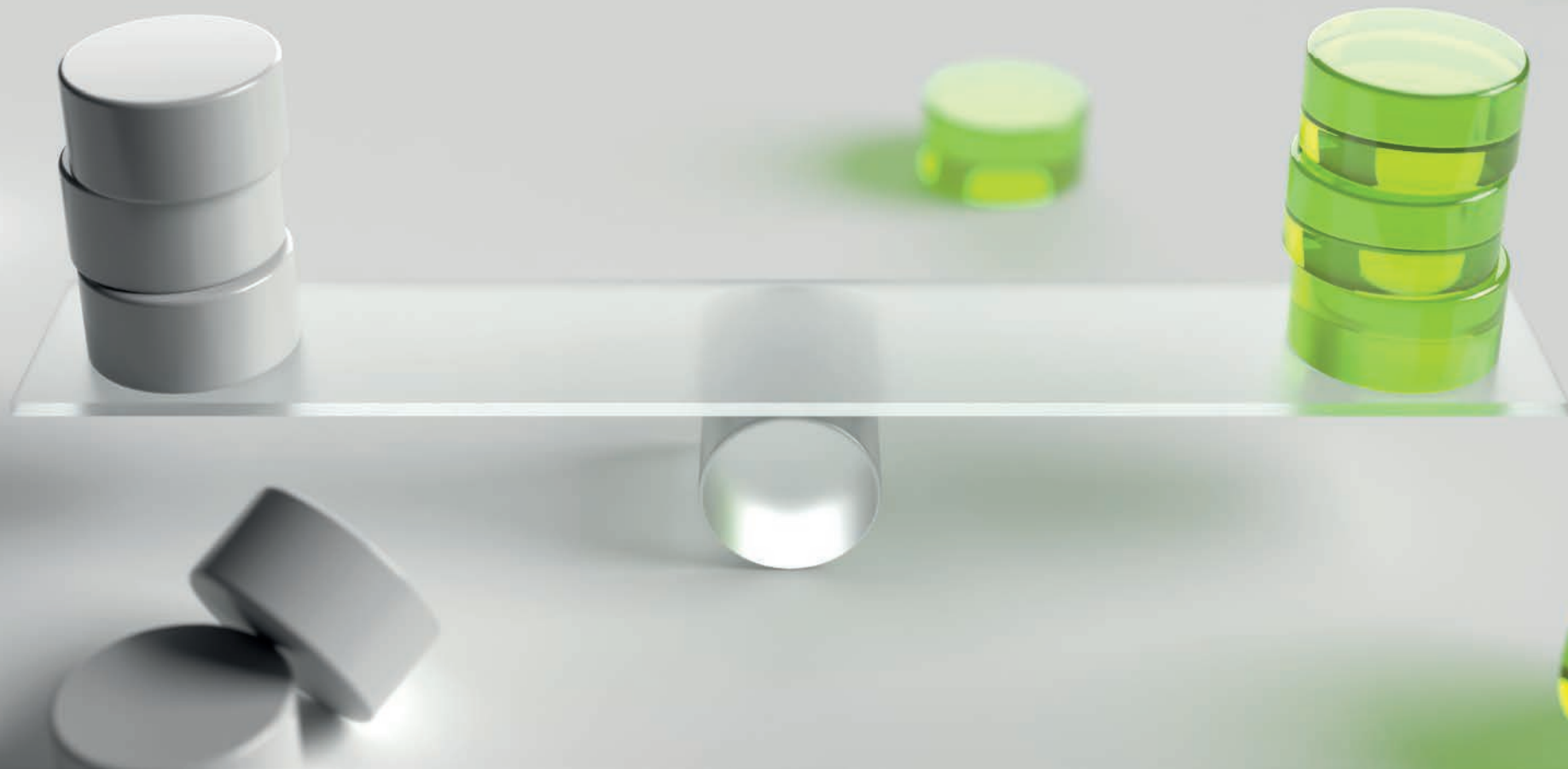
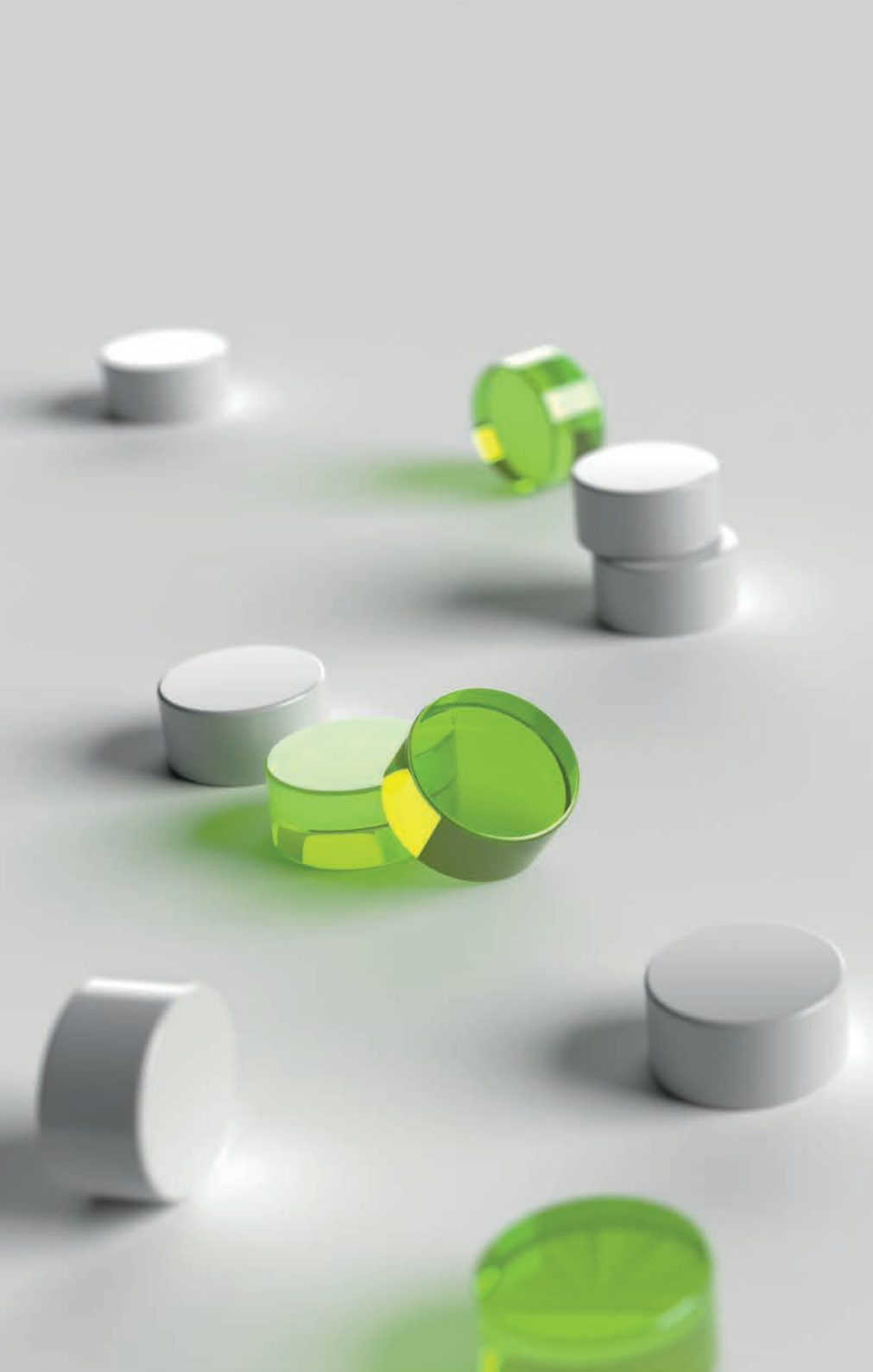


Gender balance report 2022.





AKT II has always had an appreciation and understanding of the skills and talents of geographic, cultural and gender diversity in the people it employs. This diversity not only culturally enriches our workplace but also provides an openness to embrace a variety of approaches which we have no doubt contributes to the very success of our business, the projects we work on and our reputation as design-led and innovative engineers.

The inception of reporting requirements for the gender pay gap was an important milestone to bring into focus the commitments to equality, diversity and inclusion. For those unfamiliar, the gender pay gap shows the difference in the average pay between all men and women in an organisation regardless of their role or seniority and is based upon aggregate data. It is important to note that the gender pay gap should not be confused with equal pay and is not the difference in pay between men and women carrying out similar roles. At present, the required reporting is binary and is yet to recognise a broader gender identity spectrum.

As a company which operates within the construction industry, unfortunately, gender diversity has always been the area where

being representative has been challenging as the industry has a legacy of attracting significantly more men than women. However, we feel diversity has always been a part of our cultural DNA. We work hard to attract and retain the best people and ensure we reap the benefits of social, ethnic and gender diversity.

AKT II's commitment to diversity and inclusion is driven by our belief that all employees should bring their authentic self to the workplace and that we as a business ensure fairness to all. We do not pay people differently because of their ethnicity or gender, or any other characteristic. The pay gaps exist because different groups of people are represented unequally across the spectrum of seniority.

Gender pay gap figures 2022.

AKT II, like most companies in the engineering and construction sector, has a gender pay gap that is largely a reflection of the disproportionate ratio of men to women in our business, particularly within our senior population.

We're working hard to address the issue of pay gaps, but we know it's going to take time. We're also aware that there's still a gender imbalance at senior levels, with not enough women in more senior positions. Although we've been making progress in this area, it's not changing at a pace we'd like it to; however, we remain totally committed to positive movements. We're committed to

promoting more women to leadership roles within our company.

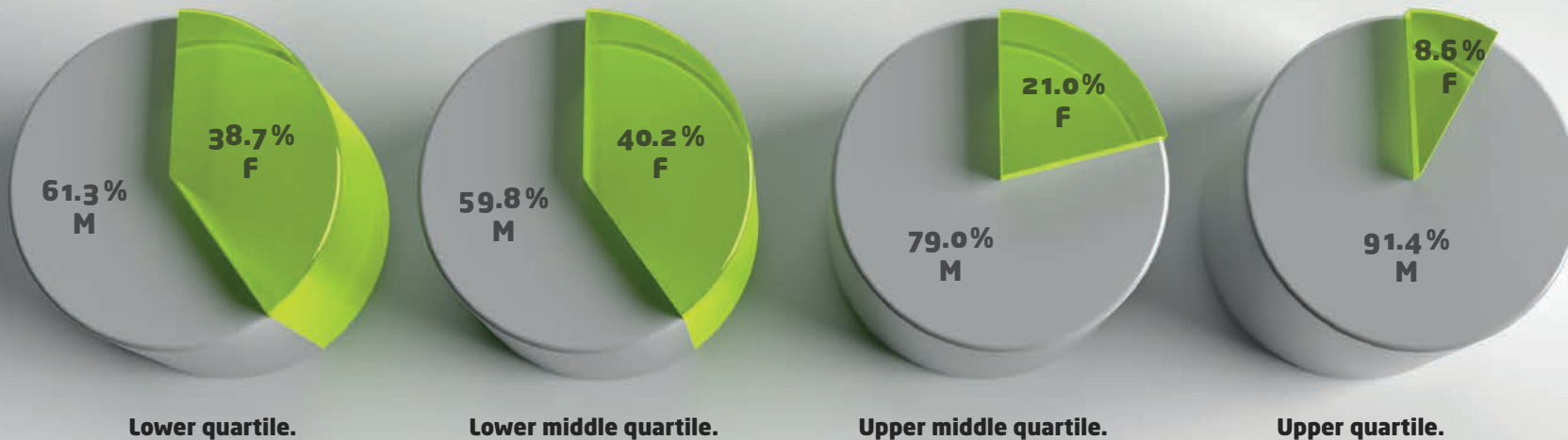
The figures in this section show the proportion of men and women within each quartile, our mean and median pay gap, and our bonus figures at the snapshot date of 5 April 2022. These figures are calculated in accordance with the statutory method.

The reasons for any pay gap are multiple and complex. As required by mandatory reporting, the pie charts illustrate the gender distribution across AKT II in four equal-size quartiles. It is evident that we have a larger percentage of men in more senior roles, which

is a trend mirrored across our industry, and is an area where we wish to inspire positive change. We are proud of our increased female representation in our business at all levels since the inception of reporting, and a key statistic for us is that women's representation in leadership roles has doubled, with significant growth at all career grades.

Meaningful progress is being made both on the ethnicity agenda and our wider inclusion efforts, but we are mindful there remains more to be done. Gender balance remains a key priority alongside a new focus this year on recruiting and retaining neurodiverse talent.

Quartile gender split.



Gender pay gap figures 2022.

In 2022 our mean and median pay gap has remained at 23%, which remains as a result of recruitment at early career stages.

Our bonus gap is higher than our pay gap as we have more men in leadership roles with bonus related to base remuneration.

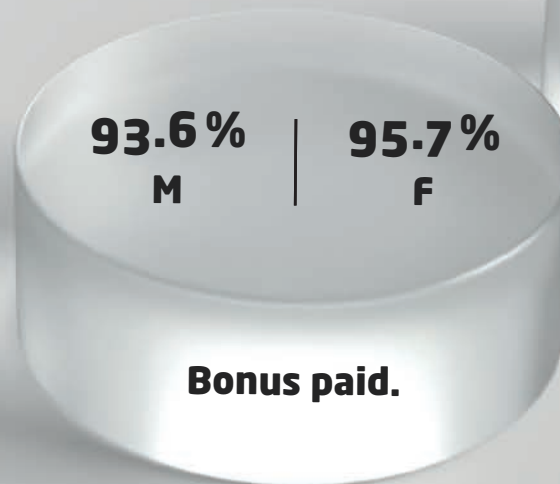
Definition of mean and median.

Mean:

The mean gender pay gap is the difference between the average hourly rate of pay of women compared with men in a company. This is expressed as a proportion of men's hourly rate of pay.

Median:

The median gender pay gap is determined by ordering the individual hourly rates of pay for all men and women from the lowest to the highest and then calculating the difference between the middle number in the male and female range for each entity. This is expressed as a proportion of the men's median hourly rate of pay.



Analysis of the figures / the bigger picture.

On analysis our pay gap is not an equal pay issue, men and women are paid equally for doing equivalent jobs across AKT II. The gender pay gap is an indication of gender distribution within the company. Salaries are generally based on level of experience and are reviewed annually based on detailed metrics including experience and performance. For example, the starting salary for all graduates joining AKT II is the same.

We believe that a pay gap arises for the following reasons: firstly, we have more men than women across our practice (72% men overall) and secondly, we have more men at senior level (88%), where pay is higher. Based on the method of calculation a higher proportion of men in senior positions will naturally give rise to a pay gap, but this does not mean there is a gender pay gap on equivalent jobs as the name suggests.

We are pleased that female representation has again increased across our practice since the last reporting period.

We are also aware that the gender split across AKT II is distorted by several factors such as the higher proportion of men in senior management roles and the relatively high proportion of women in non-technical roles where there are fewer senior positions available.

The pandemic negatively impacted our efforts to address the shortfalls in our pipeline and placed a pause on many of our initiatives. We are hopeful that we can now continue to reinstate our wider programmes which will holistically support our key objective to bring greater overall diversity to our practice.

Our mean bonus gap has increased year-on-year and the bonus gap is larger than the pay gap because roles in leadership grades have a higher bonus allocation. Additionally, due to historic incentive schemes which reached a conclusion, the bonus gap was disproportionately impacted as of the reporting date. We have a larger proportion of

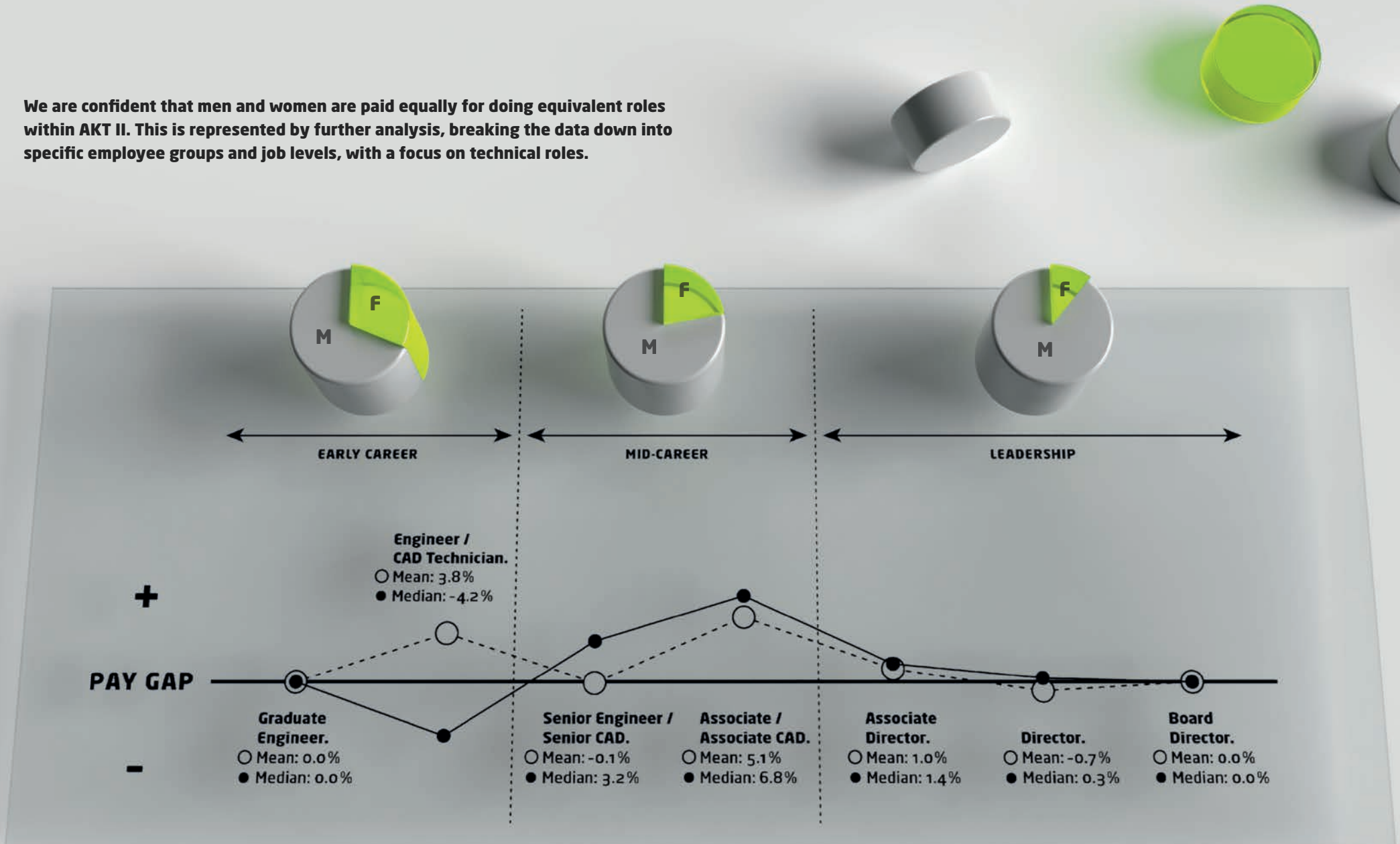
men than women in these grades. Our bonus period is based on our financial year January to December and will not cover new starters between January and April.

Historically, more men have been drawn to careers in science, technology, engineering and mathematics (STEM) industries, so it is not surprising that the findings of our report echo the greater gender pay gap found across the engineering sector. We firmly believe that education is fundamental to enhancing not only gender diversity, but wider diversity as a whole.



Analysis of the figures / the bigger picture.

We are confident that men and women are paid equally for doing equivalent roles within AKT II. This is represented by further analysis, breaking the data down into specific employee groups and job levels, with a focus on technical roles.



Progress to date 2017-2022.

We have analysed our data since our first report and are proud of the positive progress in increasing female representation at all levels. We are mindful of a need to ensure continuation of all initiatives both internal and external to the practice to continue to build upon success to date and ensure we retain our key talent to develop them into leadership roles.

Quartile female staff ratio.

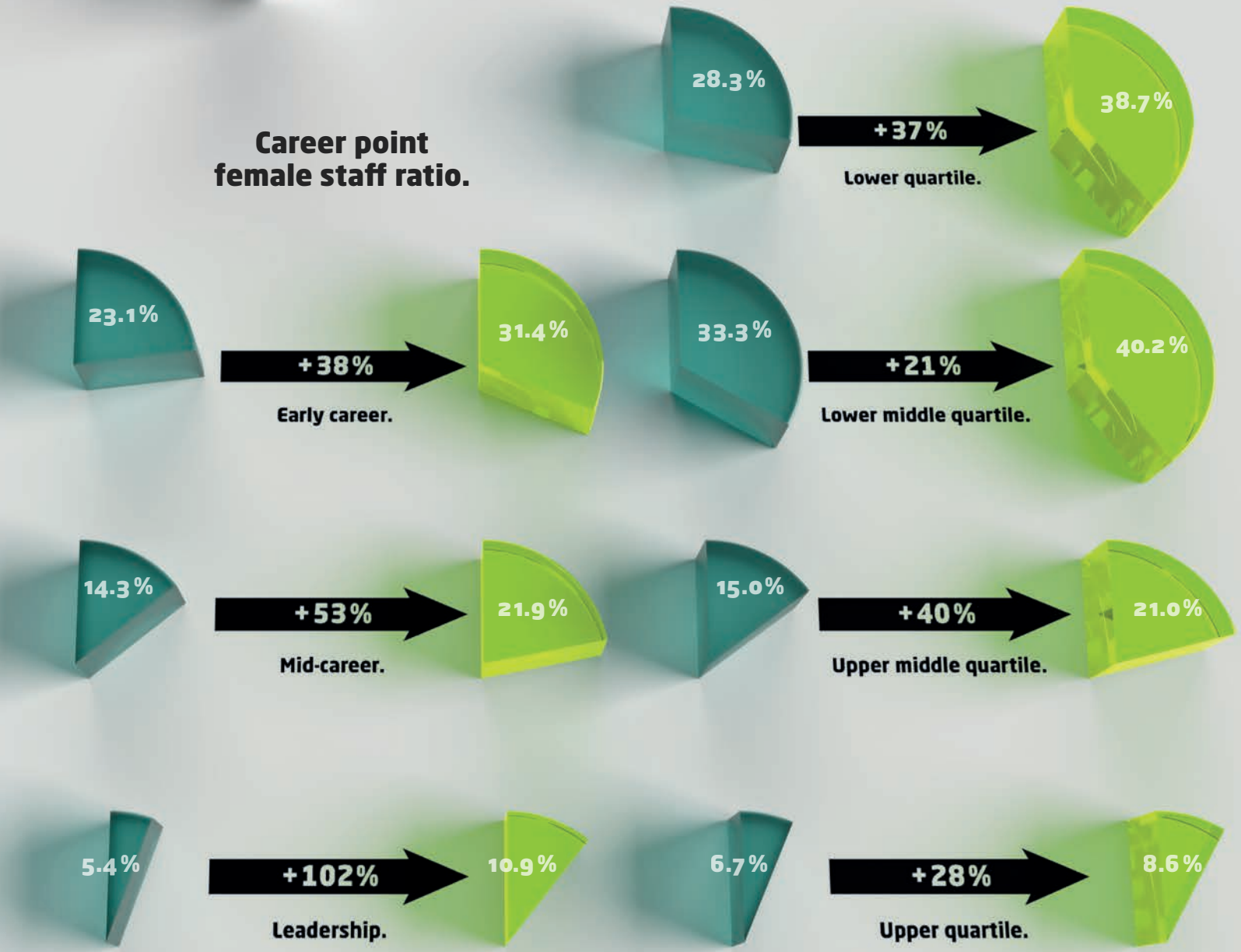
Career point female staff ratio.



Female staff
2017 [%]



Female staff
2022 [%]



What we are doing to improve diversity / the future.

It is clear from our pay gap figures that to close the gap we need to address our gender balance across the firm at all grades and seek to ensure there is no opportunity gap for all staff. Our approach to addressing this has always been to attract and develop our staff, naturally leading to retention. We believe, in terms of attracting female staff, we are making good progress. Our figures show percentages of female staff progressively increasing across the office through the different career points.

In analysing our progress to date, it's pleasing that our female representation has increased from 16% to 28% over the last five years.

Our aim now is to continue what we are doing and to manage and support the naturally changing workforce. For this we will continue to drive our Diversity Forum which focuses on the following key streams:

B Corp.

We are proud to have added our voice to the B Corp community. We believe that in becoming a B Corp this further supports our gender and diversity targets. Moreover, we have refreshed our equitable and inclusive policies, practices, and cultures, which can help to attract and retain a more diverse workforce.

Attracting our people.

We continue to strive for a balanced, diverse workforce at every career entry point. We believe that education is fundamental to instigate change and will achieve this by proactively engaging with the next generations through their formative years, at

school and higher education level. As such, through great commitment from our staff, we actively support organisations such as the Access project as well as engaging with local schools and industry to raise awareness of STEM subjects.

AKT II has also set up a formal diversity group which now seeks to steer the company direction with positive and affirmative actions. We acknowledge that we're not all the same, and that's our greatest strength, and different opinions enhance our ability to deliver for our clients and our staff. This group has engaged an external specialist consultancy who are guiding the business further in ensuring we can continue to meet our diversity objectives and remain an employer of choice.

Developing our people.

We continue to take promotion and progression decisions that are based on merit. We actively support and encourage staff to achieve their potential and have restructured our business to give a variety of career progression options for both technical and non-technical roles. We are also growing our mentoring programmes for senior women and promoting female role models across our business and industry.

We have introduced 360-degree evaluations for all our senior staff, to help them become more inclusive leaders, recognise knowledge gaps, and identify areas of development.

Change is naturally progressive and as such will take time. However, at AKT II we are committed to adapting and moving at a pace that enables us to close the gap whilst ensuring we continue to attract and develop the widest range of talent available and ensure a strong, culturally diverse workforce for the future.



Retaining our people.

The average age at AKT II is 35.2 years, and as such we place a great importance to a family-friendly culture to support all of our working parents. We have broadened our flexible working, with a key example of this being an ongoing commitment to encourage shared parental leave with enhanced maternity leave for up to 1 year and enhancements to paternity which is now 1 month paid.

We are also improving our approach to working culture and flexibility, which caters to all our staff and to allow all staff returning from extended leave to resettle and continue their development to realise their full potential.

We have implemented a hybrid working model based upon staff feedback, which has allowed our staff to benefit from a greater work-life balance. The pandemic was difficult for many

of our staff who were away from families without the ability to travel. We reflected upon this and have introduced the ability for our staff to work abroad for up to one month a year, which allows them to spend more time with their families in their home country.

We have also administered our third businesswide employee survey through Great Place To Work, to allow us to continue to monitor our progress, shape future developments and succeed in our efforts to create and maintain an excellent workplace for all.

Ultimately, our goal is for everyone in our business to have a positive experience of working here, to be supported in reaching their own career goals and to feel valued for who they are and the skills they bring to our practice.

“Our 2022 gender pay gap does not necessarily follow the trends of change you might expect to enhance inclusion and equality and greater female representation, but we are building a strong foundation to deliver active changes for the longer term.”

The data included in this report and associated narrative is correct as of the snapshot date of 5 April 2022. Due to the nature of reporting requirements on an annual basis, this report will not be updated until the next reporting period.



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