



Answering
tomorrow's
challenges
today

Communication on Progress 2022

UN Global Compact

Contents

1.0	Statement of continued support by the Ecorys UK Managing Director	3
2.0	Introduction	4
2.1	About Ecorys UK Limited	4
2.2	Ecorys UK and the SDGs	5
2.3	About the United Nations Global Compact	12
3.0	Human Rights	13
3.1	Principles	13
3.2	Practical actions	13
3.3	Measurement of outcomes	15
4.0	Labour	17
4.1	Principles	17
4.2	Practical actions	17
4.2.1	Our commitment to preventing Modern Slavery	19
4.2.2	Our commitment to Equality and Diversity	20
4.2.3	Our commitment to safeguarding children and vulnerable adults	21
4.3	Measurement of outcomes	22
5.0	Environment	23
5.1	Principles	23
5.2	Practical actions	23
5.3	Measurement of outcomes	25
6.0	Anti-Corruption	29
6.1	Principles	29
6.2	Practical actions	29
6.3	Measurement of outcomes	30

1.0 Statement of continued support by the Ecorys UK Managing Director

Ecorys UK Limited is pleased to submit its Communication on Progress (COP) for the period June 2021 – June 2022 and hereby reaffirms its support and commitment to the Ten Principles of the United Nations Global Compact on Human Rights, Labour, Environment and Anti-Corruption.

We continue to commit to making the UN Global Compact and its principles part of the strategy, culture, and day-to-day operations of our company, and to engage in collaborative projects that advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.

In accordance with our Letter of Commitment, our Communication on Progress describes our company's efforts to implement the Ten Principles and provides examples of our work in support of our vision to be a leading international research and consultancy company, addressing society's key challenges.

We also renew our commitment to report annually on our progress and thereby support public accountability and transparency of our organisation. We shall continue to submit:

- ▶ A renewed statement signed by the Managing Director expressing continued support for the UN Global Compact and our ongoing commitment to the initiative and its principles.
- ▶ A description of practical actions (i.e., disclosure of any relevant policies, procedures, activities) that the company has taken (or plans to undertake) to implement the UN Global Compact principles in each of the four issue areas (human rights, labour, environment, anti-corruption).
- ▶ A measurement of outcomes (i.e., the degree to which targets/performance indicators were met, or other qualitative or quantitative measurements of results).

Sincerely yours,



Mr. Darren Jackson

Managing Director

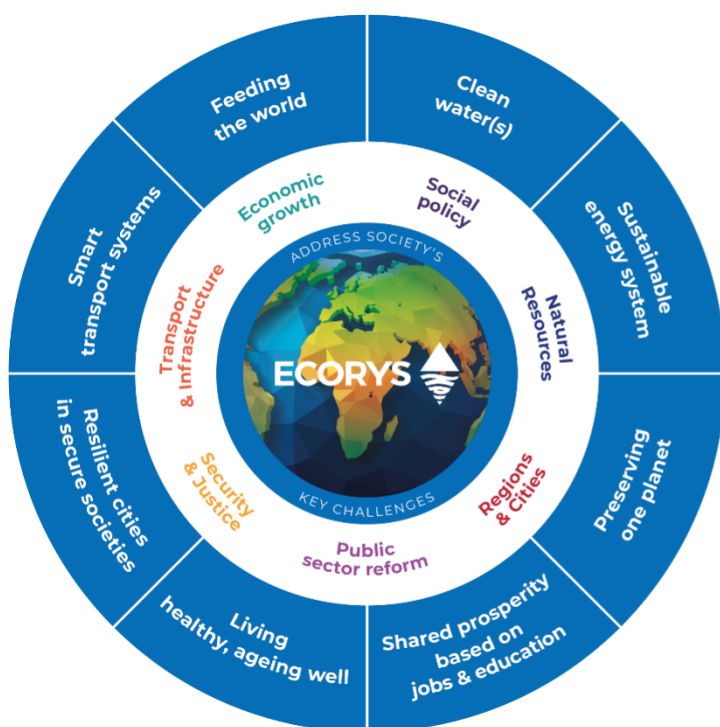
2.0 Introduction

2.1 About Ecorys UK Limited

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.

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

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



Who we are

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

What we do

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

What we offer

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

What we know

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

2.2 Ecorys UK and the SDGs

We understand that the strategy of the UN Global Compact is to drive business awareness and action in support of achieving the Sustainable Development Goals by 2030. The services that Ecorys UK delivers contributes to this ambition. Some examples of this contribution are highlighted below:



SDG 1: End poverty in all its forms everywhere

Reducing financial exclusion and improving financial literacy will help to break the cycle of poverty. Ecorys UK supports practices to prevent and fight poverty and debt problems locally and globally. We develop tools and methodologies to help our clients assess the effects of policies and practices on a local, national, and international level.

In Bangladesh, we continue to implement the Technical Assistance to Support Social Security Reforms programme that will strengthen the Government of Bangladesh's capacity to manage the social security system. The overall objective of this programme is to support Bangladesh's development process towards inclusive growth and the reduction of poverty and all forms of malnutrition, in line with the 2030 Agenda for Sustainable Development. To this end, we have completed the design and action plan for a Child Benefit Programme, targeting those vulnerable to malnutrition; establishing a single registry for a cash transfer programme for ready-made garment industry workers affected by COVID-19 shocks; and providing recommendations to improve the integration of a Mother and Child Benefit Programme into the existing social security strategy.

Ecorys UK is also working on ADB-funded USD\$624k Transaction Technical Assistance COVID-19 Active Response and Expenditure Support (TRTACARES) Programme, which supports the Government of Bangladesh to expand and strengthen its social safety net for vulnerable groups including women, that have been affected by the adverse effects of the global pandemic. We have also evaluated the Building Better Opportunities Programme, the National Lottery Community Fund (TNLCF), which are matching funds from the EU's European Social Fund 2014-2023 to invest in local projects tackling the root causes of poverty, promoting social inclusion, and driving local jobs and growth. The funding is supporting a variety of projects, ranging from those improving employability for the most disadvantaged, helping those with multiple and complex needs, to improving financial literacy.



SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Ecorys UK is committed to enhancing the quality of life, achieve food security, end malnutrition, and improve the strategic management of sustainable agriculture. Our evaluations contribute to the design of strategies to address future challenges, such as those related to climate change, food security, food safety, and rural depopulation. We also implement large scale technical assistance projects to public sector clients relating to the Agri-Nutrition interface, transforming agricultural markets while reducing environmental degradation.

For example, we carried out a mid-term review of the Global Nutrition Report (GNR), which aims to inspire governments, civil society, and private stakeholders to act to end malnutrition in all its forms. The mid-term review was a timely assessment of the GNR's progress between 2018 and 2021, ability to meet its audiences' needs and priorities and its added value to the nutrition community and beyond. The timeliness of the review also provided the opportunity for the findings and recommendations to inform and strengthen the GNR's future strategic vision (2021–2025).

Ecorys UK is also committed to promoting sustainable agricultural practices through various client projects. For example, we are providing technical assistance to the Modernisation of Agriculture Programme in Sri Lanka, which is contributing to a more productive, sustainable, diversified, climate-resilient, market-oriented, and inclusive agriculture in Sri Lanka. The technical assistance operated at the national, provincial, and local levels and provided support to the main stakeholders in identifying and addressing the needs / gaps in capacities, policy, fiscal, legislative or regulatory frameworks needed to enable small holder farmers to move towards a more sustainable, resilient and productive agriculture.

Furthermore, as part of our Corporate Social Responsibility (CSR), in 2021, Ecorys UK has provided a corporate donation of £8,000 to Fare Share, a charity network aimed at relieving food poverty and reducing food waste in the UK. Our contribution has gone towards the redistribution of enough food for the equivalent of 32,000 meals to support communities feeling the impact of the cost-of-living crisis.



SDG 3: Ensure healthy lives and promote well-being for all at all ages

Ecorys UK actively prioritises the health and wellbeing of all personnel including employees, contractors, suppliers, and participants. With the global pandemic creating enormous pressure on people's mental health, the wellbeing and health of our staff has been one of our top priorities. Our new HR strategy (2021-2025) includes a dedicated chapter on the development of employee wellbeing where we introduce initiatives that promote positive physical, mental, social, and financial wellbeing. Ecorys UK is also proud to have an active Wellbeing Task Force with representatives in all offices who seek to promote, enhance, and encourage awareness of colleagues' wellbeing. Additionally, we proactively raise awareness on women's and men's health issues – our Gender Taskforce ran two health campaigns for UK staff in 2021 (i.e., Women's Health October 2021 linked to World Menopause Day on 18 October and Men's health November 2021 linked to Movember Men's Health Month).

As part of our client work, Ecorys UK also supports and evaluates healthcare systems, programmes, and health markets. From investigating challenges in cross-border healthcare, to safeguarding good quality, affordable and accessible healthcare at the national level, to supporting community health improvement work, we harness our expertise to strengthen health systems and deliver positive outcomes. A consortium led by Ecorys UK independently evaluated the 7-year, £87 million Fulfilling Lives: Ageing Better programme for the National Lottery Community Fund, 2015-2022. The report generated evidence about what works to support people over 50 who are at risk of, or experiencing, socialisation and loneliness.

Since 2022, we are also working with Fondation Botnar in the implementation of Phase II of the Healthy Cities for Adolescents Program, which aims to address the health and wellbeing of young people in intermediary cities through multi-stakeholder and community-centred programmes. Through this programme, Ecorys UK is contributing to fostering inclusion and sharing of learning in intermediary city ecosystems; empowering young people to participate and share knowledge in city-wide planning and agenda setting; and to a greater recognition of the importance of young people's wellbeing in local and global civic innovation/urban development discourse.



SDG 4: Quality Education

Ecorys UK supports all stages of education from early years and pre-school settings to schools, higher education, and lifelong learning. We specialise in providing hands-on support, programme

delivery and advice, research and evaluation, communications, and digital services. Our vision is to support sustainable and positive education outcomes for all.

Since August 2020, Ecorys UK is working on the eight-year Human Development Evaluation, Learning and Verification Services (DELVe) contract (2020-2028) for the Foreign, Commonwealth Development Office Nigeria (FCDO-N). DELVe provides independent evaluation, learning and verification services for FCDO-N's Human Development Portfolio, namely for Partnership for Learning for All in Nigeria (PLANE), FCDO-N's flagship education programme. This programme seeks to improve foundational skills (reading, writing and numeracy) in state and non-state basic education systems, including community support to learning.

Ecorys UK has also worked for the British Dental Association Benevolent Fund (BDABF) to explore the issues faced by dental students. In particular, the BDABF wanted to quantify the levels of financial and wellbeing issues experienced by UK dental students, which their anecdotal evidence suggested were considerable. We worked closely with the BDABF to implement a large-scale quantitative survey across all the UK Universities providing dental degrees. This required close work with both the BDABF and each university to make sure we reached as many students as possible. The complex subject matter meant careful questionnaire design was required so the exact extent of financial and wellbeing issues could be assessed.



SDG 5: Achieve gender equality and empower all women and girls

Ecorys UK aims to make a positive difference to society through the work we do and our values. We are committed to creating an inclusive and diverse culture where every person feels respected and empowered to reach their potential. In April 2022, we published the 2022 gender pay report, which can be found [here](#). The data shows that whilst there is no discernible difference in pay between women and men in similar job roles, women are under-represented in the top quartile in Ecorys' payroll, although encouragingly, the proportion of women in the top quartile has increased by 2% since 2021 and 6% since 2018. The Gender Task Force has developed an Action Plan focused on actions to improve the representation of women in the top quartile in Ecorys' payroll, although many actions will be beneficial to all staff.

The Action Plan covers three areas: flexible working – to improve flexible working options and develop a culture that supports flexible working at all salary bands; maternity/paternity/childcare – to ensure all parents understand the options available and promote shared child-caring responsibilities; and career progression – to promote female empowerment at work through positive role models and promote transparency of reward and career progression. A special focus on menopause at work led to Ecorys UK signing the Workplace Menopause Pledge for World Menopause Day. We are also committed to 'Breaking the Bias' in our international policy and research work, mainstreaming gender into the design of our methodologies, data collection, analysis and reporting, and supporting clients to break the bias in policy areas ranging from peace and security, social protection, and biodiversity.

Moreover, Ecorys UK is the fund manager for the Stopping Abuse and Female Exploitation (SAFE) Programme in Zimbabwe, which seeks to prevent and respond to gender-based violence (GBV) and help inform the evidence base on the most effective GBV approaches. As fund manager, Ecorys UK has issued grants to a range of Civil Society and Non-Governmental Organisations to deliver interventions in targeted districts, ensuring in-depth knowledge of the focal communities. These grants, implemented alongside relevant local and national government stakeholders, are designed to test which GBV approaches are most effective in each community. The prevention activities seek to change harmful attitudes and behaviours towards women and girls through a family well-being approach called "Toose" and adapted from the internationally known Gender Action Learning System

(GALS). In parallel, we are seeking to respond to incidents of violence by increasing both the uptake and quality of services.

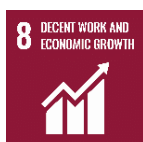


SDG 6: Ensure availability and sustainable management of water and sanitation for all

Access to clean water is a fundamental human right. Ecorys UK helps decision makers develop public policy in the field of water management. We provide technical and financial support to distribute the benefits of effective water policy more equitably across economies and within communities. We assist those most vulnerable to water insecurity and exposed to significant health risks that arise from inadequate sanitation and hygiene.

For example, a consortium led by Ecorys UK has just concluded the delivery of the 4-year Independent Data Verification of the Payment by Results Scheme in the Rural Water Sub-Sector funded through UK aid support to Tanzania. This included verifying the completeness, correctness and accuracy of government data and calculating the size of result-based incentive payments to each Local Government Authority (LGA) and region in Tanzania, in line with a payment calculation formula agreed with FCDO. The programme supported improved access to water in rural areas of Tanzania and our consortium provided verification and learning support to the programme over the four years.

We have also provided technical assistance to the Programme of Improving Governance and Access to Water, Sanitation and Hygiene Promotion (WASH) for Rural People in Solomon Islands, which improved the living conditions of the rural population through the implementation of the rural WASH policy, including sustainable management of the systems and promoting system resilience to climate change. Under this programme, we provided technical assistance to the Environmental Health Division, within the Ministry of Health and Medical Services, to complement the budget support package, assisting with reporting, capacity development and institutional strengthening for improved service delivery in the rural WASH sector and improved coordination with line ministries, provincial governments, and stakeholders.



SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

Understanding labour market conditions can help create a sustainable workforce. Ecorys UK supports clients to recognise attributes such as unemployment patterns and effects, social dialogue and working conditions. We operate at both macro and micro levels, bringing together data analytics and economic assessments, communications, and digital services, to provide solutions for our clients. We are also working towards building a strong private sector and well-functioning markets supported by an enabling environment and policies as a key to pro-poor economic growth. Our support covers a range of areas including evaluation, sector studies, growth strategies and capacity building of government institutions.

Ecorys UK is also committed to supporting economic equality and this is integral in the development of our policies and initiatives. We have been working on increasing the resilience and capacity of our supply chain and creating new employment and training opportunities. One of our commitments in 2021 was to strengthen our supply chain by developing a Supplier Selection and Management Policy. Our aim is to encourage a more diverse range of organisations including Small and Medium-Sized enterprises (SMEs)/ Voluntary, Community or Social Enterprises (VCSEs) to be part of our supply chain for contract delivery. This policy aligns with a 2015 UN Global Compact (UNGC) report 'Support Your SME Suppliers', which advocates supply-chain diversification to promote human rights and economic development.

As part of our client work, we are managing the Business Assistance Facility (BAF) for the World Bank in Lao PDR, to support private sector companies and SMEs to build their skills and expertise so that they can become locally, regionally, and internationally competitive. The project has particular emphasis on women's economic empowerment where (to date) 65% of companies that received business advisory support and matching grants are women led enterprises.



SDG 10: Reduce inequalities within and among countries

Ecorys UK is committed to supporting economic equality and this is integral in the development of our policies and initiatives. We have been working on increasing the resilience and capacity of our supply chain and creating new employment and training opportunities. We are also experienced in engaging socially excluded groups in our research, communications, and service delivery work. Our work spans the full range of diversity and equality issues including gender, race, religion, disability, gender identity and sexual orientation and migrant status. Moreover, we are committed to creating an inclusive and diverse culture where every person feels respected and empowered to reach their potential. We updated and expanded our Equality, Diversity and Inclusion Commitment and Policy in 2021, as well as established an Equality, Diversity, and Inclusion (EDI) Task Force. The EDI Task Force aims to create an inclusive and diverse culture where each employee feels respected and empowered to reach their potential. As part of this initiative, a Race and Ethnicity Task Force was established in December 2021.

In February 2021, Ecorys UK, in partnership with The British Council, launched the Turing Scheme for the UK Department for Education. A key aim of the Turing Scheme is to improve international educational opportunities among those from disadvantaged backgrounds and with special educational needs and disabilities (SEND). Of a projected 41,024 placements supported by the approved funding for the 2021-22 academic year, some 48 percent, or 19,713, were identified as being for participants from disadvantaged backgrounds.

As part of our effort to tackle inequalities, we also provide technical assistance, capacity building, research, monitoring, evaluation and learning, and policy advice in the areas of support to facilities for migrants and displaced peoples, and support to host communities and immigrant integration. For example, in collaboration with our Netherlands office, we continue to provide technical assistance to support the monitoring of actions financed under the facility for refugees in Turkey (SUMAF), which aims to enhance the efficiency, coordination and complementarity of €6 billion of EU support provided to Syrian refugees and Turkish host communities and ensure accountability on the use of resources. In 2021, we also began our evaluation of the Refugee Transition Outcomes Fund for the Home Office, which explores how refugees can be successfully integrated into the UK.



SDG 13: Take urgent action to combat climate change and its impacts

Ecorys UK is committed to running its business in an environmentally sound and sustainable manner. We strive to become a carbon neutral company by 2030 while working towards lowering the business impact on the environment. In April 2021, we set up our Climate Neutral Task Force, composed of a project manager, a board representative and other group members supporting the broader delivery of the initiative. The Climate Neutral Task Force developed Ecorys UK's Environmental Policy. Our task force collected data on Ecorys' environmental performance for all our business activities (e.g., number of journeys carried out by employees, electricity usage in our offices etc.) and identified Key Performance Indicators (KPIs) allowing us to monitor, measure and evaluate progress against our long-term objectives. We also calculated our emissions for 2019 and 2020 to act as a benchmark to contextualise Ecorys environmental performance. Currently, we are collating data on our business

activities for 2021 and 2022 to measure our performance against our yearly KPIs (which include number of CO2 tonnes produced yearly, emission of CO2 tonnes per FTE, % of CO2 tonnes reduces compared to previous year and % of CO2 emissions offset per year and per FTE). The yearly measurements allow us to target and reduce the emissions by applying specific actions like limiting travel, shifting to greener suppliers, and embracing greener practices to support our carbon reduction plans.

In 2021, the task force developed a project carbon calculator to determine and track our CO2 emissions at project level and help project managers to assess how they can reduce their CO2 emissions coming from project activities. The calculator is being rolled out this year across all Ecorys business units. Moreover, this year we are looking into different CO2 off-setting options, to compensate for CO2 emissions that are not possible to be fully reduced. In addition to greening our business activities, the task force raises awareness among colleagues and external stakeholders around the need to be more environmentally conscious and on sustainable practices that we can all contribute to. For examples, we organised bike rides in London to show colleagues the best cycling lanes around our London office and labelled all our bins with clear signs for general waste and recyclables. In December 2021, Ecorys UK was also granted the ISO14001 (Environmental Management) certification, after successfully passing the external audits.

The task force also analyses on a yearly basis the business strengths, opportunities, and risks regarding our environmental actions, as well as the external factors impacting our company. The Environmental Management System manual collects the core analyses determining our actions. Our climate change action plan for 2022 includes actions such as: promoting sustainable travel, improving the sustainability of our supply chain, promoting sustainable pensions options, and a review of offsetting options, coupled with annual reporting.



SDG 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Ecorys UK adopts a multi-stakeholder approach, required to design, and implement effective, integrated environmental and conservation policy and practice. Our work involves strengthening collaborative natural resource management to ensure equitable economic growth and secure resilient livelihoods for economies, communities and households, harnessing and sustaining natural resource assets as a bedrock for future growth and development.

Ecorys UK has been contracted by the UK's Department for Environment, Food and Rural Affairs (DEFRA) to lead on the evaluation of the Natural Environment Investment Readiness Fund (NEIRF). NEIRF is a fund of up to £10 million to provide grants of up to £100,000 for investment readiness support to projects in England. It is designed to address the capacity and capability gaps in the natural environment investment market, by supporting grantees to develop innovative business models that can protect and enhance natural capital, generate revenue, and operate on private sector investment. These focus on generating revenue from ecosystem services or developing codes to regulate the sale of ecosystem services.

Moreover, we are working on the Integrated National Parks Management II and III (NamParks V) project for the Ministry of Environment, Forestry and Tourism (MEFT) in Namibia. The four-year project is delivering €15m of support to ensure that Namibia's coastal parks are sustainably managed with fair access to their natural resources contributing to biodiversity conservation and improved living conditions for neighbouring communities. The COVID-19 Pandemic saw the near total collapse of the tourism industry in 2020. The total tourist arrivals figure of 169,565 received in 2020 revealed a massive 89.4% decline in comparison to the 1,595,973 tourists of the previous year. This has had a major impact

on the national fiscus and communities dependent on ecotourism at a time when the economy was already under pressure. To address this challenge, we are providing support to the MEFT in keeping park operations running, especially in park management and anti-poaching.



SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels

Ecorys is a leading provider of governance support in developing and transition economies. We facilitate ethical public sector governance to align service delivery with the needs of citizens, having experience across all aspects of governance including developing legislative frameworks, civil society engagement, and anti-corruption measures. We work with a wide range of stakeholders ranging from audit institutions, parliaments, civil society, and development partners.

In the Western Balkans, Ecorys UK is continuing to provide monitoring, evaluation, and learning services to the UK's Conflict, Stability, and Security Fund (CSSF) for FCDO. We have assisted FCDO programme teams, embassies, and implementers in the region to better articulate their Theories of Change, Results Frameworks, and reporting. We have also conducted thematic reviews on GBV and Elections and are conducting an assessment on the outcomes of the UK Government's Stability programme in the region.

Ecorys UK has also been contracted by the FCDO as the Managing Agent for the Strengthening Public Financial Management in Tanzania – Phase V (“PFMRP-V”) programme in Tanzania. This programme provides technical assistance to the Ministry of Finance & Planning, the President's Office – Regional Administration & Local Government (PO-RALG), and 26 Regional Secretariats. The aim is to support them to implement Public Financial Management reforms for improving quality of financial management in central and local government level.



SDG 17: Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

We provide a range of services to support innovative, transparent, and effective aid and development finance management, to help achieve development goals. These include fiduciary risk assessments, development finance effectiveness studies, aid programme evaluations and technical assistant support. We also deliver aid management training to donor agency staff and act as a fiscal agent and fund manager of large aid programmes. For example, we are assisting the FCDO Public Finance and Tax Department (PTDF) to undertake an independent review of its programming on taxation and revenue reform. The purpose of the review is to inform the development of PFTD's future portfolio of programmes, and to provide an evidence base of the contribution of FCDO's centrally managed and country-led tax portfolio to strengthening tax systems in developing countries.

Moreover, Ecorys UK recently carried out the African Tax Administrative Forum (ATAF) Institutional Reform Review. ATAF is the African regional tax forum launched in Kampala, Uganda in 2009, in the wake of the global financial crisis. Its objective is to strengthen tax administration and domestic resource mobilisation in Africa. ATAF's current membership includes 38 (of 54) tax administrations in Africa, and it serves as a network promoting cooperation, knowledge sharing and capacity building among African tax administrations. The expert team provided a new organisational structure, financing strategy, change management plan and monitoring and evaluation framework to the ATAF and FCDO.

Ecorys UK is also working closely with the British High Commission in South Africa to provide targeted technical assistance to strengthen the use and uptake of the UK – SACU+M Economic Partnership

Agreement Implementation Support Programme in the Southern African Customs Union and Mozambique. Ecorys UK has so far provided 7 separate interventions in all member countries to strengthen knowledge and use of sanitary and phytosanitary procedures, tariff rate quotas, technical barriers to trade, cumulation and awareness raising on the economic partnership agreement.

2.3 About the United Nations Global Compact

The United Nations Global Compact is the world's largest corporate sustainability initiative.

It represents a commitment from companies to align strategies and operations with universal principles on human rights, labour, environment, and anti-corruption, and take actions that advance societal goals. Over 16,000 companies are involved and are based in more than 160 countries, both developed and developing, representing nearly every sector and size.

The ten universally agreed principles are:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

3.0 Human Rights

3.1 Principles

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

3.2 Practical actions

Ecorys UK is committed to upholding human rights both within our company and in the work that we do to make a positive impact on society. We therefore attach foremost importance to our reputation for conducting business with integrity and fundamentally, with respect to the interests of those our activities may affect. This reputation is an asset, as real as our people and brands. We aim to run a profitable business and that means investing for growth and balancing short term and long-term interests. It also means caring about our customers, employees, shareholders and suppliers, and the communities in which we conduct our operations. To meet our business objectives, we consider it essential that all employees understand and comply with our values and therefore share the Ecorys UK way of doing things. This includes:

- ▶ Conducting business with honesty and integrity and with respect for the interests of our stakeholders.
- ▶ Complying with the laws and regulations of the countries in which we operate whilst also ensuring that we respect and uphold fundamental human rights conventions and protections.
- ▶ Ensuring that our compliance teams operate to the highest standards of honesty and transparent behaviour and that these values are engaged with and adhered to across all our operations.
- ▶ Ensuring that our employees are recruited, employed and promoted on the sole basis of their qualifications and abilities needed for the work to be performed.
- ▶ Commitment to provide safe and healthy working conditions for our employees worldwide.
- ▶ Maintaining good communications with our employees through our company communication channels, tolls, and consultations procedures.

In reflection of the values and commitments outlined above, we have put several measures into our company practice:

- ▶ Ecorys UK believes in operating a fair, objective, and legally compliant recruitment process at all times. All employees engaged in the recruitment process must comply with our **Equality and Diversity policy**. This was last updated in November 2021. An **Equality, Diversity, and Inclusion (EDI) Task Force** has also been established, which aims to create an inclusive and diverse culture where each employee feels respected and empowered to reach their potential. Moreover, to support disabled candidates, Ecorys UK will always consider making reasonable adjustments to the job description, person specification, selection criteria, and hours of work.
- ▶ In December 2021, a **Race and Ethnicity Task Force** was also established. The purpose and scope of this task force continues to evolve with the aim to develop its own action plan for the next two years. One of the initial tasks to be included in the action plan is to review the Ecorys UK ethnicity pay gap analysis which was undertaken for the first time using the last year's data.

- ▶ When recruiting employees, we follow a diligent reference process – we check with previous employers to ensure that CVs are accurate. Our standard employment procedures are in line with the HMG Baseline Personnel Security Standard (BPSS). This includes confirming that prospective employees are not listed on UK Government's list of designated persons (terrorism and terrorist financing).
- ▶ The Ecorys UK ethical policies are outlined in the **Business Conduct, Ethics and Social Value Policy** which was updated in June 2022. Compulsory training is provided to all staff on this Code upon joining, with refresher training every three years. Staff updates are provided regularly to remind staff of their obligations. Specific programmes also apply this code through contractual obligations with our sub-contractors and personnel. All project personnel receive ethical training upon joining the project.
- ▶ Our inductions to new starters include briefing staff on our policies related to Safeguarding Vulnerable People and Modern Slavery, Health and Safety, and Equality and Diversity. Our Safeguarding Policy makes clear that safeguarding means protecting people's health, wellbeing, and human rights, and enabling them to live free from harm, abuse, and neglect. We reinforce this knowledge through e-learning modules which are periodically updated.
- ▶ We have an active Works Council that is formed of representatives from all our divisions who meet on a two-monthly basis. The Works Council provides confidential advice to employees and addresses grievances, which are (confidentially) reported to the Managing Director and HR Director.
- ▶ Protecting the confidentiality and integrity of Personal Data is a critical responsibility that Ecorys UK takes seriously and therefore we comply with all aspects of the General Data Protection Regulation (GDPR) at all times. We have strict safeguards to data collection, processing, and protection of both staff and external candidates' personal information. These safeguards are set in our **Data Protection Policy, Privacy Notices for Employees and Candidates, our privacy notice on our website** and are regularly monitored. Ecorys UK's **Information and Data Security Policy** was updated in January 2022. Ecorys UK has also been working towards the **ISO 27001 Information Security standard** with further progress towards this certification expected in the second half of 2022.
- ▶ In 2013, the board of Ecorys UK committed to donating 1% of its annual profits (before tax) to a charity chosen by our employees. Our CSR work is important to us, and we are proud to have continued to make this donation every year since. In 2021, we have donated **£8,000 to FareShare UK**, which has contributed to the redistribution of enough food for the equivalent of 32,000 meals to support communities feeling the impact of the cost-of-living crisis.

These principles and values are also cascaded to our delivery chain partners through our **Business Conduct Ethics and Social Value Policy** and associated policies (mentioned above) which form part of our conditions of contract. We undertake due diligence on our delivery chain partners to assess their commitment to high standards in: tax and financial management; prior performance, control and assurance; compliance with the FCDO Supplier Code of Conduct; prevention of Modern Slavery; Protection of Vulnerable Persons; Sexual Exploitation and Harassment; Occupational Health and Safety; Membership of the UN Global Compact; Transparency; Conflict of Interest; Data Security; Recruitment and Procurement; and Environmental Safeguards. Ecorys UK's policies and procedures for the management of delivery chain partners are documented **Quality Management System (QMS)**, which is maintained and audited in line with the **ISO 9001 Quality Management standard**.

3.3 Measurement of outcomes

Outcomes	Progress update
<p>1. Ensuring that all our policies relating to human rights, safeguarding, due diligence, data protection, equality and diversity, code of conduct, and business ethics are included in the induction of our new employees</p>	<ul style="list-style-type: none"> ▶ Our induction trainings continue to include policies such as safeguarding, modern slavery, health and safety, and equality and diversity. We have also included modules on the GDPR. ▶ E-learning modules and annual refresher training in all areas are used as a training basis. Tailored training is provided by the Contracts and Compliance Manager. ▶ Our teams are regularly sent quizzes and knowledge updates to refresh their knowledge on Health and Safety, ISO9001, Data Security and Protection, and others important areas.
<p>2. Ensuring that all our policies are written in a clear, concise, and accessible format</p>	<ul style="list-style-type: none"> ▶ Our works Council and Human Resources team periodically review our policies to ensure that they are updated in accordance with UK Law. ▶ We annually review and amend our policies to ensure that they are up to date and fit for purpose. For example, we have updated our Equality and Diversity policy in November 2021; the Business Conduct, Ethics and Social Value Policy in June 2022; and the Information and Data Security Policy in January 2022.
<p>3. Regular meetings of the Works Council and reports to senior management on views, measures, and progress on actions</p>	<ul style="list-style-type: none"> ▶ Our Works Council continues to meet every two months with the Managing Director and Human Resources Director. The outcomes of the meeting are communicated to our employees. ▶ We maintain a separate Works Council inbox (only accessible by Works Council members) so that our employees may raise concerns in a confidential manner. ▶ Our Works Council has played a significant role in reviewing our Gender Pay report, which can be found here. ▶ We have established an Equality, Diversity, and Inclusion (EDI) Task Force. As part of this initiative, a

	<p>Race and Ethnicity Task Force was also established in December 2021.</p>
<p>4. Maintaining a strong due diligence process through scrutiny of responses to our Business Partner Questionnaire</p>	<ul style="list-style-type: none">▶ We continue to work with donors such as FCDO, that require us to maintain a robust due diligence process. We have included details of this in our FCDO annual reporting on compliance with the FCDO Code of Conduct.

4.0 Labour

4.1 Principles

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

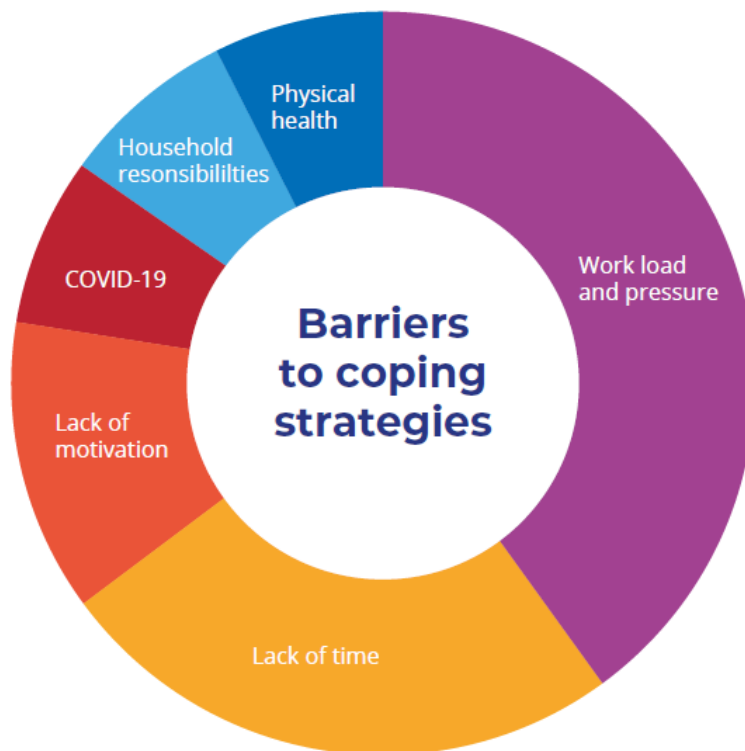
4.2 Practical actions

Ecorys UK ensures that the views of our staff are represented in many ways including an annual (anonymous) **Employee Engagement Survey**.

Our **Gender Task Force** continues to deliver activities to explore and address gender equality at work. The 2021 **Gender Pay Gap report** was delivered and key initiatives as a result of the report include: input into company policies, running an annual survey for female staff on gender equality, running health campaigns to promote wellbeing at work for both women and men, and supporting the successful **Women's Network**. A special focus on menopause at work led to Ecorys UK signing the **Workplace Menopause Pledge** for World Menopause Day. The Task Force is made up of representatives from all UK Business Units and will continue its work in 2022.

Ecorys UK also recognises that some of our colleagues have responsibilities outside of work which involve providing care to others. We also understand that this can have a long-term impact on a person's ability to work, as a loss of skills, knowledge, experience and/or confidence resulting from taking periods of time off can make returning to work and balancing caring responsibilities a challenge. Therefore, to further tackle workforce inequality, we developed a new **Carers Policy**. The Carers Policy outlines our approach in providing support and flexibility to carers in Ecorys UK. Line managers also play a key role in supporting employee carers, therefore there is a detailed section in the policy on how they can effectively do this. We hope that this policy will help alleviate some of the pressures that staff may face at work and that it encourages people to reach out for support when they need it.

Moreover, our new **HR strategy (2021-2025)** includes a dedicated chapter on the development of employee wellbeing where we introduce initiatives that promote positive physical, mental, social, and financial wellbeing. Ecorys UK is proud to have an active **Wellbeing Task Force** with representatives in all offices who seek to promote, enhance, and encourage awareness of colleagues' wellbeing. Our Wellbeing Task Force comprises **Wellbeing Ambassadors** who are trained in mental health first to provide support to those at risk of, or experiencing mental health issues, by providing a listening ear and signposting to relevant support including our **Employee Assistance Programme** provided by Validium. This provides free access to information and counselling services 24 hours a day, 365 days a year to all our employees. The service is completely confidential and can provide support on physical, mental, social, and financial wellbeing. Our Wellbeing Ambassadors delivered a series of mental health awareness campaigns including Mental Health Awareness Week in May (including wellbeing activities e.g., yoga, meditation, webinars), Healthy Eating week in June, and National Stress Awareness Day in November. Additionally, they organised a variety of wellbeing activities for our employees including a Return to the Office Webinar (July 2021) and regular e-coffee breaks.



Source: Surveys on Ecorys UK Employees' Stress, conducted by the Wellbeing Team.

To support our employee's physical health, we also offer a **Cycle to Work Scheme**, and **free eye tests**. We run regular physical activity sessions online that staff can attend during office hours, including exercise sessions and yoga – all available through our **Ecorys Xtras** programme. Additionally, we proactively raise awareness on women's and men's health issues – our Gender Task Force ran two health campaigns for UK staff in 2021 (i.e., **Women's Health October 2021** linked to World Menopause Day on 18 October and Men's Health November 2021 linked to **November Men's Health Month**).

We also regularly engage with our **Works Council**, which is a group of up to seven employee representatives. Its role is to provide an interface between management and staff through representing staff in discussions with management regarding proposed changes to company policies and operational issues and raising issues with management on behalf of staff. The Works Council liaises with other employees' bodies like the Gender Task Force and the Wellbeing Task Force to support their engagement with, and requests to, the Ecorys UK Management team. Tasks carried out include the following:

- ▶ Offering staff, the opportunity to raise issues in confidence which the Works Council will then raise with management on their behalf.
- ▶ Meeting with Ecorys UK Management every two months and having additional discussions with management as necessary.
- ▶ Providing feedback to staff via team meetings and individual contact as appropriate.

The Works Council enables us to ensure that our employees have a voice and that they have a stake in determining company policy and improving our practice. For example, in September 2021, we have updated our **Flexible Working Policy**, which grants statutory entitlement to request flexible working and guarantees serious

consideration to all requests from employees who wish to adopt a flexible working pattern, in conjunction with business requirements. This policy is to ensure fair and consistent treatment of employees in relation to their working patterns whilst maintaining operational service levels and standards.

We have also been working closely with our Works Council colleagues to respond to the COVID-19 crisis and have made the protection of our employees our first commitment. We continue to gauge the thoughts and feelings of our staff during this time and have consequently enhanced our Employee Assistance Programme through providing access to free information and counselling. Based on the COVID-19 experience, and input provided by Ecorys staff, we have developed a global **Hybrid Working Policy**. This document details the key principles of hybrid working in a post pandemic world and applies to all employees in all Ecorys offices. During the pandemic we also introduced a **Working from Home Allowance** to help our staff with meeting the costs of home working and in April 2022, we updated our **Remobilising International Personnel Policy**, which serves as a framework for project managers and directors. It sits alongside other policies and guidance produced by Ecorys concerning the resumption of activities, including authorising travel, guidelines for using office premises, security plans and fieldwork guidance.

4.2.1 Our commitment to preventing Modern Slavery

Ecorys UK maintains a wide set of policies that underpin a safe and trusted environment for our staff, partners, and beneficiaries. This commitment includes our support of the Modern Slavery Act 2015 in all parts of our business services. We have a zero-tolerance approach to any form of modern slavery and human trafficking. We are committed to ensuring that modern slavery and human trafficking do not take place within our business or supply chain. Our Modern Slavery policy was updated in August 2021. Moreover, Ecorys UK has completed the **FCDO Modern Slavery Assessment Tool (MSAT)** and is identifying areas for action and development.

In accordance with this, we have issued the following Policy Statement to our employees and stakeholders:

Ecorys UK Policy Statement on Modern Slavery

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain.

We are committed to ensuring there is transparency in our own business and in our approach to tackling modern slavery throughout our supply chains, consistent with our disclosure obligations under the Modern Slavery Act 2015. We expect the same high standards from all our contractors, suppliers, and other business partners.

Ecorys UK will:

- ▷ Support our staff to be aware of the risks of human trafficking and modern slavery and to act appropriately when any such risk is detected.
- ▷ Conduct due diligence on business partners within our supplier chain.
- ▷ Adopt a proactive approach to reporting suspicions of hidden worker exploitation to the appropriate authorities.

- ▷ Encourage workers to report cases of third-party labour exploitation, provide the means to do so and investigate and act on reports appropriately.
- ▷ Positively encourage and support employees and contractors to report such exploitation, which may be occurring within their communities. Points of reference include Line Managers, the Group Compliance Manager and avenues outlined in the Ecorys Whistleblowing Policy.

Ecorys UK accepts that job-finding fees are a business cost and will not allow these to be paid by job applicants.

As appropriate, designated managers will attend training on the prevention of labour exploitation who will have responsibility for developing and operating company procedures.

4.2.2 Our commitment to Equality and Diversity

Ecorys UK recognises that diverse teams produce better results for our organisation and ultimately better development outcomes for the initiatives we support. We are committed to fostering an inclusive culture comprising a culturally and linguistically diverse community of employees and contractors which contribute to our work. This is demonstrated throughout each of our country and project offices, and this commitment is outlined in our **Equality and Diversity Policy**. In 2021, we established an **Equality, Diversity, and Inclusion (EDI) Task Force** to oversee the **Gender Task Force** and **Race and Ethnicity Task Force**. This is part of our wider commitment to align our social impact work with the UK government's "Social Value" model. The EDI Task Force supports the specialist task forces to develop and deliver their annual action plans across Ecorys. Some of the EDI Task Force's key principles are to encourage active engagement from people of all backgrounds, communicate regularly internally and externally about Ecorys' commitment to equality, diversity, and inclusion, and actively monitor these areas to inform action planning.

As a UK registered company, we also ensure that our organisational diversity and inclusion addresses the Protected Characteristics set forth in the UK's Equality Act (2010); including Age, Disability, Sex, Gender Reassignment, Pregnancy and Maternity, Race, Sexual Orientation, Religion or Belief, and Marriage and civil partnership. In addition to ensuring that these characteristics are protected and do not result in unlawful, negative, and/or harmful direct or indirect discrimination, we are committed to ensuring that people from all sections of society are included in our operations. We also strive to endeavour that our teams and workplaces are free from bullying and harassment and promote dignity and respect for all. We utilise the Ecorys Equality and Diversity policy in putting these commitments into practice and ensure that any allegation of discrimination is fully investigated and dealt with, whether it occurs in the UK or a project location.

As a growing company, we recognise that not only must we apply these principles in countries in which we work, but we must also adapt to the changing requirements of our clients. This means that our policies must regularly change, and that we have a responsibility to ensure our staff and associates are fully aware of their and our obligations. We have also put in a **Grievance Policy** to put these protections into place ensuring that:

- ▶ our company avoids unlawful discrimination in all aspects of employment including recruitment, promotion, opportunities for training, pay and benefits, discipline, and selection for redundancy.
- ▶ all employees, visitors, contractors, or agency workers are free from bullying and harassment on any grounds and will know that complaints of this type will be dealt with promptly in line with the Grievance Policy. We have also clear levels of complaint escalation.

4.2.3 Our commitment to safeguarding children and vulnerable adults

Ecorys UK is fully committed to ensuring that children and vulnerable adults affected by our work are protected. Our policy on safeguarding is about protecting certain people who may be in vulnerable circumstances. A child is defined as someone who has not yet reached his or her 18th birthday. We understand safeguarding and welfare of children as:

- ▶ protecting children from maltreatment.
- ▶ preventing impairment of children's health or development.
- ▶ ensuring that children grow up in circumstances consistent with the provision of safe and effective care.
- ▶ taking action to enable all children to have the best outcomes.

A vulnerable adult or 'Adult at risk' is defined as someone with care and support needs who is at risk from abuse or neglect. We intend to ensure a common understanding of safeguarding issues and to ensure that we embed good practice across the diverse and complex areas in which we operate and enhance accountability in this crucial aspect of our work.

We require all organisations and individuals working with, or on behalf of Ecorys UK, whether in the UK or overseas, as partners, or sub-contractors to be familiar with and comply with this policy. Whilst it is recognised that local legislation may vary from country to country, our policy identifies our minimum standards, is based on UK legislation, and may exceed the requirements of local legislation.

Ecorys UK is committed to protecting people who may be unable to protect themselves against significant harm or exploitation. We take all appropriate steps to ensure that all our employees are provided with support to deal with potentially challenging concerns and issues concerning safeguarding, including the following actions:

- ▶ we will undertake appropriate criminal record checks to prevent unsuitable employees working with children and vulnerable adults.
- ▶ all Ecorys UK employees who encounter children and vulnerable adults will have enhanced background checks, as well as training in handling a disclosure, reporting an allegation, confidentiality, code of practice and code of behaviour. These will include online training tools and induction processes. Existing employees will be made aware of the policy, procedures, and guidance.
- ▶ we will ensure that all employees who have contact with children and vulnerable adults familiarise themselves with the Code of Practice and guidance notes provided under our Safeguarding Policy.
- ▶ We will ensure that no research involving, or otherwise engaging, children and vulnerable adults may be carried out without the approval of the Project Director.

4.3 Measurement of outcomes

Outcomes	Progress update
<p>1. Monitoring the Ecorys UK Equality and Diversity Policy periodically by the Company to judge its effectiveness and ensuring that it is updated in accordance with the law</p>	<ul style="list-style-type: none"> ▶ We have established an Equality, Diversity, and Inclusion (EDI) Task Force to oversee specialist taskforces. As part of this initiative, a Race and Ethnicity Task Force was also established in December 2021. ▶ We have developed a new Carers Policy to further tackle workforce inequality. ▶ Our new HR strategy (2021-2025) includes a dedicated chapter on the development of employee wellbeing. Our Wellbeing Task Force continues to promote, enhance, and encourage awareness of colleagues' wellbeing. ▶ We have updated our Modern Slavery Policy in August 2021.
<p>2. Monitoring the ethnic, gender and age composition of the existing workforce and the number of people with disabilities within these groups and reviewing its policy in accordance with the results shown by the monitoring</p>	<ul style="list-style-type: none"> ▶ We published our Gender Pay report which can be found here. ▶ Our Gender Task Force continues to deliver, monitor, and report progress to the Ecorys UK Board, and provide regular updates to our staff. ▶ Our Gender Task Force continues to run virtual workshops with focus on the gender pay gap, career development, and leadership from a gender perspective. ▶ We continue to promote key initiatives such as input into company policies, running an annual survey for female staff on gender equality, running health campaigns to promote wellbeing at work for both women and men, and supporting the successful Women's Network. A special focus on menopause at work led to Ecorys UK signing the Workplace Menopause Pledge for World Menopause Day.
<p>3. Undertaking regular training of our staff on safeguarding, prevention of modern slavery and health and safety through e-learning modules.</p>	<ul style="list-style-type: none"> ▶ All new starters and employees are required to complete e-modules on these topics, which are monitored by our Compliance Manager. The

completion rates are reported to the Ecorys UK Board of Management.

- ▶ All training refreshed when required to meet new policies but as a minimum every 3 years.
- ▶ Due diligence on suppliers has been increased and a section has been added in for Russian and Belarus owned businesses in line with sanctions and the war in Ukraine.

5.0 Environment

5.1 Principles

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

5.2 Practical actions

At Ecorys UK we are committed to seeking opportunities to reduce our environmental impact by organising our operations in a sustainable manner and have developed and rolled out an **Environmental Policy**. In accordance with this policy, we publish an annual Environmental Performance Report.

We conform to our compliance obligations by meeting or exceeding the environmental requirements of legislation, regulation, and our adopted standards. This includes:

- ▶ Complying with all relevant environmental legislation.
- ▶ Implementing a training programme for our employees to raise their awareness of our policy, procedures and environmental issues and enlist their support in improving our company's performance.
- ▶ Encouraging the adoption of similar principles by our suppliers.
- ▶ Anticipating environmental issues and taking appropriate actions, which may precede laws or regulations to reduce our impact on the environment in all aspects of our environmental performance.
- ▶ Reviewing and auditing our own operations on a regular basis to identify strengths and weaknesses in our environmental approach.
- ▶ Supporting sustainable development, the responsible use of natural resources and energy conservation. We will consider potential environmental impact during all relevant business decisions.
- ▶ Promoting programmes of waste minimisation and pollution prevention, including recycling.
- ▶ Minimising energy wastage by promoting the efficient use of energy, water, and other resources.

- ▶ Reducing our carbon footprint.
- ▶ Committing to continual improvement in all aspects of our environmental performance.

Our precautionary approach to environmental challenges includes ensuring a safe working environment for our employees. Ecorys UK recognises the importance of health and safety in the workplace and its duty to all employees, visitors, contractors and subcontractors under the Health and Safety at Work etc. Act 1974.

Ecorys UK recognises and accept its responsibilities as an employer under the general provisions of the Act, which imposes a duty on all employers to ensure, so far as is reasonably practicable, the health, safety and welfare of their employees at work. The Act also requires that employers ensure the safety of all other persons, who, though not employees, may be affected by their activities. To this end, we will:

- ▶ provide adequate control of the health and safety risks arising from our work activities and maintain safe, appropriate equipment and systems of work and ensure the safe handling and use of materials and substances.
- ▶ consult with employees and others as appropriate, on matters affecting their health and safety.
- ▶ provide information, instruction and supervision for employees and sub-contractors.
- ▶ ensure that all employees and sub-contractors are competent to do their tasks by ensuring adequate training is provided.
- ▶ allocate responsibilities and adequate resources for the implementation of the Policy.
- ▶ review and report on the implementation of the Policy to achieve continual improvement in the company's health and safety performance.

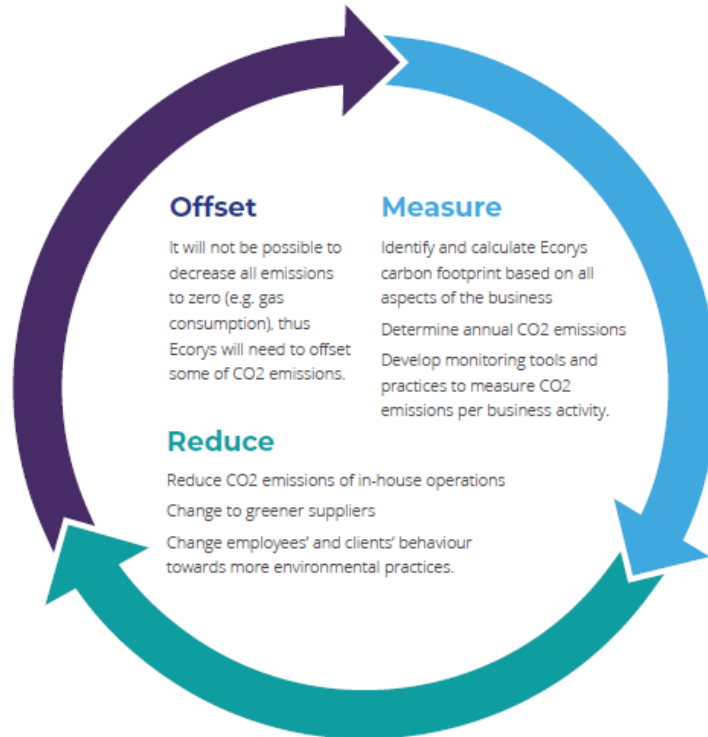
Our environmental, health and safety policies are communicated to all our employees, suppliers and sub-contractors and is made available to the public. All our personnel understand their obligations under these policy statements and will review these policies on an annual basis.

To achieve our goal of becoming a **carbon neutral company by 2030** and lower our impact on the environment, we set up our **Climate Neutral Task Force** in April 2021, composed of a project manager, a board representative and other group members supporting with the broader delivery of the initiative. The Climate Neutral Task Force developed **Ecorys UK's Environmental Policy**. Our task force collected data on Ecorys' environmental performance for all our business activities (e.g., number of journeys carried out by employees, electricity usage in our offices etc.) and identified Key Performance Indicators (KPIs) allowing us to monitor, measure and evaluate progress against our long-term objectives. We also calculated our emissions for 2019 and 2020 to act as a benchmark to contextualise Ecorys' environmental performance. In the meantime, the team also analysed the business strengths, opportunities, and risks regarding the environmental actions, as well as the external factors impacting our company. The **Environmental Management System** manual collects the core analyses determining our actions. The team also developed a **carbon calculator to determine and track our CO2 emissions** across business activity. This allows us to target and reduce the emissions by applying specific actions like limiting travel, shifting to greener suppliers, and embracing greener practices to support our carbon reduction plans.

We promoted sustainability and behavioural change by **raising awareness within and outside our company**. We also promoted local volunteering activities related to environment preservation via our **annual Volunteering Day**. **Sustainable travel** is also encouraged: travel by bike was promoted via our Bike Purchase scheme and our London office organised lunchtime bike tours. A calendar of environmental days, quizzes, information sheets for

raising awareness and templates for sustainable travel were developed and circulated among all Ecorys UK employees. Ecorys is now fully accredited with the **ISO 14001 (Environmental Management) Certification**.

Ecorys UK aims to become a carbon neutral company by 2030



5.3 Measurement of outcomes

Outcomes	Progress update
<p>1. Publishing an annual Environmental Performance Report, outlining our progress in reducing our environmental impact</p>	<ul style="list-style-type: none"> ▶ In April 2021, we set up our Climate Neutral Task Force, composed of a project manager, a board representative and other group members supporting with the broader delivery of the initiative. ▶ The Climate Neutral Task Force developed Ecorys UK's Environmental Policy and published an annual Environmental Performance report in June 2021. ▶ We collected data on Ecorys environmental performance for all our business activities (e.g., number of journeys carried out by employees, electricity usage in our offices etc.) and identified KPIs allowing us to monitor, measure and evaluate progress against our long-term objectives. We also calculated our emissions for 2019 and 2020 to act as

a benchmark to contextualise Ecorys environmental performance.

- ▶ Currently, we are collating data on our business activities for 2021 and 2022 to measure our performance against our yearly KPIs (which include number of CO2 tonnes produced yearly, emission of CO2 tonnes per FTE, % of CO2 tonnes reduces compared to previous year and % of CO2 emissions offset per year and per FTE). The yearly measurements allow us to target and reduce the emissions by applying specific actions like limiting travel, shifting to greener suppliers, and embracing greener practices to support our carbon reduction plans.
- ▶ In 2021, we have developed a project carbon calculator to determine and track our CO2 emissions at project level and help project managers to assess how they can reduce their CO2 emissions coming from project activities. The calculator is being rolled out this year across Ecorys business units.
- ▶ We are looking into different CO2 off-setting options to compensate for CO2 emissions that are not possible to be fully reduced.
- ▶ Our climate change action plan for 2022 includes actions such as: promoting sustainable travel, improving the sustainability of our supply chain, promoting sustainable pensions options, and a review of offsetting options, coupled with annual reporting.

2. Ensuring that our staff are trained on environmental safeguarding and health and safety in the workplace through e-learning modules

- ▶ Ecorys UK was granted the ISO14001 certificate in December 2021, after successfully passing the external audits.
- ▶ We are also accredited to ISO 9001 with the requirement to demonstrate that we are committed to providing a professional work environment in all our offices, considering personnel safety and wellbeing, facility conditions, equipment, and IT software and hardware, with adequate training and instruction to your employees. This is audited annually by our awarding body.

3. Ensuring that recycling is promoted within our offices through clearly labelled bins separating recyclables from general waste

- ▶ All bins are clearly labelled recyclable and general waste in all our offices.
- ▶ We are now fully operational in using DocuSign (electronic document signatures) for a more secure and environmentally friendly way of signing contracts, thereby saving on paper waste and carbon costs.
- ▶ All major waste suppliers used by Ecorys UK are ISO 14001 certified.

4. Monitoring energy use in our offices through comparing bills and statements

- ▶ The Environmental Management System manual collects the core analyses determining our actions.
- ▶ We continue to measure our energy use in the office on a yearly basis.
- ▶ We switched to a greener energy provider in our London office. Now all our offices are supplied with electricity produced by at least 80% of renewable sources (e.g., wind, solar).

Our ISO 14001 certification

In December 2021, Ecorys UK obtained the ISO14001 certificate, after successfully passing the external audits.

ISO 14001 is an internationally agreed standard that sets out the requirements for an environmental management system.

It helps organizations improve their environmental performance through more efficient use of resources and reduction of waste, gaining a competitive advantage and the trust of stakeholders.



6.0 Anti-Corruption

6.1 Principles

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

6.2 Practical actions

It is the policy of Ecorys UK to conduct all our business in an honest and ethical manner. This is codified in our **Anti-Corruption and Bribery Policy**. We do not tolerate any bribery or corruption and are committed to acting professionally, fairly and with integrity in all our business dealings and relationships wherever we operate; together with implementing and enforcing effective systems to counteract bribery. Our policy covers bribes, gifts and hospitality, facilitation payments and “kick-backs” and political donations. Our policy is designed to uphold the requirements of United Kingdom (UK) legislation, principally The Bribery Act 2010 which came into force in July 2011.

Ecorys will uphold all laws relevant to countering bribery and corruption in all the jurisdictions in which we operate. However, we remain bound by the laws of the UK, including the Bribery Act 2010, in respect of our conduct both at home and abroad.

We have identified that the following are particular risks for our business:

- ▶ Country risks in relation to our International Development Unit, Programme Management, and Communications operations.
- ▶ Business opportunity risk due to the number of experts, associates, and contractors with whom we work.
- ▶ Business partnership risks in respect of partnership arrangements including consortia and joint ventures.

Our Board of Directors have overall responsibility for ensuring that our Anti-Corruption and Bribery Policy complies with our legal and ethical obligations, and that all those under our control comply with it. The Board of Directors have delegated this to a **Compliance Manager** who is responsible for the implementation and monitoring of the policy, and in dealing with any queries on its interpretation.

The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all those working for us including our suppliers. All workers are required to avoid any activity that might lead to, or suggest, a breach of this policy. Any employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. Our staff and suppliers are made aware that we reserve our right to terminate our contractual relationship with workers or sub-contractors if they breach this policy and compliance with this policy is in our standard terms and conditions for contractual relationships. Our zero-tolerance approach to bribery and corruption is communicated to all suppliers, contractors, and business partners at the outset of our business relationship with them and as appropriate thereafter.

We appreciate that the practice of giving business gifts varies between countries and regions and what may be normal and acceptable in one region may not be in another. We therefore apply a test in all circumstances to determine whether the gift is reasonable and justifiable. Matters of doubt are referred to the Compliance Manager before acceptance. A register of gifts and hospitality is maintained.

Training on this policy forms part of the induction process for all new employees. All existing employees receive relevant training on how to implement and adhere to this policy and must complete an online module on Bribery.

6.3 Measurement of outcomes

Outcomes	Progress update
<p>5. Monitoring the effectiveness of the implementation of our anti-corruption and bribery policy, regularly considering its suitability, adequacy, and effectiveness</p>	<ul style="list-style-type: none">▶ In May 2022, the Contracts and Compliance Manager became a member of the UK Operations Board. The UK board recognised the need for compliance and monitoring to be an important part of day-to-day operations but also future planning and business strategy.
<p>6. Ensuring that all employees and workers know that they are responsible for the success of the policy and ensuring that everyone understands the importance of working against all forms of corruption, through training and awareness-raising sessions, sharing and creating social media content on the issue.</p>	<ul style="list-style-type: none">▶ Our Compliance Manager continues to report completion rates of e-modules to the Ecorys UK Board, which will help bring focus towards 100% completion rates.▶ Individual project or business area training is also available from the Compliance Manager.
<p>7. Ensuring that reporting and whistleblowing procedures relating to fraud, bribery and corruption will be dealt with in an effective and confidential manner</p>	<ul style="list-style-type: none">▶ We ensure that details of our Compliance Manager and Whistleblowing Policy is clearly outlined in all our Contract Management Plans.



Albert House
Quay Place
92-93 Edward St.
Birmingham
B1 2RA

T: +44 (0) 845 313 7455
E: birmingham@ecorys.com

ecorys.com