



Answering
tomorrow's
challenges
today

Gender and Ethnicity Pay Report 2023

5 April 2022 Snapshot Date

Published March 2023



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**Introduction from our
Managing Director**

At Ecorys UK we aim to make a positive difference to society through the work we do and our values. As Ecorys UK's first woman Managing Director and with a background in social research, I am committed to continuing Ecorys UK's equality journey, creating an inclusive and diverse culture where every person feels respected and empowered to reach their potential. We encourage all employees to develop their career with us, and our competency-based approach to recruitment, reward and progression aims to promote fair working conditions and equal opportunities for all our employees.

In October 2021 we established an Equality, Diversity, and Inclusion Task Force, as part of our wider commitment to align our social impact work with the UK government's "Social Value" model. Our EDI Taskforce sets a shared EDI vision and annual goals which enable us to take positive action across the business. We also support two specialist taskforces on Gender and Race and Ethnicity to develop and deliver annual action plans (see page 17 of this report for further details) together with overseeing the delivery of wider EDI activities and staff networks in areas which do not have dedicated taskforces.

Last year we set out an ambition to produce our first combined Gender and Ethnicity Pay Report, underlined by our commitment to transparency and self-reflection. We have produced statutory Gender Pay reports for the last four years (this is our fifth) which show the difference between the average pay of men and women. Our reports show that we continue to reduce the gender pay gap within Ecorys UK. This year we have calculated our Ethnicity Pay Gap, which represents the pay gap between white employees and employees of other ethnicities, using the same approach with the same snapshot date. We will publish our Ethnicity pay gap data annually in the absence of any UK legislation and take actions to decrease this gap.

Encouragingly, our median gender pay gap has reduced from **19%** to **16%** over the past 5 years. However, we plan to go further and our aim is to reduce this to below the UK average which currently stands at **14.9%**. This is an important goal but not an easy one and can only be achieved by ensuring that Ecorys UK empowers its women employees and gives them the support structures to enable them to thrive.

For our ethnicity pay gap, the picture is more complex as staff have the choice whether to disclose their race and ethnicity information, and the percentage disclosing can vary year on year which will make year on year comparisons challenging. Our median ethnicity pay gap is **22%** driven by the higher proportion of white employees in more senior roles and a lower proportion of employees from other ethnicities in more senior roles and our action over the coming years will focus on addressing this underrepresentation.



Nicki Smith

Managing Director, Ecorys UK



02

Gender Pay Statistics

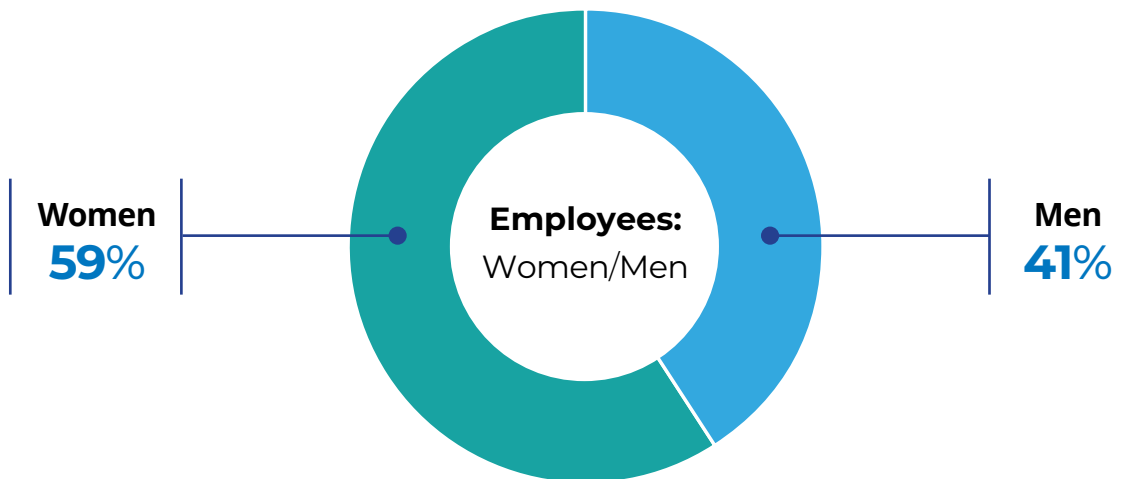
Overview: Snapshot date 5 April 2022

Mean and median **gender pay gap**

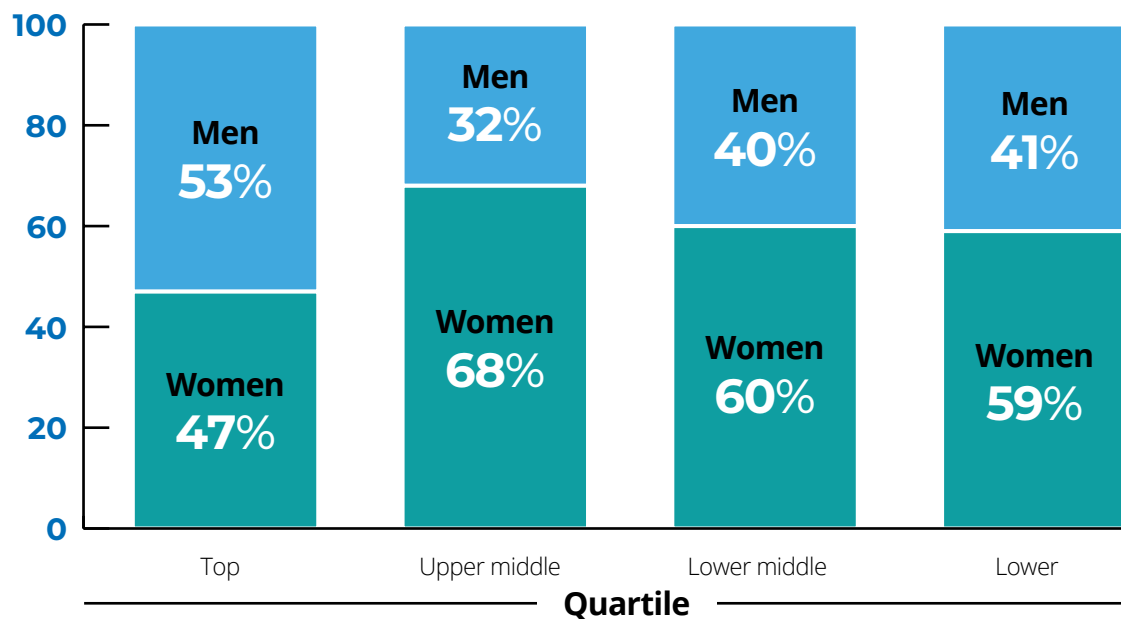
Mean **24%**
Median **16%**

Mean and median **bonus pay gap**

Mean **28%**
Median **22%**



Employees: Women/Men by quartile



Explanation of the Figures: Pay Bands

Ecorys UK's employee base, on the snapshot date of **5 April 2022**, consists of **59%** women and **41%** men which remains consistent with previous years. In line with the reporting guidance the following table shows the percentage of men and women employees in four equal sized pay band quartiles based on their full-pay hourly rate. For reporting purposes these quartiles are set out as follows: lower, lower middle, upper middle and top.

Quartile	Women	Men	Variation between 2021 and 2022 report
Top	47%	53%	2% increase in women in this quartile
Upper middle	68%	32%	6% increase in women in this quartile
Lower middle	60%	40%	3% decrease in women in this quartile
Lower	59%	41%	7% decrease in women in this quartile

Key insights:

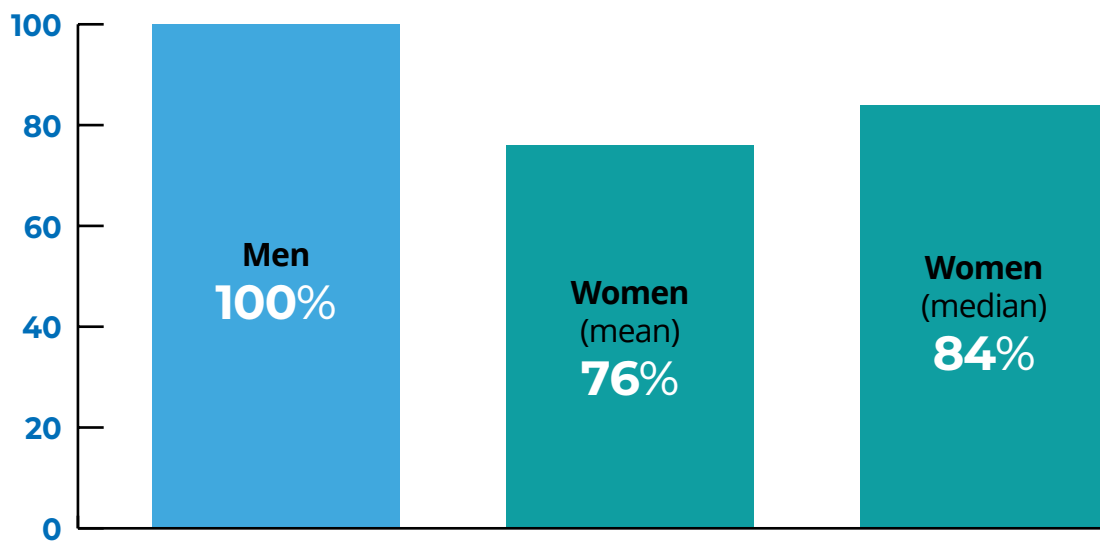
The higher proportion of men in the top quartile is slowly adjusting downwards despite the low level of staff turnover in this quartile. Encouragingly, the proportion of women in the top quartile has increased by **2%** since 2022 and **8%** since 2018.

There is ongoing adjustment of gender split across the quartiles resulting in a more even spread over time. In the lower middle and lower quartiles, the proportion of women and men is much more reflective of the overall percentage gender split of Ecorys UK's employee base than in past years. This means that women are not over-represented in these two lower quartiles.

The proportion of women in the top two quartiles is increasing showing that progression of existing women employees is taking place. We expect that the pay gap will reduce further over a longer period as women become more established in the relevant pay bands.

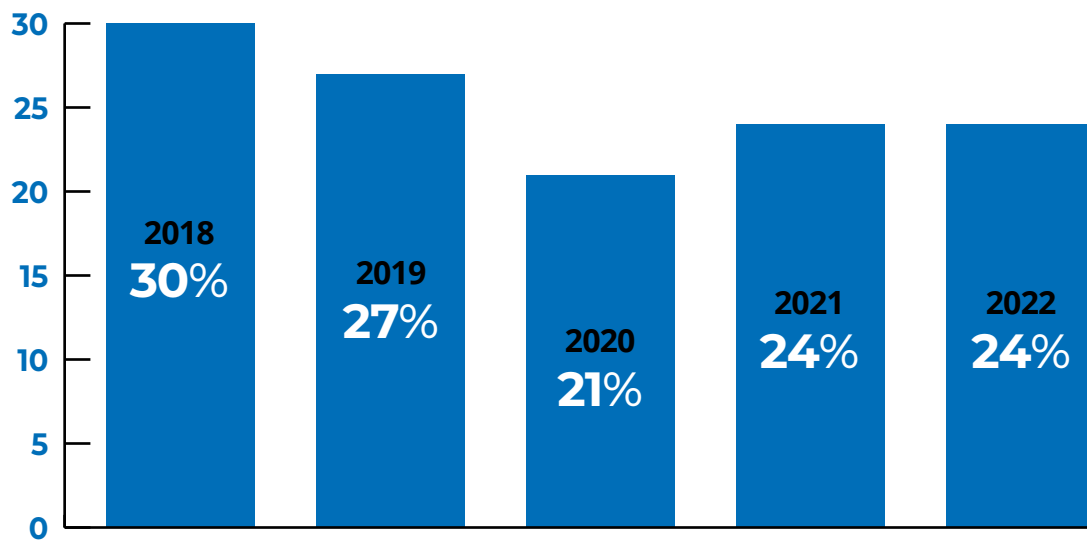
Explanation of the figures: Gender Pay and Bonus Pay

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



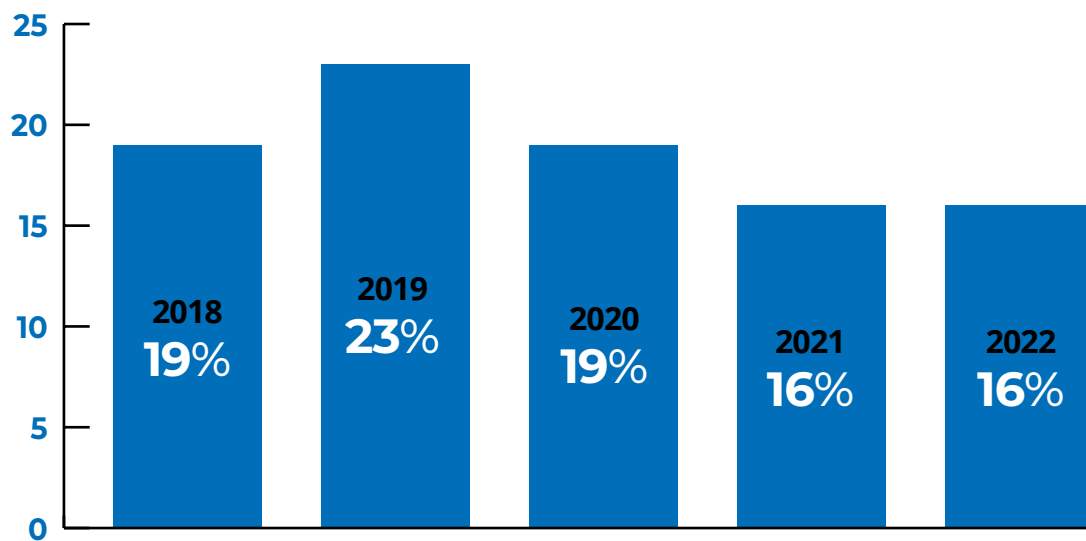
The mean Gender Pay Gap in Ecorys UK in 2022 is 24%. (Mean Pay is the difference in the average hourly rate of men and women's pay).

The median Gender Pay Gap in Ecorys UK is 16%. (Median pay is the difference between the midpoints in the ranges of men's and women's hourly pay. The median point is calculated by taking all salaries in the sample, lining them up in order from lowest to highest, and picking the middle-most salary). There has been no percentage change to the gender pay gap in 2022 since last year.



5 year analysis of mean Gender Pay Gap in Ecorys UK. The chart shows the mean gender pay gap over the last five years, since Ecorys UK's first gender pay report.

Steady reduction in the mean pay gap followed by stability. There has been a significant reduction in the overall mean pay gap over the last five years from **30%** in 2018 to **24%** in 2022.



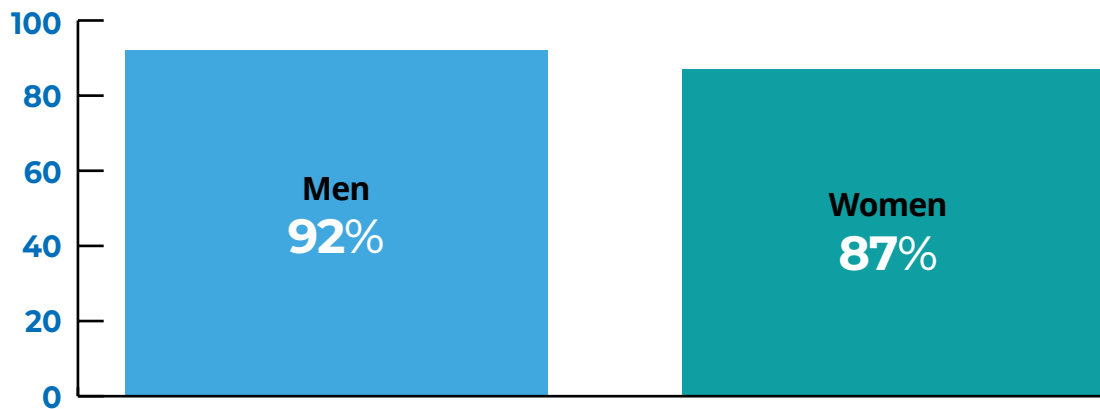
5 year analysis of median Gender Pay Gap in Ecorys UK. The chart on the above shows the median gender pay gap over the last five years, since Ecorys UK's first gender pay report.

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

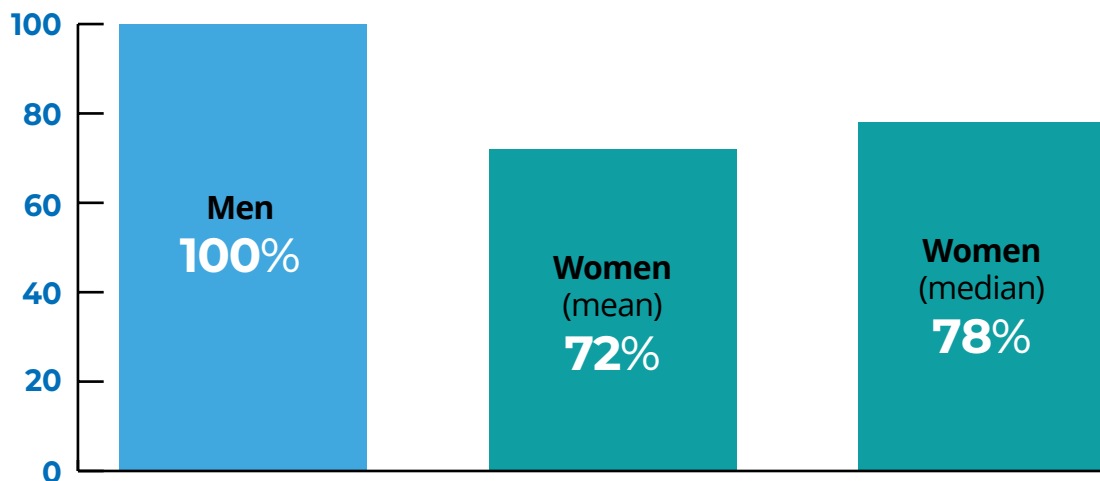
Bonus

Men and women within Ecorys UK are paid the same bonus percentage for the same jobs.

Ecorys' bonus system (variable pay) is based on a percentage of salary and increases with each Ecorys salary band. The percentages are applied equally across all employees within that band, irrespective of gender, and the bonus is paid on completion of a probationary period and a good overall performance rating in appraisals. Employees on maternity, paternity, long-term sick, sabbatical and new starters receive a proportion (pro-rata) of their variable pay. Other bonuses such as recruitment referral incentives are one-off payments and are not linked to salaries.



Bonus recipients in Ecorys UK. As of the snapshot date **92%** of men and **87%** of women working at Ecorys UK had received a bonus payment. Not all staff received a bonus in the period covered by the report as variable pay is paid on completion of a probationary period and a 'good' overall performance rating in appraisals (as detailed above).



Bonus pay gap. The average bonus for women was lower by **28%** (mean) and **24%** (median) in the period covered by the report due to higher proportion of men in the top quartile and variable pay being based on a percentage of salary that increases with each salary band, which results in a bonus gap for women.

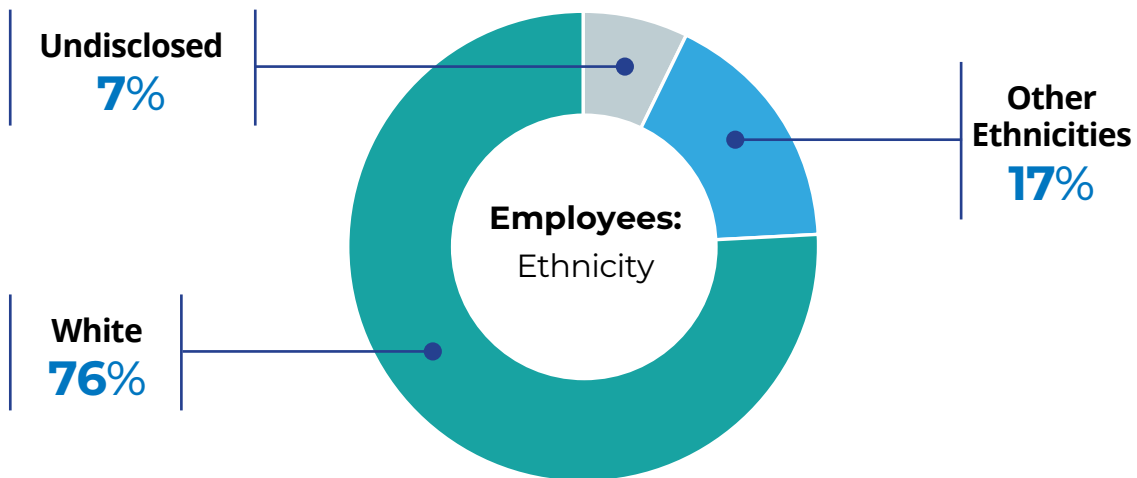
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Ethnicity Pay Statistics

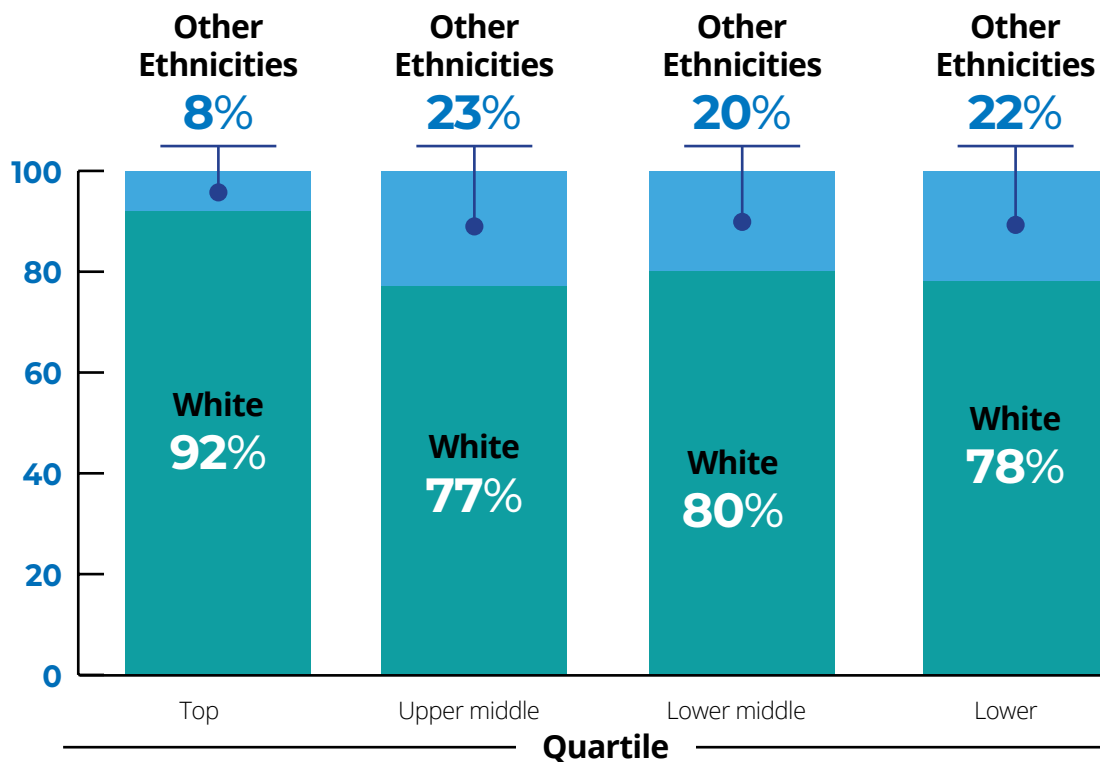
Overview: Snapshot date 5 April 2022

Mean and median ethnicity pay gap

Mean **34%** Median **22%**



Employees: Ethnicity by quartile



Explanation of the Figures: Pay Bands

Ecorys UK's employee base, on the snapshot date of **5 April 2022**, consists of **76%** who identify as white, **17%** who identify as other ethnicities and 7% who did not disclose their ethnicity. All analysis in this section of the report is based on those employees that declared their ethnicity, which is **93%**.

In line with the reporting guidance followed above, the following table shows the percentage of white employees and employees of other ethnicities, on the snapshot date of **5 April 2022**, in four equal sized pay band quartiles based on their full-pay hourly rate. For reporting purposes these quartiles are set out as follows: lower, lower middle, upper middle and top. As this is our first Ethnicity Pay Gap report we have not provided a comparison of the variance with previous years.

Quartile	White	Employees of other ethnicities
Top	92%	8%
Upper middle	77%	23%
Lower middle	80%	20%
Lower	78%	22%

Key insights:

The proportion of employees of other ethnicities through the lower to upper middle quartiles

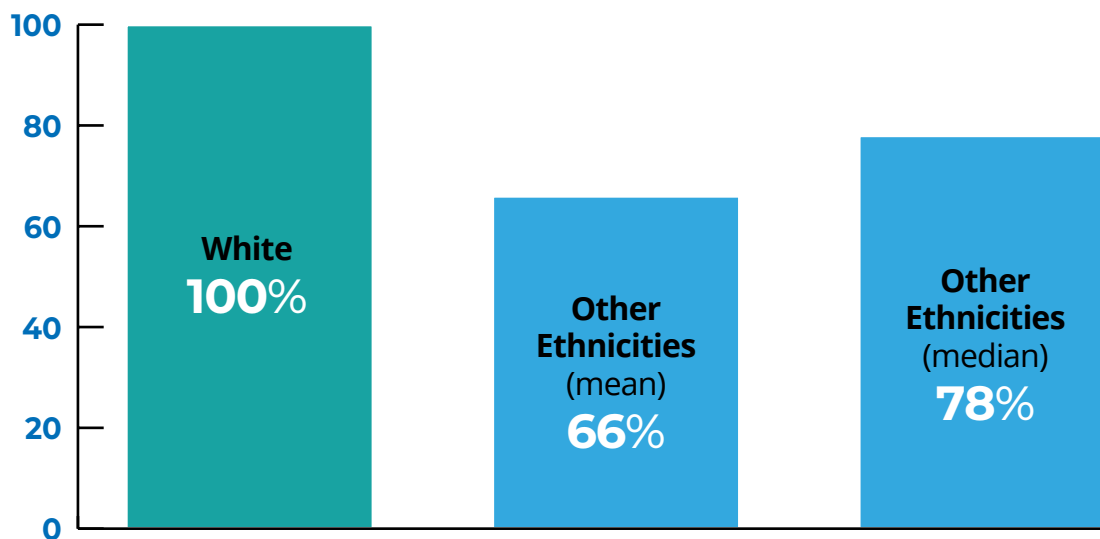
reflects the overall percentage of Ecorys UK's employee base at the beginning of this section with approximately **22%** employees of other ethnicities.

The lower proportion of employees of other ethnicities in in the top quartile is driven by a lower proportion of employees of other ethnicities in our senior grades and highlights the need to focus on addressing this underrepresentation moving forward.

Explanation of the Figures: Ethnicity Pay

All employees within Ecorys UK are paid similar salaries for the same jobs. Ecorys has continued to conduct analysis within salary bands, which shows that average salaries for all employees are similar for equivalent roles. The ethnicity pay gap figures represent the pay gap between employees of other ethnicities and white employees, expressed as a proportion of the white employees. For example a **22%** Ethnicity pay gap means that employees of other ethnicities earn **22%** less than white employees on average. The base size is lower for the Ethnicity Pay Gap as the analysis has been based on those employees where we have their ethnicity data, which is **93%** of our employees on the snapshot date of **5 April 2022**.

The data in this section of the report shows an overall difference between the mean and median hourly pay rate of employees of other ethnicities and white employees, with the pay of white employees being higher on both measures. The differences in mean and median figures are explained by the higher proportion of employees of other ethnicities in the middle and lower quartiles, which results in a lower average salary value (mean) and lower middle salary value (median).



The mean Ethnicity Pay Gap in Ecorys UK in 2022 is 34%. Mean Pay is the difference in the average hourly rate of pay between employees of other ethnicities and white employees.

The median Ethnicity Pay Gap in Ecorys UK in 2022 is 22%. Median pay is the difference between the midpoints in the ranges of hourly pay between employees of other ethnicities and white employees. The median point is calculated by taking all salaries in the sample, lining them up in order from lowest to highest, and picking the middle-most salary.

04

Taskforce actions

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Gender

In 2022 the Gender Task Force and Women's Network continued to be active in supporting Ecorys UK's women employees. The Task Force's achievements included:

- ▶ Contributing to company policies including the Ecorys UK Equality, Diversity and Inclusion statement and the new Carers' Policy which launched in 2022. The Task Force also led discussions on a new Pregnancy Loss policy which is now being drawn up.
- ▶ Securing a budget to provide free sanitary provision in all Ecorys UK offices to support everyone, particularly those experiencing the menopause or peri-menopause. Free vending machines offering eco-friendly products have been installed in toilets where possible and supplies have been provided in a discreet and convenient way where this is not possible.
- ▶ Running our second gender equality survey to seek the views of women employees on gender equality at work. Insights were shared with the UK Board for action and fed into the Gender Task Force and Women's Network plans and activities.
- ▶ Working with HR to launch the Carers' Policy with an event featuring Carers UK, who provided valuable resources and information to staff. We also set up a dedicated Carers' information page on the intranet and organised an informal Carers' Support Network which met twice during the year.
- ▶ Supporting the thriving Ecorys UK Women's Network which held six meetings to discuss a range of topics including self-confidence, career progression and work/life balance. The Network produced resources on these topics to capture the wealth of staff insights given during the sessions. The Network also ran an informal networking scheme to enable staff to contact senior women in the business to gain coaching and advice through a one-off session. The Women's Network book club discussed a range of fiction and non-fiction titles focusing on issues relevant to women today.

In 2023 we will continue to take positive actions to support women in the workplace including supporting carers, running activities related to our membership of the Menopause Workplace Pledge, feeding into relevant company initiatives and policies, and finding new ways to communicate the benefits of gender equality for all.



Race and Ethnicity

In 2022, we set up a Race and Ethnicity Taskforce and in its first year the taskforce worked on the following actions:

- ▶ Contributing to company policies including the Ecorys UK Equality, Diversity, and Inclusion statement.
- ▶ Undertaking an initial baselining exercise and analysis of our Ethnicity pay gap data to support the development of our joint Gender and Ethnicity pay gap report.
- ▶ Drafting our first Ethnicity module for our employee equality survey to seek the views of employees of other ethnicities on equality at work. We'll launch the survey in Spring 2023 to gather insights which will help shape and inform a two-year action plan.



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