



akersystems

**Secure Cloud Data Platform
Support,**

**Secure Cloud Data
Environment Support**

G-Cloud 15 Service Definition

Lot 3 Cloud Support

2026

THAMES VALLEY
TECH AWARDS

Winner: Tech Company of the year

Winner: Emerging Tech Company

Winner: High Growth Tech Business



Winner: Scale Up
Business of the Year



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100% delivery track record

An unblemished history of successful projects



Government-grade security

All staff are government grade security cleared



Over 10K hours annually on product automation

Our R&D spend underpins our market-leading value proposition



Multi-award winning

Including the Times Tech Track 100

1. Introduction

THE DATA MODERNISATION COMPANY

Aker is the Data Modernisation Company. We **design, build and operate advanced, AI-ready data infrastructure and solutions** so our clients become truly data-driven, with speed and certainty.

Aker Systems enables the **secure, fast and efficient flow of data in the Public Cloud** when exceptional security and/or performance are required.

We have experienced, security cleared, subject matter experts who are dedicated to creating highly secure and performant solutions for our customers. Innovative accelerated delivery and DevSecOps approaches to ensure the highest level of knowledge and support for applications.

Proven cloud expertise

- Our expertise and heritage is ultra-secure, large-scale public cloud environments for public and private clients
- Proven delivery track record in cloud solutions with enhanced security, performance and cost-efficiency

Enterprise Data Enablement

- Aker specialises in moving and operating sensitive data sets to the public Cloud with increased performance, enhanced security, scalability and efficiency
- We build and operate solutions that enable the ingestion, unification and serving of data across the enterprise

Business outcomes focussed

- We are not a consultancy. We are Delivery Obsessed® – our teams have an unwavering commitment to delivering results and are fully focussed on business outcomes
- We automate everything we do to help clients maximise the cost savings and value potential of the cloud

Continual optimisation

- We continually optimise/evergreen components and cloud services for improved security, performance and cost
- Aker-built cloud & data environments can rapidly adapt to technical, business and regulatory changes

VALUE PROPOSITION



WHAT THE SERVICE PROVIDES

Aker provides services for **designing, building and operating secure, scalable and cost-effective data platforms** (including Databricks and Quantexa) **in the public cloud** (AWS, Azure, Google) to **UK-OFFICIAL SENSITIVE**. Expert data and DevOps engineers build platforms that enable data ingestion, unification and serving across the enterprise, providing enhanced levels of security and performance at low cost.

Pre-packed Solutions, priced via Aker Systems' G-Cloud 15 Rate Card, include:

1. Cloud & Data Solution Discovery (Discover): A focused, expert-led engagement designed to help organisations clarify their cloud and data transformation goals. By assessing current-state challenges and aligning stakeholders around delivery priorities, this solution accelerates momentum and reduces ambiguity. We apply proven blueprints, domain expertise and secure delivery patterns to rapidly shape actionable, realistic plans—captured in a tailored Discovery Findings Report. **Deliverables:**

- Discovery Findings Report
- Solution Discovery Method and Project Plan
- RAID Log (Risks, Assumptions, Issues, Dependencies)
- Delivery Roadmap & Key Recommendations

2. Cloud Data Capability Assessment (Discover): A structured evaluation of your organisation's maturity across seven essential cloud data capabilities. We use expert-developed frameworks and questionnaires to identify strengths, gaps and opportunities across governance, infrastructure, processing, trust and more. Findings are captured in a detailed assessment report that helps prioritise improvement efforts and guide.

Deliverables:

- Enterprise Data Capability Assessment Report
- Enterprise Data Modernisation Framework
- Assessment Questionnaire

3. Enterprise Data Strategy (Discover): Provides a clear and actionable roadmap to transform how organisations manage & use data. Through expert facilitation and proven frameworks, we define your current state, identify capability gaps and outline the path to a data-driven future. The engagement helps align teams, prioritise investment and set the stage for secure, scalable and value-generating transformation. **Deliverables:**

- Enterprise Data Strategy Report
- Enterprise Data Value Stream Map
- Data Capability Model & Framework
- Target Operating Model
- Strategic Roadmap

4. Cloud Data Architecture (Design): Defines a secure, scalable cloud data architecture aligned to your goals. We assess your existing systems, processes and skills to deliver a high-level design incorporating modern patterns like data mesh and streaming. Aker blueprints and proven approaches help accelerate transformation and reduce risk. **Deliverables:**

- **Cloud Data Assessment:** Evaluate current state capabilities and architecture gaps.
- **Architecture Principles:** Define strategic design pillars to guide decisions.
- **Security Design:** Align with compliance, risk posture and zero-trust patterns.
- **High-level Architecture:** Design blueprint covering core services and integrations.
- **Roadmap & Transition Plan:** Phased plan for implementation and future evolution.

5. Domain Model Enablement (Design): Helps organisations define logical data domains that reflect how their business operates. We guide cross-functional teams through a collaborative design process—enabling decentralised data product ownership, improved discoverability and clearer semantics across the enterprise. Our approach combines business architecture, data lineage and product-centric thinking to lay the foundation for scalable governance. **Deliverables:**

- **Domain Mapping Canvas:** Visual framework for aligning business and data contexts.
- **Collaborative Workshops:** Facilitated event storming and mapping sessions.
- **Logical Domain Model:** Representation of domains, relationships and boundaries.
- **Governance Recommendations:** Policies for ownership, quality and semantic alignment.

6. DataOps Enablement (Build): Helps organisations build high-performing, governed data pipelines that scale with confidence. We assess your existing architecture, define a best-fit DataOps model and implement streamlined workflows that deliver more reliable data faster. Our frameworks embed automation, observability and policy compliance—ensuring your data operations mature in step with business demand. **Deliverables:**

- DataOps Assessment
- DataOps Framework
- Data Observability Framework
- Continuous Improvement Model
- Monitored and Policy-Compliant Pipelines

7. Secure Data Sharing Enablement (Build): Helps organisations share data internally and externally without compromising trust, compliance, or performance. Aker helps define a governed framework, implement security best practices and establish traceable, compliant sharing processes. Using proven blueprints and deep security expertise, we reduce the risk and complexity of delivering real-time data access at scale. **Deliverables:**

- **Data Sharing Framework:** Governed processes, policies and role-based access control.
- **Security Solution Design:** Blueprinted implementation for secure access and exchange.
- **Compliance Readiness Pack:** ISO 27001 and NIST 800-53-aligned documentation and assurance.
- **Data Access Controls:** Mechanisms for monitoring, logging and tracing shared data.

8. Enterprise Data Acquisition and Sharing (Build): Enables secure ingestion, transformation and distribution of real-time data across business units and partner ecosystems. Built with modular components and zero-trust patterns, the solution includes robust controls for access, processing and compliance—empowering you to operationalise data sharing with confidence and speed. **Deliverables:**

- **Ingestion and Processing Pipelines:** Built using best-fit tools for streaming and batch data.
- **Data Access Controls:** Fine-grained authorisation and logging aligned to policies.
- **Data Quality Checks:** Embedded validation for accuracy, completeness and conformance.
- **Governed Sharing Framework:** Traceable publishing and access patterns across teams or partners.

2. Overview of the Service

Discovery

Outcomes:

- Milestone Plan
- Maps business requirements for availability, scalability, timescales and budget to the most appropriate data platform architecture to rapidly inform the delivery plan
- Once design principles and objectives are defined, design begins with a domain-driven data architecture that supports the business strategy
- Selection of key cloud components to support the reference data architecture and advanced domain-modelling

Design

Outcomes:

- High-Level Design
- Security Assurance
- Delivery Plan
- Our reference cloud data architectures are used to accelerate the high-level design of the target cloud environment, ensuring all design-impacting factors are understood
- Our cloud specialists review the security and compliance assurance/approvals processes required for new services and governance requirements
- We map client requirements for availability, scalability, timescales and budget to the appropriate reference cloud architecture to rapidly inform the detailed delivery plan

Build

Outcomes:

- CI/CD Capability
- Data Platform
- DevOps
- RunBooks
- Our experienced engineers build the data platform using principles taken from our reference architecture, tailored to client-specific environment requirements
- We use DevSecOps principles and build automation, to ensure maximum performance and flexibility, providing significant cost & business continuity benefits
- Test feature files and schema mappings are created, verified and stored in DevOps RunBooks and operation manuals

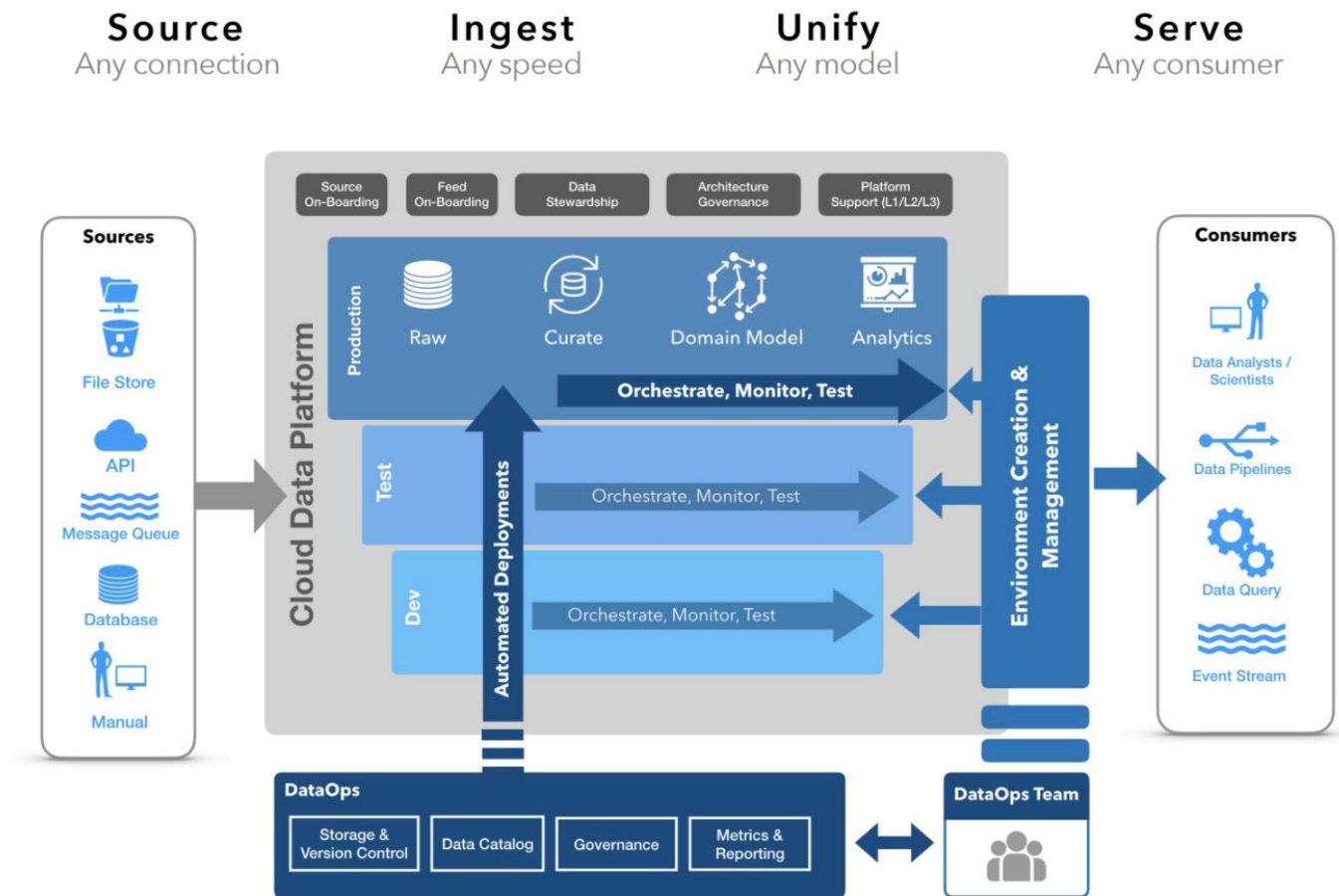
Operate

Outcomes

- Service Strategy
- Service Management
- Service Reporting
- We orchestrate, monitor and test deployments throughout the lifecycle to maintain secure and resilient environments, ensuring zero downtime
- Our teams are experts in domain-driven design, event-driven services and operate data platforms that are fast paced and highly scalable
- We use a shared responsibility model within the team; ensuring that all members proactively engage to deliver the best service possible



Aker's Secure Cloud Data Platform services leverage a reference Data Operating Model & Platform Features:



Data Platform Features

- **Land once, consume many times** - Centralises data acquisition and sharing to eliminate data silos
- **Domain enrichment** - Extend with common business rules for enrichment
- **Built-in connectors** - Data source connectors for unstructured/structured data & systems
- **Any speed and size** - Acquire, process & publish data in streams or batches of any size
- **Data access controls** - Built-in data access policy controls
- **Data catalog** - Find and access the data needed with end-to-end lineage
- **Business domain model transformation** - Add enterprise and industry data models as required
- **Data operating model** - Designed with scalable data onboarding and governance in mind
- **Federated data architecture** - Enabling governed sharing across departments and ecosystems
- **System-of-Record capable** - Highly redundant data storage with compliance controls
- **Validation & data quality** - Enforce schemas for proactive data quality
- **Self-service data onboarding** - Configure data feeds through a Web-based UI
- **Flexible data consumption** - Modern, scalable and universal data access methods



Aker's Secure Cloud Data Platforms have the following key features and capabilities, proven on multiple successful projects in the public and private sectors.

SERVICE FEATURES AND CAPABILITIES

Full lifecycle automation	• Built-in automation across the entire system development lifecycle, including continuous delivery and operations • Secure, repeatable and immutable infrastructure reduces costs to manage & scale • Minimal manual production access significantly reduces human error risks • Enables customers to build and deploy faster and at much lower cost
Cloud-native Components	• Components are cloud services, optimised for security, performance and cost • Integration designs are collections of optimised components • Service is optimised using a combination of native PaaS, SaaS and serverless services • Assured security and performance with cost efficiency and predictability from pre-configured components and integration blueprints
Security first	• Zero Trust security architecture using IAM, least-privilege RBAC and micro-segmentation • Enhanced security for operating sensitive data in fully accredited environments • DevSecOps-enabled CI/CD pipelines with built-in automated security testing • Automated security monitoring, alerting and auditing capabilities with CSOC integration
Managed Service Ready	• Delivered as a managed service with a proven cloud & data operating model • Active governance model to proactively adapt to new demand, service changes and security risks • Includes an integrated data onboarding team to enable secure, fast, scalable, cost-efficient and compliant enterprise data ingestion, including platform demand and data supplier management
Enterprise class service	• An enterprise class platform with an extensible, layered architecture • Meets the strictest data compliance legislation, including cross-jurisdictional data sharing • Highly automated & resilient to support mission-critical use cases • Massively scalable across people, process, data and technology
Continual Service Optimisation	• Kaizen principles are followed, ensuring continual improvement and ever-greening of components for service suitability & optimisation • Product and service optimisations are carefully selected to ensure improvements in security, performance or cost



ASSOCIATED SERVICES

Aker Systems has developed additional tooling that can accelerate and de-risk delivery. Aker's product platforms accelerate cloud and data transformation in complex, regulated environments – giving teams the infrastructure, automation and governance needed to modernise with confidence and control.

Please see Aker Systems' G-Cloud Pricing Document for Associated Services pricing information.

Aker Cloud Enablement Platform™ (CEP™)

Aker CEP is a software tool that automates creating complex cloud environments using proven templates and patterns to deliver secure, scalable, and compliant systems.

CEP provides a rich library of templates, blueprints, and reference architectures that embed industry best practices and Aker's deep real-world expertise – from secure, multi-account configurations to network segmentation, zero trust principles, and well architected cloud landing zones. By defining the desired characteristics of their environment using Aker's proprietary Domain Specific Language (DSL), users let CEP handle the complexity of networking, security, and compliance.

The platform automatically produces enterprise-grade configurations that meet rigorous standards, while still giving users full control over any customisations. Organisations that implement this level of automated platform engineering typically see 3–5× faster environment delivery, along with a significant reduction in operational risk.

Aker Data Enablement Platform™ (DEP™)

Aker DEP is a comprehensive platform that turns data integration pipelines into governed, reusable data products – simplifying integration and accelerating trusted data delivery.

DEP enables organisations to create, manage, and run data pipelines that securely move and transform data across systems at scale, supporting a wide range of use cases from customer data consolidation to real-time operational synchronisation. Within DEP, these pipelines are treated as governed, reusable, AI-ready data products. Each data product is enriched with descriptive metadata, backed by robust data contracts, and supported by clearly defined quality expectations. This data product-based approach improves data quality, consistency, and delivery speed—often reducing integration effort by 30–50% compared with traditional methods.



3. Data Protection

Information Assurance

- ISO 270001
- Cyber Essentials
- Cyber Essentials +
- 97% of staff hold Security Clearance (SC, eSC, DV)
- Advanced security using NCSC principles for operating sensitive data
- Security-enabled CI/CD pipelines with built-in automated security testing

Data Back-up and Restoration

Data backup and restoration are based on client-specific requirements and can be discussed and documented prior to an order being placed.

Business continuity statement/plan

Business continuity plans are based on client-specific requirements and can be discussed and documented prior to an order being placed. A more detailed plan can be provided to the buyer on request.

Privacy by Design

- Privacy by Design and Zero Trust security architecture with micro-segmentation and least-privilege RBAC model
- Advanced security using NCSC principles for operating sensitive data
- Security-enabled CI/CD pipelines with built-in automated security testing
- Automated security monitoring, alerting and auditing capabilities with CSOC integration for security and compliance (e.g. GDPR)



4. Using the Service

Ordering and Invoicing

To discuss your requirements in more detail, or to place an order, please contact sales@akersystems.com

Please include a brief outline of your project requirements.

We can assist with the completion of Order Forms.

Onboarding, Offboarding, Service Migration, Scope

Onboarding: Our approach ensures we effectively understand Buyer's requirements and is key to successful partnership & cloud migration. We will conduct and lead the following:

- **Consultations & Workshops:** Our Business Analysts (BAs) will interview Buyers' executives & technical staff to understand their strategic goals and intended future state.
- **Our Cloud Architects** will read current cloud strategy/guidelines and review system architectures to ensure our vision and plans match Buyers' documentation, TOGAF standards, & developing environment.
- **Our Cloud Solutions team** will conduct capability analysis to understand the as-is state, to inform the to-be; and Cloud Gap Assessments together with the workshop outputs to highlight gaps & provide clear direction for implementation that bridges the gap between the as-is and to-be. We will also produce a clear road map with the appropriate Cloud Architecture & Specification (private/hybrid/public) for the Buyer.
- **We will roll out feedback** to the Buyer as we develop the implementation plan to ensure it reflects current Buyer needs rather than needs as they were months ago. This will be done through agreed-upon weekly check-ins and real-time via digital communication platforms.

Offboarding: Offboarding covers removal of system access, return of buyer equipment, completing buyer offboarding forms and confirmation of up-to-date knowledge documentation. Termination notices are negotiated with the buyer and detailed in the Order Form.

Custom Exit Plans can be developed if required.

Training

Our training is offered in the form of Knowledge Transfer. We provide a structured and proven knowledge transfer (KT) methodology that ensures clients gain the skills and understanding required to achieve self-sufficiency. Our approach emphasises collaboration, clarity and scalability in all KT processes. Objectives include reducing reliance on external suppliers and ensuring long-term operational efficiency for clients.

During Delivery and End-of-Contract Transition

- **Experience-Led KT Planning:** Our KT strategy is customised for each assignment, drawing from previous successful KT initiatives. This involves step-by-step





knowledge sharing facilitated by documentation, mentorship and practical engagement

- **Accelerated Transition Teams:** We deploy qualified teams who train client staff on specific tools, technologies and operational frameworks already tailored to organisational needs. These teams accelerate onboarding and reduce project-related delays
- **Integrated Learning Sessions:** We engage both technical and non-technical staff via structured workshops, one-to-one mentoring sessions, shadowing and reverse shadowing and direct participation in project tasks. Sessions include topics such as advanced data analytics concepts, automated pipelines and dashboard creation, allowing knowledge transfer to extend beyond software training
- **Documentation and Knowledge Resources:** We develop resources like process manuals, technical guides, FAQs and workflow illustrations using Buyer's technology stack. These materials provide an enduring repository of knowledge long after project completion, enabling ongoing reference

End-of-Contract Knowledge Handoff

We adhere to transparent and measurable KT processes during the contract wind-down stage. This ensures knowledge assets like intellectual property and operational frameworks are transferred securely and effectively.

Knowledge Transfer activities are priced based on Aker Systems' G-Cloud 15 Rate Card.

Implementation Plan

A detailed implementation plan can be provided to the buyer on request.

We align our Service to ITIL4 best practices and are experienced in agile cloud support of hybrid & cloud services.

Our standard Service Levels operate during business hours (9-5), with flexibility for tailored hours, extended services & bespoke SLAs to meet business objectives to guarantee timely response & service restoration:

Priority: Response, Restoration

- **P1:** 30 elapsed mins, 4 elapsed hours
- **P2:** 30 elapsed mins, 8 elapsed hours
- **P3:** 12 working hours, 24 working hours
- **P4:** 24 working hours, 40 working hours

Our Standard Service also includes:

- Access to support via an Account Manager, email, telephone, online portal
- Self-service Knowledge base & FAQs
- Full lifecycle automation: Immutable infrastructure & DevOps support
- Integration of product monitoring with Buyer tools for real-time proactive monitoring.

Service Management





We also provide optional customisable training, consultancy & advisory services for end users to enable knowledge transfer (product training, shadowing, pairing etc).

To ensure enterprise-scale resilience, we use a Logging, Monitoring, Alerting & Dashboarding framework, giving visibility & reporting of key metrics for proactive issue resolution, trend analysis & ideation of permanent fixes. We enable automated responses & Slack alerts for issue detection, reducing manual monitoring.

We implement incident processes across all services, dispatching service technicians promptly. Our Incident runbook facilitates swift resolution, including Incident Manager assignment, root-cause analysis (RCA) & deployment of preventative measures.

Service Constraints

There are no specific constraints. We would explore dependencies with the Buyer during the early stages of the engagement.

Dependencies include:

- Client service management tooling
- Client service model including Client Service Delivery Model (SDM)
- Availability of client support team for integration activities e.g. triage knowledge transfer
- Access to Service Management Tooling (if required)
- Nominated contacts for out-of-hours notifications

Service Levels

Service Levels (performance, availability, support hours, severity definitions) can be discussed and agreed prior to an order being placed.

Support SLAs: Priority: Response, Restoration

- **P1:** 30 elapsed mins, 4 elapsed hours
- **P2:** 30 elapsed mins, 8 elapsed hours
- **P3:** 12 working hours, 24 working hours
- **P4:** 24 working hours, 40 working hours

Outage and Maintenance Management

We offer in-depth Change Management including risk and issue assessment. Changes and releases are reviewed by key stakeholders including security and senior technical delivery. Changes also include mitigations for common failure types and rollback plans in case of change failure. Key performance indicators for service performance can be discussed and tailored to buyer requirements. Downtime measurement is achieved using automated monitoring and alerting tools across cloud solutions (for example CloudWatch).

Financial Recompense

Potential Service Credits can be discussed and agreed with buyers as part of the Order Form negotiation.



5. Provision of the Service

Customer Responsibilities	Providing access to personnel and IT systems as required Provision of equipment (laptop) where required for highly secure systems								
Technical and Client-Side Requirements	Technical Requirements and buyer specifications can be reviewed, discussed and documented prior to an order being placed as part of the Order Form. At each stage, this service will deliver: <table> <tr> <td>Discovery</td><td>Milestone Plan</td></tr> <tr> <td>Design</td><td> High-Level Design Security Assurance Delivery Plan </td></tr> <tr> <td>Build</td><td> CI/CD Capability Cloud Environments DevOps RunBooks </td></tr> <tr> <td>Operate</td><td> Service Strategy Service Management Service Reporting </td></tr> </table>	Discovery	Milestone Plan	Design	High-Level Design Security Assurance Delivery Plan	Build	CI/CD Capability Cloud Environments DevOps RunBooks	Operate	Service Strategy Service Management Service Reporting
Discovery	Milestone Plan								
Design	High-Level Design Security Assurance Delivery Plan								
Build	CI/CD Capability Cloud Environments DevOps RunBooks								
Operate	Service Strategy Service Management Service Reporting								
Outcomes/Deliverables									
After-sales Account Management	Customers are assigned a Programme Director and/or Account Manager to: • Manage relationships and communication • Ensure outcomes are met • Manage the mobilisation of staff against customer SLAs								
Termination Process	Termination arrangements can be discussed and negotiated with buyers and included in the Order Form.								

6. Our Experience

Ministerial inquiry on infected blood supply in the 1970s created a newly formed Arms-length Body (ALB). The new ALB needed to build a data platform for processing and payment from scratch in 3 months, which was unprecedented in government. Aker mobilised in September 2024 with a Ministerial deadline of December 2024.

Aker assessed, designed & built the data strategy, infrastructure, structures and processes to manage complex diverse records, dating back decades and containing sensitive information. Selected and integrated by Aker, the platform is made of Aker, AWS (Textract), Databricks, Quantexa and Iron Mountain products.

Successful delivery of initial payments within 3 months met the ministerial commitment. 10m+ of evidential data points are being acquired, consolidated and shaped using AI tools, accelerating compensation for victims whilst meeting the requirements around security, compliance and audited public spending.

Clients

CENTRAL GOVERNMENT  Home Office (Borders, Trade & Immigration)  Planning Inspectorate (Land/Housing Planning)  Cabinet Office (Central Services)  HM Revenue & Customs (Revenue & Customs)  Foreign, Commonwealth & Development Office (Consular Services)		DEFENCE & SPACE  Submarine Delivery Agency (Defence)	FINANCIAL SERVICES  Cboe (Trade Clearing)  experian (Personal Wealth)  FCA FINANCIAL CONDUCT AUTHORITY (Regulation)
		HEALTH & LIFE SCIENCE  Infected Blood Compensation Authority (Health Services)	
		LAW ENFORCEMENT  METROPOLITAN POLICE (Criminal Justice)	HARGREAVES LANSDOWN  HARGREAVES LANSDOWN (Personal Wealth)



7. Social Value

Kickstart Economic Growth

Aker prides itself on being a great place to work where pay and conditions support our staff to thrive. In 2024 we won the Breakthrough Culture Award, which reflects our dedication to being a people-first workplace. We created 30 new jobs in 2024, representing a 25% increase in overall headcount.

Aker operates in a high growth industry where change is rapid and accelerating. Each member of staff has access to an annual training budget to support their learning and development. Staff also complete annual mandatory training to ensure they have up-to-date knowledge and skills across a broader perspective. Our HR team and individual Line Managers provide mentoring support and career advice to staff.

We measure and monitor staff workforce conditions through market research to ensure our pay and conditions achieve parity with, or superiority to, other leading technology companies. 100% of our staff are paid well above the National Living Wage. Employee engagement matters to us – 80% of our staff responded to our latest employee engagement survey, where 83% of staff reported satisfaction against an industry average of 55%. The resulting actions we take from the survey's feedback are shared in our monthly Company-Wide meetings. In 2024 our staff retention rate was 97% across a workforce where 99% of people are on a permanent contract.

Aker's supply chain is over 40% SMEs; we support their growth by inviting them to participate in our industry collaboration facilities with TechUK and AWS, enabling them to identify business development opportunities. We also co-create new service offerings with them to showcase their capabilities and products and present tailored offers to our clients. We have a Modern Slavery statement on our website and undertake regular audits in line with legislation.

Make Britain a clean energy superpower

We have achieved ISO 14001 Environmental Management certification, demonstrating our commitment to managing environmental impacts, reducing pollution and improving resource efficiency. As a remote-first company, we automatically reduce our carbon footprint by eliminating the daily commute for our staff. Our home-based workforce achieves a 54% reduction in greenhouse gas emissions compared to companies operating office bases (Tao et al 2023). Homeworking also significantly reduces waste associated with office supplies, which is further strengthened by Aker's policy to encourage employees to work fully digitally, with minimal printing and paper consumption.

We are committed to achieving Net Zero emissions by 2050 and are targeted to achieve Net Zero emissions by 2041. To achieve this, we plan to implement further measures such as:

- Encouraging efficient home working practices (e.g. temperature settings)
- Policies on business travel (reduced car usage, public transport) and Green commute-to-work schemes
- Introducing an EV salary-sacrifice scheme
- Selecting delivery partners with strong environmental credentials

Scope 3 emissions represent around 53% of our total in-scope emissions and this is mostly generated by staff commuting (e.g. to customer sites). Therefore, achieving the 2050 target will mostly require us to identify more sustainable ways for our staff to get to work when they are required to commute. Due to the high percentage of employees who work from home, we will also work with and encourage our staff to minimise their domestic emissions.

Further improvements across the three emission scopes will come about as a matter of course (via UK Gov targets and requirements, evolution of industries, new regulations etc.) and will require active engagement by us with our suppliers and staff as well as development of supply chain and operational policy.



Break down barriers to opportunity

As a UK-based SME specialising in data modernisation, Aker operates in a high growth industry, positioning us ideally to support the government's ambitions to remove employment barriers. At the heart of our approach is a firm commitment to building a diverse, inclusive and resilient workforce. The rapid pace of technological change requires not only technical excellence but also different perspectives, lived experiences and skills. Aker has a workforce profile of 65% from ethnic minority groups compared to 42% across the technology industry (DSIT, 2025) and 28% females at Board level compared to 5% across technology companies (TechUK, 2024).

As a remote-first organisation, we are not limited to recruiting staff within a certain geography or commute time – our staff are located across the UK, including from economically challenged areas. We promote flexible working, which permits a greater work-life balance for our staff and opens up employment opportunities for carers and people who need flexibility of hours or place of work. We conduct inclusive and accessible recruitment, eliminating the disadvantages experienced by those with protected characteristics by continuing our commitments to:

- DWP Disability Confident accreditation
- Race At Work Charter
- Armed Forces Covenant: AWS recently presented at veteran resettlement events and our CEO coaches veterans returning to civilian work.

We provide annual mandatory training in areas such as Unconscious Bias, Respect at Work, Accessibility and Sexual Harassment. Each employee has access to an annual training budget to support their in-role development and career progression. We operate clear performance management processes with pay award criteria and pay uplift points common to all staff for transparency. Promotion and career development opportunities are merit-based, supported by personal development goals and are sensitive to personal circumstances. Our supportive employment conditions lead to a high retention rate of staff (97% in 2025).

Our people are the heart of our business and we support their health and wellbeing in line with the NHS's '10 Ways Businesses can help to Reduce Health Inequalities':

- 1. Fair recruitment practices and good working conditions:** Our recruitment practices engage with the widest groups (including under-represented) and offer good working conditions with high salaries – 100% of our employees earn significantly above the national living wage. Our workforce is growing by 25% per year. By offering high quality work and creating new jobs, we contribute to the reduction in health inequalities.
- 2. Supporting employees with their health and wellbeing:** We proactively invest in the physical and mental health of staff through our wellness programme. Sessions are open to our supply chain to support their health and wellbeing. We offer Occupational Health assessments, Private Medical Insurance, Life Insurance, Virtual GP and Financial advice to our staff. DSE assessments are routinely carried out during onboarding with optical vouchers available.
- 3. Outsourcing ethically and to those with social values:** Our supply chain recruitment includes checks of potential partners' certifications, including environmental management, cyber security and modern slavery statements.
- 4. Becoming Greener and More Sustainable:** Climate change poses a major threat to health. Aker are committed to achieving net zero by 2041 and have a strong environmental management system in place, demonstrated by our ISO 14001 certification.
- 5. Supporting digital inclusion:** Our business model makes full use of digital technology, enabling recruitment of people located anywhere within the UK, thereby increasing inclusivity. Our remote first approach permits flexibility of work hours and location, creating a better work life balance and creating time to support the management of health and wellbeing needs.

Build an NHS fit for the future





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