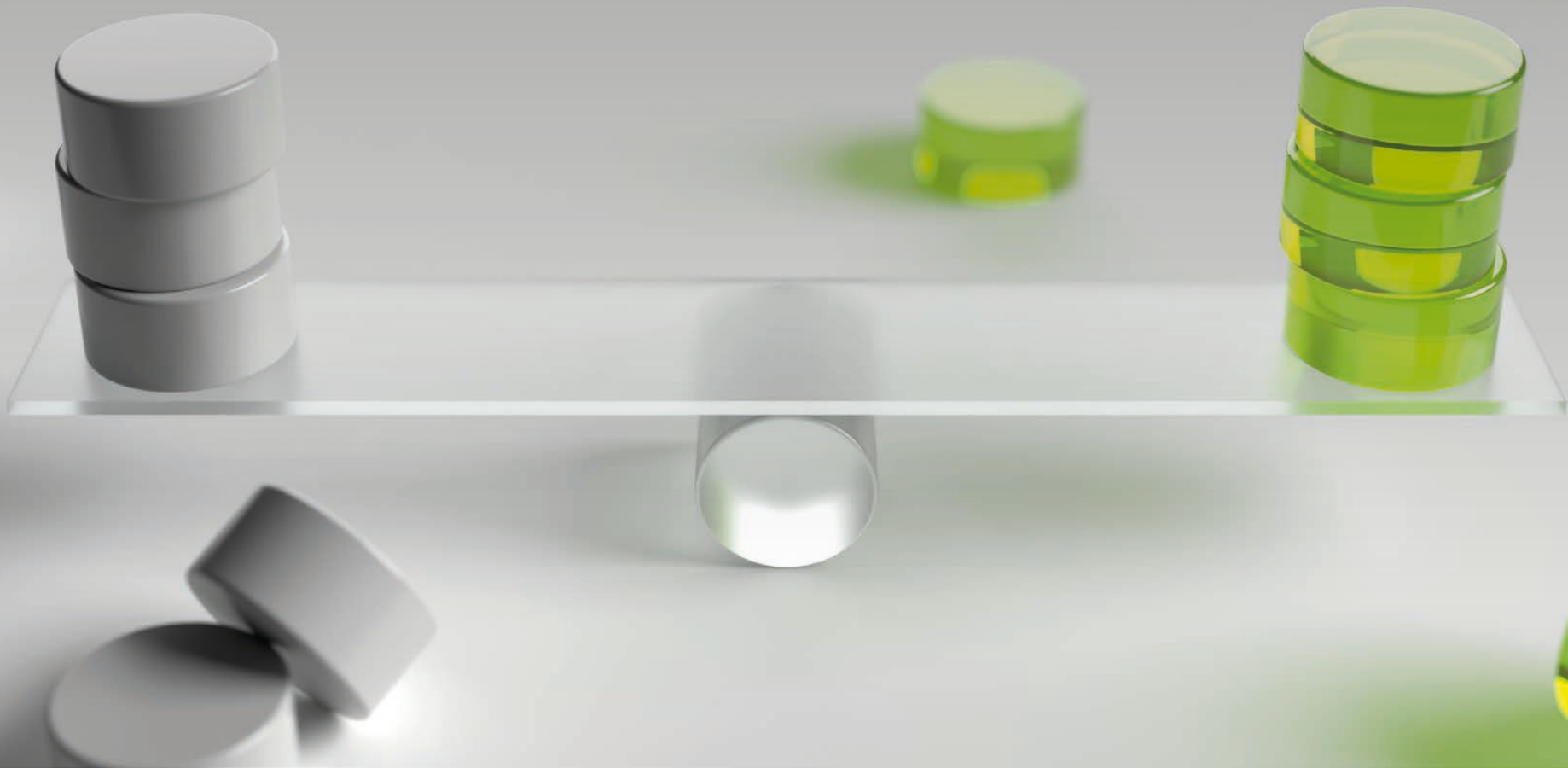


Gender balance report 2025.





Tyréns AKT recognises the skills and talents of geographic, cultural, and gender diversity among its employees. This diversity enriches our workplace culturally and provides a range of approaches that contribute to the success of the business, projects, and our reputation as design-led and innovative engineers.

The introduction of reporting requirements for the gender pay gap highlighted commitments to equality, diversity, and inclusion.

The gender pay gap is the difference in average pay between all men and women in an organisation, regardless of role or seniority, based on aggregate data.

It is important to differentiate the gender pay gap from equal pay, which is not the difference in pay between men and women performing similar roles.

Currently, the required reporting is binary and does not recognise a broader gender identity spectrum.

The construction industry typically attracts significantly more men than women, making gender diversity a challenging area.

Tyréns AKT values diversity as part of its cultural DNA and works to attract and retain the best people, ensuring benefits from social, ethnic, and gender diversity.

Tyréns AKT is committed to diversity and inclusion, believing that all employees should bring their authentic selves to the workplace and ensuring fairness. Pay differences exist due to unequal representation across the spectrum of seniority, not because of ethnicity, gender, or other characteristics.

Gender pay gap figures 2025.

Tyréns AKT, 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.

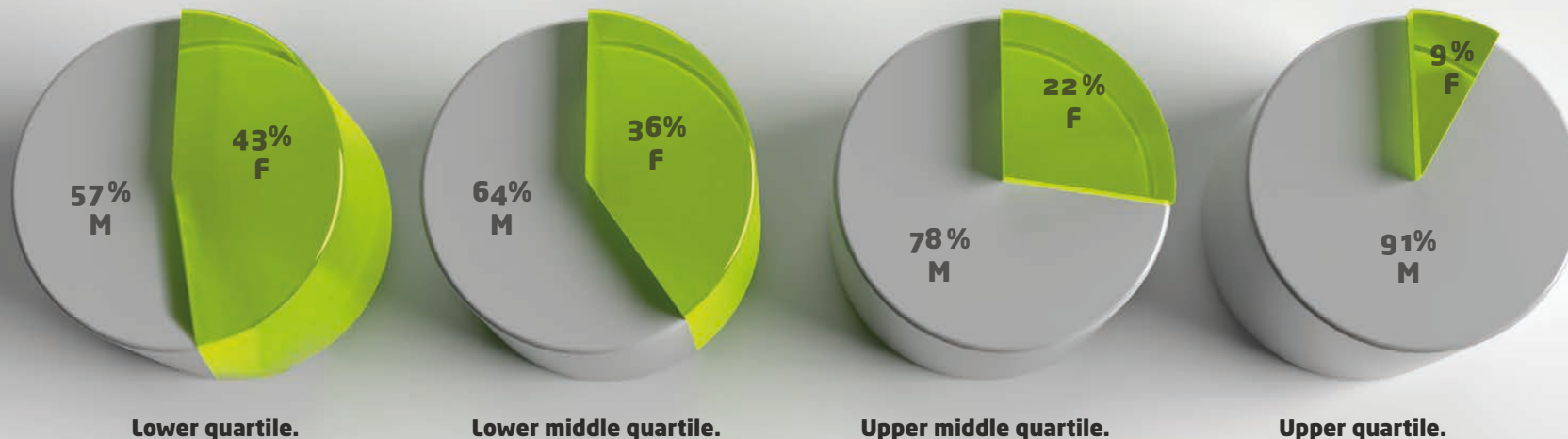
The figures in this section show the proportion of men and women within each quartile, our mean and median pay gap, and our bonus figures at the snapshot date of 5 April 2025. These figures are calculated in accordance with the statutory method.

The reasons for any pay gap are multiple and complex. As required by mandatory reporting, the pie charts illustrate the gender distribution across Tyréns AKT 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 2025.

In 2025, our mean pay gap and median pay gap increased compared to 2024.

Our bonus gap is higher than our pay gap as we have more men in leadership roles with bonus related to base remuneration. However, in 2025, our mean and median bonus gap both reduced compared to 2024.

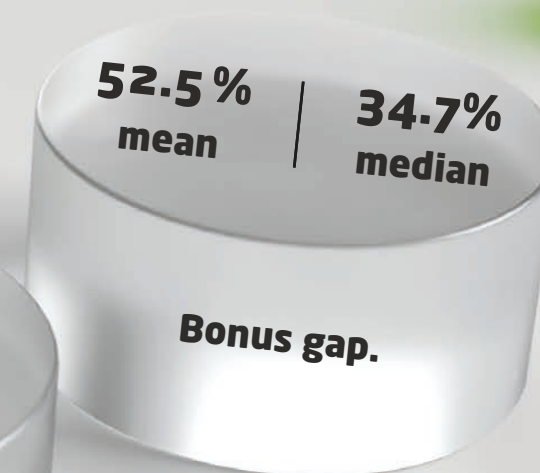
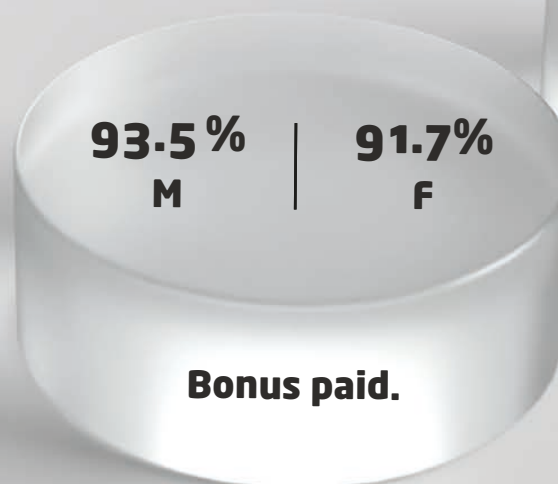
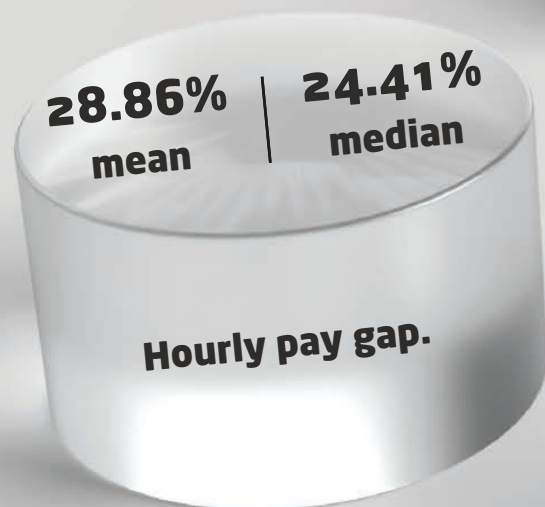
Definition of mean and median.

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.

Our analysis indicates that the pay gap at Tyréns AKT is not related to issues of equal pay; men and women receive equal compensation for equivalent roles within our organisation.

The gender pay gap observed is attributed to the gender distribution across the company. Salaries are influenced by individual experience levels and are reviewed annually based on performance metrics. For example, all graduates start with an identical salary, which adjusts as they advance in their careers.

Salary Sacrifice

Within the organisation, some employees choose to participate in salary sacrifice arrangements, such as childcare voucher schemes, cycle-to work schemes, or lease car schemes. Under these arrangements, a proportion of the employee's contractual salary is exchanged for a non cash benefit. In line with statutory guidance, these sacrificed amounts are deducted from the employee's salary before calculating their hourly rate. The reduced post sacrifice salary is therefore used in the calculation of average hourly pay for Gender Pay Gap reporting.

The pay gap exists because our workforce comprises 70% men, with a higher male representation in senior positions where compensation is greater. This does not imply a gender pay gap for equivalent positions. Notably, female representation has increased since the previous report, and our mean and median bonus gap has decreased since 2024.

We believe that education is fundamental for fostering both gender diversity and broader inclusivity.

It is important to note that this approach can have an observable impact on the distribution of employees across pay quartiles. In particular, some female employees—who would otherwise fall within higher quartiles if their full contractual salary (before salary sacrifice) were used—may appear in lower quartiles due solely to their voluntary participation in salary sacrifice schemes. This can influence the overall quartile representation and may give the impression of reduced female representation in upper pay ranges.

Note on gender reporting

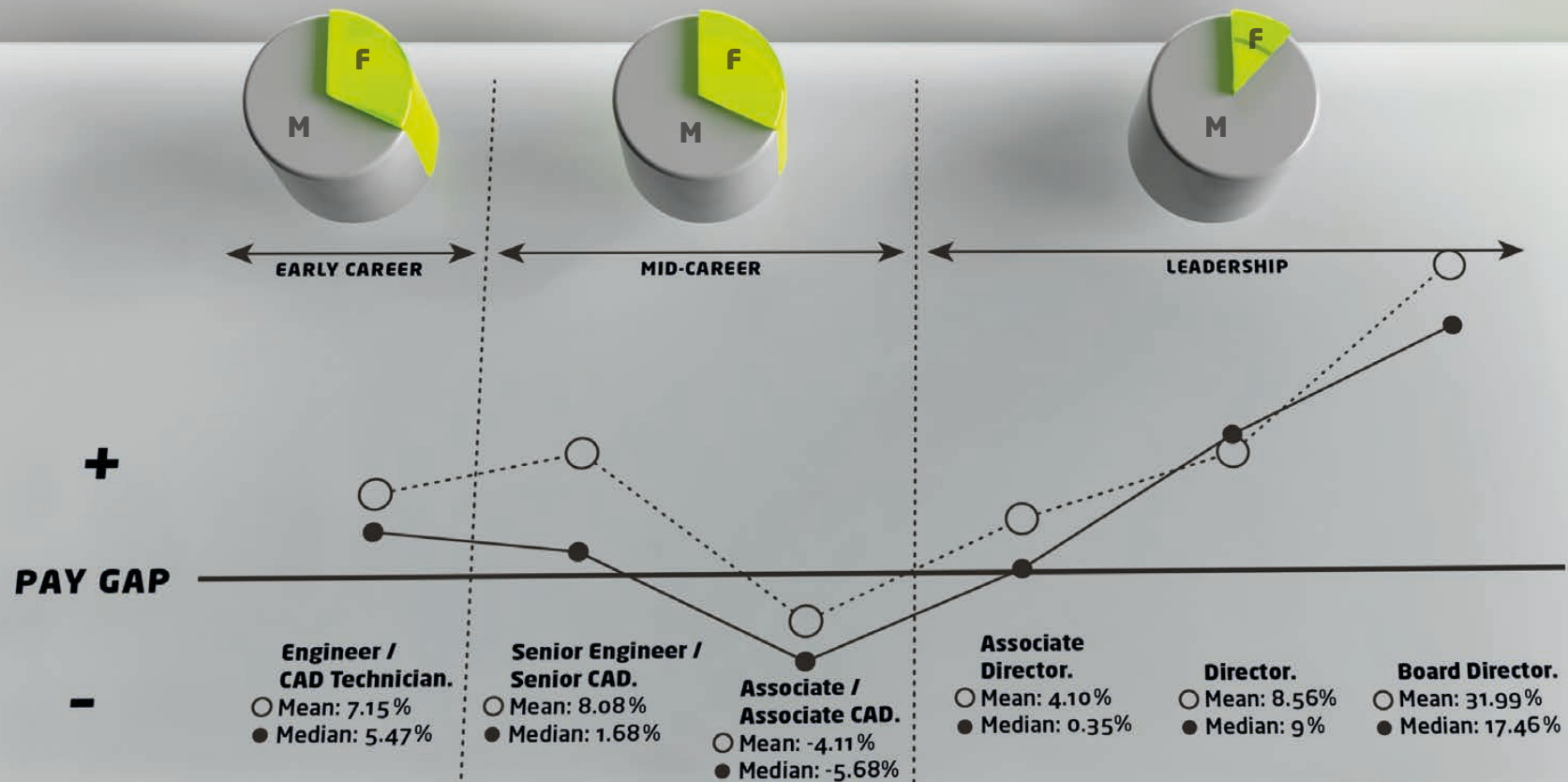
Gender pay gap reporting employs legal sex data. While we use terms such as 'gender', 'male', and 'female' here, we acknowledge that legal sex may not correspond with gender identity. We recognize that non-binary, intersex, and transgender individuals may not fit into binary categories.

This outcome does not reflect any structural or organisational pay inequality but instead results from the required method of calculating hourly rates using post sacrifice salary figures. The organisation acknowledges this in its narrative to ensure transparency. While the calculations must legally use the reduced salary after salary sacrifice, it is important to highlight that the quartile shifts observed are a by product of employees' personal benefit choices rather than inequities in pay.



Analysis of the figures / the bigger picture.

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



What we are doing to improve diversity / the future.

Closing the pay gap requires addressing gender balance across all levels of our organisation and continuing to ensure equitable opportunities for all employees.

Workplace gender equality is achieved when all individuals have access to the same rewards, resources, and opportunities, irrespective of gender.

Tyréns AKT practices and policies support equality for all. These include zero tolerance and prevention of sexual harassment, harassment, discrimination and bullying, flexible working, paid parental benefits and support.

Our goal is to manage and support our evolving workforce by driving our Diversity Forum, which focuses on:

B Corp

We are proud members of the B Corp community, furthering our gender and diversity goals. We have updated our policies and culture to attract and retain a diverse workforce.

Attracting Talent

We strive for a balanced, diverse workforce at every entry level. Our HR team has improved recruitment, promotion, performance, retention, and career development practices. We engage proactively with the next generations through school and higher education initiatives, supporting organisations like the Access project and promoting STEM subjects in local schools and industry.

Developing Talent

Promotion and progression decisions are merit-based. We encourage staff potential through various career progression options for both technical and non-technical roles. We will continue to actively promote female role models within our business and industry.

Change is naturally progressive and as such will take time. However, at Tyréns AKT 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.

The background of the entire page is a light grey surface. Scattered across this surface are several 3D-rendered cylinders. Some are solid green, some are solid grey, and some are stacked (a green one on top of a grey one). The cylinders are of varying heights and are positioned at different angles, creating a sense of depth and movement. Soft shadows are cast by the cylinders onto the surface.

Retaining our people.

We place great importance on fostering a supportive culture for all our colleagues, including those with caring responsibilities. We continually review and enhance our systems and processes to identify and nurture talent effectively. Our practice now includes a more comprehensive learning and development programme, aimed at developing our staff from Day 1.

Learning and development.

We are refining our approach to flexibility, ensuring it accommodates all our employees and facilitates a smooth transition for those returning from extended leave, allowing them to continue their development and realise their full potential.

Our monthly elective engagement survey enables us to listen to and respond promptly to our employees' feedback.

“Ultimately, our goal is for everyone in our organisation to have a positive working experience, to be supported in achieving their career aspirations, and to feel valued for their unique attributes and contributions to our practice.”

The data included in this report and associated narrative is correct as of the snapshot date of 5 April 2025. 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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