carried out in the period 2017-2021. We discussed the results, and have decided that the overall aggregate of projects is too small, too scattered around clients and locations to justify a more coordinated approach. We will continue to monitor the developments around social return projects, and will reconsider this policy should volumes increase.

Our top 4 priorities in 2022

For 2022 we build on and extend our priorities formulated in earlier years. We have identified 3 issues we would like to bring further in 2022: increase our sustainability when it comes to our mobility; our daily commuting, but more importantly, our air transport mobility, which has the largest impact on our overall carbon footprint. Secondly we want to further reduce our energy usage in and around the office. And thirdly we want to work further on the quality of our working environment, especially in the field of offering all staff an inclusive and safe working place in our offices.

Sustainable mobility

For increasing the sustainability of our mobility, we will target three topics:

1. Formulating a policy for air travel: to be divided in short haul trips (replace where possible with using railways), and long haul trips (partly replace travelling with digital solutions as developed during COVID19)
2. Develop a car lease policy replacing the current system with a car lease scheme based on electric cars.
3. Further stimulate sustainable transport options like public transport, and (e-)bike use.
4. Improve our charging stations for electric cars, based on actual needs, and in conjunction with our car lease policy together with the owner of the office-building and co-renters.

Energy usage

For further reducing our energy usage, we envisage the following actions:

1. Try to get solar panels on the roof our offices. This idea will be picked up in our regular meetings with the owner of the office building, and our co-renters in the building.
2. Replace all old TL-lamps with LED's in the oncoming years.

Inclusive & safe workplace

In 2021 we carried out a survey aimed at measuring whether Ecorys staff considers our working place to be a safe environment. The results of the survey have been communicated with staff, we would like to see that these results will get a follow-up where needed in 2022. Additional to whether Ecorys offers a safe working place, we would also like stress the importance of Ecorys offering an inclusive working place. We will suggest ways to investigate the possibilities of Ecorys becoming more inclusive, on which aspects, and how this can be achieved.

Global CSR initiative

During the last few years, more Ecorys offices have been working on their own CSR strategy. It is time to bring them together under the umbrella of a Ecorys Global CSR initiative. Preparatory talks with various offices have already taken place. The development of this Corporate CSR Strategy will follow both a top-down and a bottom-up approach. Top-down in a sense that our Core Leadership Team (CEO + CFO + Directors of all offices) will start updating and expanding the CSR strategy that is currently in place. The outcome is a new framework in Q1/Q2 2022 that encompasses all the CSR efforts made thus far within the different offices and become an umbrella strategy for other Ecorys policies already in place. At the same time, a CSR Taskforce is launched as bottom-up driver, in which nominees from all the offices can get to know each other and exchange on the scopes of their CSR initiatives so far. These efforts will result in a holistic Corporate CSR Strategy (document) and CSR Action plans per office responding to the strategic goals set at the corporate level. These action plans will also include monitoring tables that will help us measure the carbon footprint of each of our offices and reach carbon neutrality for the Ecorys Group in the next few years.

Two members of the Ecorys NL CSR team have been included in this task force. Throughout the year, we will be included in the different steps towards the Global CSR initiative, sharing our lessons learned and learning from other offices ourselves.

5.0 Our wider sustainable impact

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.

ECORYS **Corporate Social Responsibility at Ecorys NL**

CSR Through the work we do

<div style="background-color: #003366; color: white; padding: 5px; text-align: center; font-weight: bold;">Energy and climate</div> <ul style="list-style-type: none"> Assessment of measures to reduce GHG emissions in the built environment Revenues from ETS auctions for the Dutch government Study on the Central and South Eastern Europe energy connectivity cooperation on electricity grid development and renewables Cost-benefit analysis for infrastructure for CCS projects (2021) Spatial strategy for the circular economy (2021-2022) The 'Towards Green Transition' Facility Ex-ante evaluation of the Dutch Nationaal Strategisch Plan landbouwbeleid (NSP) Supporting the European construction ecosystem in its transition towards a resilient, greener and more digital future Ecorys investigates the value of the hybrid heat pump for the heat transition in the built environment Ecorys supports the European Commission with their socio-economic research and technical assistance in the field of energy 	<div style="background-color: #003366; color: white; padding: 5px; text-align: center; font-weight: bold;">Sustainable Cities and Mobility</div> <ul style="list-style-type: none"> Supporting the city of Antwerp with Manon Janssen as Climate Director Smart and sustainable urbanisation delivers profit for the future Monitoring the impact of COVID-19 and of the corresponding safety measures on public transport The future of the EU automotive sector Ecorys and CE Delft support the European Commission's preparation of the ReFuel Maritime initiative – part of the 'Fit for 55' package 	<div style="background-color: #003366; color: white; padding: 5px; text-align: center; font-weight: bold;">Securing justice</div> <ul style="list-style-type: none"> Firearm safety in the EU and beyond: developing a common minimum standard and improving information in the fight against firearm trafficking through REGISYNC Tackling transnational child sexual abuse: which lessons can the Netherlands draw from other countries? The impact of Integral Person-Centered Guidance to Employment (IPEA) on the lives of young people, their immediate environment and society Study on EU preparedness and responses to Chemical, Biological, Radiological and Nuclear (CBRN) threats
<div style="background-color: #003366; color: white; padding: 5px; text-align: center; font-weight: bold;">Sustainable economic development</div> <ul style="list-style-type: none"> An Institutional Reform Review of the African Tax Administrative Forum Addressing the EU data challenge 	<div style="background-color: #003366; color: white; padding: 5px; text-align: center; font-weight: bold;">Social development</div> <ul style="list-style-type: none"> The parallel labor market: societal costs and benefits in practice The Future of Migration and Asylum in the European Union Support in improving the participation of people with disabilities in Lansingerland 	<div style="background-color: #003366; color: white; padding: 5px; text-align: center; font-weight: bold;">Improving health</div> <ul style="list-style-type: none"> Evaluating the programme for reinforcement of the supply and development of access to healthcare in the DRC Artificial intelligence in healthcare: added value proven, possibilities not yet fully exploited Insight into preconditions for effective collaboration between informal and formal help in the social domain The socio-economic added value of sports and exercise in detail

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.

A more detailed description of our projects

Energy, Water and Climate



Subject/title: Assessment of measures to reduce GHG emissions in the built environment

Client: Dutch Ministry of the Interior and Kingdom Relations ('Uitvoeringsoverleg Klimaatakkoord – tafel Gebouwde Omgeving')

Summary: The Dutch 'Climate agreement' includes ambitious targets to reduce GHG emissions in the built environment. We applied advanced data modelling and analytics to project future emissions based on current policies. Our analysis showed that additional measures were needed to reach targets. We modelled alternative policy measures, including additional measures that are needed to meet targets that are consistent with the 55% target for 2030.

Subject/title: Revenues from ETS auctions for the Dutch government

Client: Netherlands association for Renewable Energy

Summary: EU Member States generate substantial revenues from the auction of EU ETS emission allowances. On behalf of the Netherlands association for Renewable Energy we projected revenues until 2030 (in cooperation with SQ Consult). Our projection was based on a detailed assessment of proposed changes to the ETS and a high-level analysis of market conditions. Our client used our report to lobby for additional spending on renewable energy projects. The report attracted substantial media attention in the Dutch press.

Subject/title: Study on the Central and South Eastern Europe energy connectivity cooperation on electricity grid development and renewables

Client: DG Energy

Summary: This is a study on the Central and South-Eastern Europe energy connectivity cooperation (CESEC) on electricity grid development and renewables. The study shows the trends for the development of the electricity grid and renewables until 2050. This enables DG Energy and stakeholders to see where the promising projects are located. Moreover, it shows that a massive energy transition is envisaged in which renewables will dominate the power supply in the future. Building on this information, the study provides conclusions and recommendations to the European Commission and the relevant stakeholders. We implemented the study together with Consentec, REKK, Fraunhofer and SQ Consult.

Subject/title: Cost-benefit analysis for infrastructure for CCS projects

Summary: On behalf of two different consortia, we carried out two cost-benefit analyses regarding the construction of pipelines for the transport of CO₂. This infrastructure is part of projects that will make it possible to capture and store CO₂ in gas fields under the North Sea. Our reports have been used by the consortia to apply for project of common interest (PCI) status.

Subject/title: Spatial strategy for the circular economy (2021-2022)

Client: Province of South-Holland

Summary: The province of South-Holland aims to be fully circular by 2050 and 50% circular by 2030 (primary resources). It's circular economy strategy focuses on four thematic agenda's: biobased & food, plastics,

construction and the manufacturing industry. Ecorys works together with urban design firm BVR to translate these circular ambitions into a spatial strategy of the circular economy for the province. In the first phase of the project, we developed a first draft of the spatial strategy based on various workshops with stakeholders from the province. During the second phase of the project, we are talking to numerous external stakeholders from eight regions within the province to collect their feedback and input regarding future, circular developments and their (potential) spatial impact. The final strategy will include a governance perspective for the province of South-Holland.

Subject/title: The 'Towards Green Transition' Facility

Client: European Commission

Summary: The 'Towards Green Transition' Facility is a unique support service financed by the European Commission under the European Cluster Collaboration Platform (ECCP). It has been a new initiative conceived and designed by Ecorys' 'Economic Growth' sector. The facility aims to enable clusters' green transition. Under this facility, we selected 25 clusters to be trained and advised on a range of green transition topics (business models, circular economy approaches, etc.). The purpose of this is to enable them to support their members (especially SMEs) to become more resource-efficient. We matched selected clusters with highly qualified business and sustainability advisors, who were chosen among over 300 resumes. The selected clusters benefitted from the advisors' expertise through individual technical and business support combined with cross-cutting synergy webinars, which helped clusters to take their green transition to the next level, effectively tackling some of the challenges that they faced. Services were tailor-made and focused on the specific needs and challenges of each selected cluster.

Subject/title: Ex-ante evaluation of the Dutch Nationaal Strategisch Plan landbouwbeleid (NSP)

Client: Ministry of Agriculture, Nature and Food Quality

Summary: The NSP is the Dutch interpretation of the new European Common Agricultural Policy (CAP). The ex ante (forward-looking) evaluation is a mandatory part of this. During the evaluation period, various building blocks of the program were examined in order to ultimately strengthen the NSP by providing critical, objective and periodic comments. The instruments and the NSP as a whole almost certainly do not achieve the ultimate goal of the intended transition. The NSP runs until 2027 and such a transition cannot be realized within this period. That is why the NSP should not be judged on the end goal. With the financial incentives and the instruments, the plan focuses on the first steps in the transition. The assessment of the effects at strategic and tactical level is positive. The most important effects of the NSP can be expected for social goals in the areas of climate, biodiversity, water (quantity and quality) and soil quality.

Subject/title: Supporting the European construction ecosystem in its transition towards a resilient, greener and more digital future

Client: DG Grow

Summary: The European Commission repeatedly stresses the importance of achieving a green and digital transition of the European economy that works for the people and for the industry. Following the outbreak of the COVID-19 pandemic, resilience has also been identified as a strategic target. This was confirmed in the updated EU industrial strategy, which communicates the need to further accelerate the twin transition and increase the resilience of EU industrial ecosystems. In this transition, the construction industry is one of the priority ecosystems as it is regarded not only a key contributor to the EU economy, but also as a key enabler for our transition towards a green, digital and resilient economy. Driving this transition is the High Level Construction Forum (HLCF), which provides a platform of exchange for the construction ecosystem and an ability to co-create and monitor the transition of the ecosystem. Ecorys has been commissioned by DG GROW to provide the necessary technical secretariat support to the HLCF.

Subject/title: Ecorys investigates the value of the hybrid heat pump for the heat transition in the built environment

Client: Ministry of Economic Affairs and Climate

Summary: Commissioned by the Ministry of Economic Affairs and Climate, Ecorys has provided insight into the technical-economic effects of the hybrid heat pump as an interim solution (with natural gas) and as a final picture (with sustainable gas). The hybrid heat pump – a combination of an air-water heat pump and a traditional HR boiler – has its advantages over other heat solutions. However, this technique also has drawbacks: the investment costs are higher than for the traditional high-efficiency boiler, it is still necessary to use (sustainable) gas and it is

therefore necessary to maintain two energy infrastructures side by side. The research conducts a technical-economic cost and scenario analysis of different paths towards a sustainably heated built environment.

Subject/title: Ecorys supports the European Commission with their socio-economic research and technical assistance in the field of energy

Client: DG Energy

Summary: Ecorys will be supporting the European Commission, DG Energy with their socio-economic research and technical assistance in the field of energy in the coming 3 years. Together with its partners and subcontractors, Ecorys will be competing for and implementing studies with a broad energy-related footprint, ranging from economic and cost-benefit analyses of energy networks and infrastructures to policy impact assessments and market studies. These projects all aim to contribute to reaching the fit for 55 and Green Deal targets.

Sustainable Cities and Mobility



Subject/title: Supporting the city of Antwerp with Manon Janssen as Climate Director

Client: City of Antwerp

Summary: At the beginning of December 2020, the Antwerp city council approved the 2030 Climate Plan. With this plan, the city wants to continue to play a pioneering role in the fight against global warming by focusing on preparing both economy and society for a climate-neutral future on the one hand, but also protecting residents and visitors from the consequences of global warming on the other. Many interventions and strong efforts are needed to realise the goals set in the 2030 Climate Plan. In order to realise these efforts, the city has appointed an Ecorys team, led by CEO Manon Janssen, as Climate Director to ensure implementation and progress of the Climate Plan. As Climate Director, Ecorys assumes an independent role and engages and activates stakeholders, advises the city council and establishes and chairs a Climate Council. Finally, the Climate Director is also the ambassador for Antwerp's climate policy.

Subject/title: Smart and sustainable urbanisation delivers profit for the future

Client: Ministry of Infrastructure and Water Management

Summary: If we combine the expansion of cities with smart solutions, great social added value is created. That is the most important outcome of the research into the social impact of smart and sustainable urbanisation, which we carried out on behalf of the Ministry of Infrastructure and Water Management. One of the causes for the study was the G40 report on smart and sustainable urbanization published in March this year. Positive effects of Smart City applications were mentioned in this, but a cost-benefit perspective was missing. We were therefore asked to provide a structured and quantified picture of the social effects of investing in smart and sustainable urbanization on the themes of space, energy and mobility in 44 municipalities (G40 + G4). Our exploration shows that smart infilling in cities creates substantial social added value compared to the traditional way of expanding a city. The survey also shows that an integrated approach is needed to enable the smart infilling in cities. Cohesive investments must be made in the domains of space, mobility and energy.

Subject/title: Monitoring the impact of COVID-19 and the corresponding safety measures on public transport

Client: Ministry of Infrastructure and Water Management

Summary: The public transport sector has been and continues to be hit hard by the corona pandemic. A transition is necessary in order to be able to manage the longer-lasting effects of COVID and to adapt the supply of public transport to the demand. A transition program should make the sector financially healthy again. We use the Public Transport Transition (OV) monitor, which we carry out on behalf of the Ministry of Infrastructure and Water Management, to monitor the impact of COVID-19 on public transport and the transition measures implemented.

Subject/title: The future of the EU automotive sector

Client: European Parliament Committee on Industry, Research and Energy (ITRE)

Summary: Accounting for over 6% of total EU employment and for over 7% of the gross domestic product, the automotive industry faces the significant challenge of advancing the twin green and digital transition. The EU faces this challenge at a time when broader EU automotive interests are already threatened by increased global competition from both new entrants and existing companies from the Asia Pacific region and North America. Therefore, the European Parliament's Committee on Industry, Research and Energy (ITRE) commissioned us, through our Economic Growth department, to provide an independent overview of the automotive industrial landscape in the EU.

Subject/title: Ecorys and CE Delft support the European Commission's preparation of the ReFuel Maritime initiative – part of the 'Fit for 55' package

Client: DG Move

Summary: Ecorys, together with CE Delft, supported the European Commission's DG MOVE with preparing the ReFuel Maritime initiative. This new legal initiative stimulates the uptake of sustainable maritime fuels and zero-emission technologies by setting a maximum limit on the greenhouse gas content of energy used by ships calling European ports. More specifically, the ReFuel Maritime initiative proposes a common EU regulatory framework to increase the share of renewable and low-carbon fuels in the fuel mix of international maritime transport without creating barriers to the single market. To encourage ships to make the shift from traditional fossil fuels to alternative fuels (e.g. biofuels, LNG, hydrogen or ammonia) a goal-based approach is chosen by the Commission. The initiative is part of the European Commission's 'Fit for 55' package of revised climate and energy laws. The package aims to align key EU policies with the new 55% net-emissions reduction by 2030.

Social Development



Subject/title: The parallel labor market: societal costs and benefits in practice

Client: Start Foundation

Summary: Despite the economic growth of recent years and an increasing shortage, there is a growing group of people who are not participating in the labor market. According to the Start Foundation and professor of the labor market, Ton Wilthagen, this paradox requires a radically different approach than has been applied to date. This approach is to set up a parallel labor market, in which benefit money can be used as 'social venture capital' to create jobs that perform social tasks that are currently being neglected. Commissioned by Start Foundation, Ecorys is carrying out a social cost-benefit analysis of three local initiatives for a parallel labor market.

Subject/title: The Future of Migration and Asylum in the European Union

Client: European Parliament, LIBE

Summary: The European Commission presented a "New Pact on Migration and Asylum" in September 2020, with the objective of addressing structural shortcomings within the reception, asylum, and return systems in the EU Member States. How would this New Pact impact the EU and its Member States? The European Parliament's Committee on Civil Liberties, Justice and Home Affairs (LIBE) has entrusted Ecorys with the execution of an impact assessment study. The research team concluded that the Commission's identified problems and issues seen as underlying drivers of the current shortcomings of the refugee situation lacked clarity and proposed solutions were not embedded in a solid evidence-based solution finding process. The robustness of the logical chain from problem, to objective, to proposed measures underpinning the new pact was thus insufficient. Furthermore, the defined objectives of the pact were missing clear-cut evaluation criteria. Additionally, the proposed screening regulation and its application within the territory of the Member States lacked a sufficient legal basis and potential issues with the suggested pre-entry screening were voiced by many sources. Therefore, the expected impacts of the New Pact were identified mostly in the areas of fundamental rights and territorial dimensions. Doubts remain about the effectiveness of the proposed pact in addressing the existent and identified issues at hand.

Subject/title: Support in improving the participation of people with disabilities in Lansingerland

Client: Municipality of Lansingerland

Summary: Residents with an occupational disability can often count on assistance with participation through the municipality. The municipality of Lansingerland wants to further improve the reach and guidance of people with disabilities and asked Ecorys to support this in the form of a secondment of one of our experts. With a literature review, our expert has mapped out the barriers to labor participation of residents with a disability. She then investigated which schemes are available for this target group and held discussions with stakeholders. Based on the findings, our expert formulated policy choices that improve the reach and guidance of participation of residents with an occupational disability in the municipality of Lansingerland.

Sustainable Economic Development



Subject/title: An Institutional Reform Review of the African Tax Administrative Forum

Client: African Tax Administrative Forum (ATAF)

Summary: The work on the African Tax Administrative Forum (ATAF) Institutional Reform Review concluded in, among others, a number of recommendations to streamline the organisational structure, a revised capacity plan to support the delivery of the new strategic plan, and a new remunerational framework. These recommendations aim to create a sustainable organisation that supports the work that ATAF does to strengthen tax administration and domestic resource mobilisation in Africa.

Subject/title: Addressing the EU data challenge

Client: EU Special Committee on Artificial Intelligence in a Digital Age (AIDA)

Summary: Data is extremely important for both our economy and society, and its role and volume are expected to further increase in the coming years. The sharing of data generated in industrial settings is widely considered a crucial instrument for economic growth and potential. Nonetheless, despite the expected potential, industrial data

sharing in the EU has not yet developed sufficiently to generate optimal value and innovation. This context has attracted the attention of policymakers aiming to create a suitable legal framework for its use. To contribute to solving this challenge, Ecorys has studied the concept of industrial data and analysed the challenges and limitations of industrial data sharing, for the European Parliament's Special Committee on Artificial Intelligence in a Digital Age.



Securing Justice

Subject/title: Firearm safety in the EU and beyond: developing a common minimum standard and improving information in the fight against firearm trafficking through REGISYNC

Client: DG HOME (ISF)

Summary: REGISYNC aims to reduce “the diversion of firearms into criminal hands in the EU and, as a result, improving law enforcement agencies’ ability to prevent, detect and persecute cases of firearms diversion” across Member States, Southeast Europe, Ukraine and Moldova. Specifically, in order to meet its general aim, the project works toward developing common minimum standards for firearms registers. While doing so, focus is placed on establishing and promoting information sharing between and across the EU’s Member States, as well as with Eastern European countries.

Subject/title: Tackling transnational child sexual abuse: which lessons can the Netherlands draw from other countries?

Client: Research and Documentation Centre Dutch Ministry of Justice and Security (WODC)

Summary: On behalf of the Research and Documentation Centre of the Dutch Ministry of Justice and Security, the researchers have identified which measures the Dutch authorities can apply to impede international travel movements of child sex offenders with a risk to recidivism. Besides, the researchers assessed how authorities in five other countries approach this issue and which measures they have at their disposal to limit these risks. This international comparative research shows that the available measures in other countries are more or less similar to the measures at the disposal of the Dutch authorities. Measures that are new to the Netherlands include the obligation for convicted sex offenders to register to a national database. This measure is, for instance, in place in Ireland and allows authorities to monitor the convicted child sex offenders more accurately. Other measures that are new to the Netherlands include intensive bilateral collaboration with destination countries (like Australia does) or the establishment of a wide network of active liaison officers (like the United States) with the purpose of improving the intelligence position of the authorities. Advancing the awareness among citizens as is done in Sweden can, furthermore, be part of the strategy to strengthen the preventive approach.

Subject/title: The impact of Integral Person-Centered Guidance to Employment (IPTA) on the lives of young people, their immediate environment and society

Client: Ministry of Justice and Security

Summary: Ecorys, in collaboration with Kennisland, has provided insights into how young people have taken steps in essential facets in their lives with the help of the IPTA coach. The insights are based on the personal stories

and experiences of young people and their coaches. The person-oriented support of IPTA coaches to vulnerable young people has a major impact on the lives of the young people and a positive effect on their immediate environment. In addition, it leads to a safer society as a whole where a lot of costs are saved by preventing crime, early school leaving, debt problems and victimisation.

Subject/title: Study on EU preparedness and responses to Chemical, Biological, Radiological and Nuclear (CBRN) threats

Client: European Parliament, Subcommittee on Security and Defence (SEDE)

Summary: The landscape of Chemical, Biological, Radiological and Nuclear (CBRN) threats has rapidly evolved in the last few years. Given the recent developments in the landscape of CBRN threats, the Subcommittee on Security and Defence of the European Parliament asked Ecorys to research the preparedness and responses of the European Union to CBRN threats. The research team identified a trend of weakening of the main regimes against CBRN weapons, thus increasing the risk of proliferation. Regarding the CBRN threat from non-state actors, the researchers noted that whilst there are indications of some of these actors having both intent and a limited capacity to employ CBRN weapons, one must not overblow the CBRN terrorist threat. The research team's main recommendations build on using a 'Team Europe' approach to create and maintain a strong task force based response capacity, with additional authority and competence given by the EU Member States to the EU. This would enable the EU to better support and manage an EU-wide crisis response in the CBRN field in a timely and effective manner.

Improving Health



Subject/title: Evaluating the programme for reinforcement of the supply and development of access to healthcare in the Democratic Republic of Congo (DRC)

Client: European Union

Summary: The Democratic Republic of Congo (DRC) is ranked 175th out of 189 countries on the Human Development Index. The country has one of the highest child mortality rates in the world and the life expectancy at birth is 60.7 years, according to the United Nations. The European Union addresses these issues through its programme for the reinforcement of the supply and development of access to healthcare in the DRC (PRO DS). We completed a mid-term evaluation of the project, together with ICON-INSTITUTE Consulting Group and EUROPE Ltd, on the performance of the PRO DS programme, paying particular to the intermediate results in comparison with the expected objectives, the reasons behind these results and the lessons learned, conclusions and associated recommendations.

Subject/title: Artificial intelligence in healthcare: added value proven, possibilities not yet fully explored

Client: Ministry of Health, Welfare and Sport

Summary: Our exploratory social cost-benefit analysis shows that artificial intelligence (AI) provides added value in healthcare. The greatest benefits are improvements in patients' quality of life, reduction of healthcare costs and efficient use of healthcare capacity. There are also positive effects for informal caregivers, because parts of their care can be taken over by AI applications. However, the possibilities of deploying Artificial Intelligence (AI) applications in healthcare have not been fully exploited to date. For example, not all potential users are reached yet. There are also many new possibilities for deploying AI in the healthcare domain, which could increase the effects.

Subject/title: Insight into preconditions for effective collaboration between informal and formal help in the social domain

Client: Steunouder Nederland

Summary: The initiative Steunouder Netherlands and Ecorys investigated what the preconditions are for an effective collaboration between informal support and formal care. The decentralization in the social domain has brought with it a greater emphasis on informal, preventive aid. An example of informal support is the Steunouder initiative. Support parent is active in 21 municipalities and deploys volunteers (support parents) who take care of children of overburdened parents (demand parents) for one or two half-days a week. In this way children get a hospitable home with the support parent and the requesting parents more peace and space.

Subject/title: The socio-economic added value of sports and exercise in detail

Client: Kenniscentrum Sport & Bewegen

Summary: If 10% of the people who do not meet the exercise guidelines do so, this could generate an annual value for the Netherlands of approximately €1.28 billion. This is apparent from our research into the socio-economic value of sports and exercise, which we carried out on behalf of Kenniscentrum Sport & Bewegen. The research is a follow-up to our research into the social added value of sports and exercise that we carried out in 2017 on behalf of the (then) Kenniscentrum Sport.

