

# Entering a new era

About this report

AtkinsRéalis is dedicated to engineering a better future for our planet and its people. Across eight key markets, we create sustainable solutions that connect people, technology and data to design, deliver and operate the most complex projects.


This report (“Report”) covers the activities of AtkinsRéalis (as defined below) from January 1, 2023 to December 31, 2023. This Report relates to the activities, brands, products, and services associated with AtkinsRéalis. Reference to the “Company” or to “AtkinsRéalis” means, as the context may require, SNC-Lavalin Group Inc. and all or some of its subsidiaries or joint arrangements or associates, or SNC-Lavalin Group Inc. or one or more of its subsidiaries or joint arrangements or associates.

Subsequent to its initial publication, this 2023 Integrated Annual Report has been updated to add certain footnotes and improve the presentation of certain non-IFRS measures and ratios within the context of the applicable Canadian securities law framework. Although in certain instances some non-IFRS measures and/or ratios have been replaced with or supplemented by the corresponding IFRS measures or ratios, the updates to this 2023 Integrated Annual Report do not change or impact any of AtkinsRéalis’ 2023 financial results or any of the underlying figures or numbers and have no impact on AtkinsRéalis’ 2023 financial report and on the 2023 audited annual consolidated financial statements incorporated in such financial report.

This Report has been prepared in accordance with the “GRI Standards: Core Option” and inspired by the UN’s Sustainable Development Goals (SDGs).

AtkinsRéalis assumes no responsibility to any other party in respect of or arising out of or in connection with this document and/or its contents or reliance thereon. This document and its contents have been prepared and are intended solely as information by AtkinsRéalis.

Our intended audience for this Report includes our employees, clients, investors, and other stakeholders.

Select performance indicators were independently assured to a limited level by Deloitte LLP (Deloitte), the independent auditor, in accordance with Canadian standard on assurance engagement (CSAE). These indicators are denoted by this symbol  all through the Report.

Other indicators were verified by AtkinsRéalis’ Internal Audit team.

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2023 Annual Integrated Report

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Non-IFRS financial measures and ratios, supplementary financial measures, total of segment measures and non-financial information

<p>The Company reports its financial results in accordance with International Financial Reporting Standards (“IFRS”). However, the following non-IFRS financial measures and ratios, supplementary financial measures, total of segment measures and non-financial information used by the Company to analyze and evaluate its results are included in this presentation: Organic revenue growth, Segment Adjusted EBITDA, Net limited recourse and recourse debt to Adjusted EBITDA ratio, Net limited recourse and recourse debt, Adjusted EBITDA, Free cash flow (usage), as well as certain measures for various reportable segments that are grouped together such as revenue for the various Engineering Services Regions</p>	<p>segments and the various segments that comprise the AtkinsRéalis Services line of business. Additional details for these non-IFRS financial measures and ratios, supplementary financial measures, total of segment measures and non-financial information can be found below and in Sections 4, 8 and 13 of the Company’s Management’s Discussion and Analysis dated February 29, 2024 (the “2023 MD&amp;A”), which sections are incorporated by reference into this presentation, filed with the securities regulatory authorities in Canada, available on SEDAR+ at <a href="http://www.sedarplus.com">www.sedarplus.com</a> and on the Company’s website at <a href="http://www.atkinsrealis.com">www.atkinsrealis.com</a> under the “Investors” section, including the various reconciliations of non-IFRS measures to the most directly comparable</p>	<p>IFRS measures in Sections 4, 8 and 13 (which sections in the Company’s Annual MD&amp;A are incorporated by reference into this Report). Non-IFRS financial measures and ratios, supplementary financial measures, total of segment measures and non-financial information do not have any standardized meaning as prescribed by IFRS and therefore may not be comparable to similar measures presented by other issuers. Management believes that, in addition to conventional measures prepared in accordance with IFRS, these non-IFRS financial measures and ratios, and certain supplementary financial measures, total of segment measures and non-financial information, provide additional insight into the Company’s financial results and certain</p>	<p>investors may use this information to evaluate the Company’s performance from period to period. However, these measures, ratios and non-financial information have limitations and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS.</p>
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Samuel De Champlain Bridge  
Montreal, Canada



# 01 About AtkinsRéalis

Created by the integration of long-standing organizations dating back to 1911, AtkinsRéalis is a world-leading professional services and project management company dedicated to engineering a better future for our planet and its people.

We create sustainable solutions that connect people, data and technology to transform the world's infrastructure and energy systems. We deploy global capabilities locally to our clients and deliver unique end-to-end services across the whole life cycle of an asset including consulting, advisory & environmental services, intelligent networks & cybersecurity, design & engineering, procurement, project & construction management, operations & maintenance, decommissioning and capital.

The breadth and depth of our capabilities are delivered to clients in strategic sectors such as Engineering Services in key regions (Canada, the United States, the United Kingdom, as well as Asia, the Middle East and Australia), Nuclear and Capital.

Our Purpose

Engineering a better future for our planet and its people

Our values

Safety

We put safety at the heart of everything we do to safeguard our people, assets, and the environment.

Integrity

We do the right thing, no matter what.  
We are accountable for our actions.

Collaboration

We work together and embrace each other's unique contribution to delivering amazing results for our clients, our communities, and our planet.

Innovation

We redefine engineering by thinking boldly, proudly, and differently.

Excellence

We are proud to do our best, achieve high standards, creating environments where all can thrive.



Our approach to sustainability

In a world facing unprecedented challenges, we are optimists.

In our view, the technologies and the know-how exist to create the new systems and structures needed to address many of the world's sustainability challenges. They just need to be brought together in a coherent manner.

The focus of our approach is therefore to start every project with an objective of net zero and work forwards to determine the new innovations we'll need to deliver for our clients, who expect nothing less.

# A new era

## A message from the President and CEO

Ian L. Edwards

2023 marked the beginning of a new era for AtkinsRéalis. We embraced a vibrant and dynamic new brand to mark the inflection point following a deep, transformational change to every aspect of our business which aligns to our purpose of engineering a better future for our planet and its people. And this past year demonstrated that we are not only able to deliver outcomes as a leading global professional services and project management company, but that we have an exciting and impactful future ahead.

In 2023, we not only met but exceeded some of the targets set out in our three year “Pivoting to Growth” strategy, which was designed to reposition and recreate the business as a premier global professional services and project management company. AtkinsRéalis Services generated a yearly record-high increase of organic revenue growth<sup>1</sup> of 18.3%, significantly outpacing our original outlook of 5% to 7%, and achieved a Segment Adjusted EBIT to segment revenue ratio of 8.9% while backlog reached a record high of \$13.7 billion<sup>2</sup> as of December 31, 2023.

Importantly, the Company generated a positive net cash flow from its operating activities in the second half of the year, just as we had forecasted in our strategy. And with the LSTK backlog all but wound down and the focus now on recovering claim receivables owed, we successfully reduced our net limited recourse and recourse debt to Adjusted EBITDA ratio<sup>3</sup> within our targeted leverage ratio of 1.5 to 2 times a year earlier than expected.

We are extremely proud of these results, which are the product of a lot of hard work and a very deliberate and disciplined strategy that starts with our purpose and our people. We’ve reached a global talent base of over 37 000 employees<sup>2</sup> by welcoming about 4,200 net new talents in 2023<sup>3</sup>. We have revitalized our culture, with an emphasis on excellence, diversity and the opportunity to collaborate across countries and disciplines on the most critical issues facing the planet.

Whether it’s delivering Canada’s CANDU® Nuclear technology for zero emissions electrical power, designing affordable, net zero housing, building one of the world’s longest automated rail lines or digitally mapping large industrial emissions, our people are on the front lines of the energy transition and climate change resilience. And we are doing it together, united under a single brand, with industry-leading employee satisfaction surveys in 2023 that underscore our ranking as an employer of choice.

We continue to leverage and optimize our talent base and unique competitive differentiators with a new, regionalized operational structure, effective in January 2024, that is organized around our geographical markets and capabilities. This simplified structure enhances our ability to bring the whole of our global capabilities to support clients locally and provide an end-to-end service offering across the entire life cycle of an asset.

<sup>1</sup> Organic revenue growth is a non-IFRS ratio comparing organic revenue, itself a non-IFRS financial measure, between two periods. Please refer to Note 1 under the “References and notes” section of this document for further details. The increase in revenue of AtkinsRéalis Services in 2023, determined in accordance with IFRS, was 20.3%.

<sup>2</sup> Backlog for AtkinsRéalis Services is a total of segment measure. Please refer to Note 71 under “References and notes” section of this document for further details.

<sup>3</sup> Net limited recourse and recourse debt to Adjusted EBITDA ratio is a non-IFRS ratio calculated comparing the Net limited recourse and recourse debt, a non-IFRS measure, of a given period with Adjusted EBITDA, also a non-IFRS measure, of the corresponding trailing twelve-month period. Please refer to Note 2 under the “References and notes” section of this document for further details.



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Whether it's delivering Canada's CANDU® Nuclear technology for zero emissions electrical power, designing affordable, net zero housing, building one of the world's longest automated rail lines or digitally mapping large industrial emissions, our people are on the front lines of the energy transition and climate change resilience.



Whether it's the \$100 billion in planned infrastructure spending in the US<sup>4</sup>, the UK's commitment to reach carbon Net Zero by 2050, or Canadian government plans to spend \$15 billion in clean public transportation by 2029<sup>5</sup>, we are in the midst of a generational global drive to invest in clean energy and sustainable infrastructure. This is what AtkinsRéalis is designed for; it is our purpose and our expertise, and we are ensuring that we are as collaborative, strategic and effective as possible in order to deliver for our customers and harness this accelerated growth potential.

In 2023, we saw that potential being realized. Our Engineering Services segment performed well, with revenues and Segment Adjusted EBIT up 25.8% and 30.6%, respectively year-over-year, with a Segment Adjusted EBIT to segment revenue ratio of 8.8% and a record backlog of \$5.4 billion. The business continued to win key projects in Transportation, Defence, and Building and Places, including general engineering contracts with Florida and Texas departments of transportation, and hurricane assistance programs. In Canada, Engineering Services was selected as the delivery partner for the City of Calgary Green Line light rail project.

We were also named as a delivery partner for one of the most ambitious and exciting urban development projects on the planet, The LINE at NEOM in the Kingdom of Saudi Arabia. Conceived as a car free, zero emissions cognitive city, this first-of-its kind project, epitomizes how AtkinsRéalis is able to realize our purpose, leveraging our global engineering, digital and net zero expertise to deliver world-leading sustainable infrastructure.

AtkinsRéalis' Nuclear business is also thriving as Ontario, one of the world's leading users of nuclear energy, and countries across the globe, look for clean, affordable and secure energy sources. Our Nuclear backlog rose 98% year-over-year, and revenue increased by 16.5%, with Segment Adjusted EBIT to segment revenue ratio hitting 13.9%, as we moved forward on major reactor life extension works. A major win in 2023 was the life extension work at the Cernavodă power plant in Romania, with the potential for new builds following a \$3 billion export finance deal signed between Canada and Romania to supply two new CANDU reactors.

Capping off the year in Nuclear, we unveiled the new CANDU MONARK™ reactor design at the World Nuclear Exhibition in Paris in November. CANDU's most advanced reactor design, it is also the most powerful at 1,000 MW, and will be developed to meet the growing demand for large scale and reliable net zero energy.

In short, 2023 has been a momentous year. We have achieved a lot, the result of many years of difficult decisions, diligence and focus on the part of our employees, our management team and our Board of Directors. It has been a transformational journey, and as we look forward and embrace a new era as AtkinsRéalis, we will continue to pursue excellence, lean into our purpose, attract the best and the brightest and look for ways to optimize our business. This is our moment, and I firmly believe that the best is yet to come.

**Ian L. Edwards**  
President and CEO



# Pride and optimism

## A message from the Chair of the Board

**William L. Young**

Looking back on 2023, two words sum up what was an incredible year for AtkinsRéalis: pride and optimism. Two years into the Pivoting to Growth strategy, the outstanding performance on key financial indicators accomplished last year demonstrates that repositioning the Company as a professional services and project management organization operating in key markets and geographies has worked. It proves that AtkinsRéalis can deliver on its long-term financial objectives and is headed in the right direction. And as the world keeps its sights on the fundamental objective of reaching net zero carbon emissions by 2050, this purpose-driven organization could not be better placed to help solve the world's most pressing problems.

### A successful strategy for profitable growth

From a financial standpoint, the Company has the wind in its sails. In 2023, AtkinsRéalis delivered significant organic revenue growth that exceeded the full-year outlook, a return to positive operating cash flows in the second half of the year, and a lower debt leverage level attained earlier than anticipated. This was the result of sustained progress in the strategy and sets the stage for continued success in 2024 and beyond.

The Company continued to refocus its attention on its core activities with the highest value-creation potential. Strong progress was made in continuing to unwind the exposure to LSTK projects, and the attention has now shifted to pursuing claims associated with the increased costs that the Company experienced on these projects. While much emphasis was on risk reduction in past years, there was a shift towards portfolio optimization in 2023. AtkinsRéalis undertook a strategic review of its activities and non-core assets, which led to the divestment of its Scandinavian Engineering Services business.

Over the last year, the Board has worked closely with the management team to ensure that AtkinsRéalis was strategically positioned for the future. A healthy balance sheet and positive operating cash flows open an array of opportunities to further deploy its capital to create further value for shareholders. The Company has a significant pipeline of opportunities to invest organically or inorganically to drive future growth, particularly in the United States and the nuclear sector.

### Tapping into the nuclear renaissance

The continued demand for our services is no coincidence. 2023 was the warmest year recorded on Earth, according to the World Meteorological Organization<sup>6</sup>. To achieve net zero carbon emissions by 2050 and mitigate the impact of climate change on communities, governments around the world are investing massively to adapt their infrastructures, build resilience and turn to sustainable sources of energy.

The Board has been particularly invested in evaluating the role our nuclear business can play to solve the energy trilemma locally and internationally, by offering a clean, secure and accessible source of baseload power. COP28, where 22 countries came together to sign a declaration to triple global nuclear energy capacity by 2050<sup>7</sup>, was a real turning point to signal the renewed global appetite for nuclear energy. As the steward of CANDU with decades of experience, and the recent unveiling of the latest 1,000 MW CANDU MONARK reactor design, AtkinsRéalis is well positioned to tap into this nuclear renaissance.

Well-positioned in the market with an effective strategy and a clear purpose, AtkinsRéalis is ready to help solve humanity's toughest challenges while delivering sustainable growth.



### Progressing on the ESG agenda

As AtkinsRéalis continues to progress on its ESG agenda, the Board is pleased with some key accomplishments in that regard. On the heels of the comprehensive materiality assessment performed by the Company in 2022, the Board reviewed the implementation of an ESG control framework to help strengthen the accuracy of the reporting on the Company's ESG program and commitments. The Board also continued to oversee the operationalization of the Company's Enterprise Risk Management framework and devoted increased attention to the emerging enterprise risks falling under the ESG umbrella. These include new and upcoming legislation and reporting obligations, growing investor interest and stakeholder scrutiny, and the necessity of continuously adapting the business to counter the effects of climate change.

At the heart of AtkinsRéalis' success and future growth is its people, and the Board commends the management team for building a strong and inclusive culture to attract and retain the brightest talent in the industry. In 2023, the Company grew its headcount organically by about 4,200 new employees<sup>8</sup> and continued to increase engagement, as demonstrated by the VOX Employee Engagement Survey global score, which reached a new high of 87%, well ahead of our sector benchmarks. To sustain this trend, the Board notably continued to monitor progress towards the Company's 2025 gender diversity targets, which was particularly significant among Managers and Senior Professionals with a 1% increase in women's representation year-over-year. In addition, AtkinsRéalis reinforced its commitment to ED&I by joining the World Economic Forum's Global Parity Alliance and launching its inaugural ReconciliACTION Plan in Canada to foster meaningful engagement with Indigenous people.

### A bright future ahead

The rebranding of a century-old organization to AtkinsRéalis in 2023 was a thoroughly thought-out decision that signaled a turning point. The Board was fully supportive of this initiative which came as the conclusion of a profound transformation journey of the business, the purpose and the culture of the Company over many years. AtkinsRéalis brings together all the legacy brands as one global team collaborating across geographies, capabilities and end markets to deliver solutions locally to clients, across the lifecycle of assets. Well-positioned in the market with an effective strategy and a clear purpose, AtkinsRéalis is ready to help solve humanity's toughest challenges while delivering sustainable growth.

In closing, on behalf of the Board of Directors, I would like to express my sincere appreciation to our talented global workforce and to AtkinsRéalis' management for the tremendous work and leadership that made the transformation of this Company possible and successful. Also on behalf of the Board and AtkinsRéalis' management team, I would like to thank outgoing Director Steven Newman, who decided not to seek reelection, for his invaluable contribution since 2015. Finally, I extend my appreciation to the shareholders for their ongoing support and confidence in AtkinsRéalis. As we start 2024 under a new brand, we are also entering a new era for the Company with a bright future ahead.

Yours truly,

**William L. Young, P.Eng.**  
Chair of the Board

The AtkinsRéalis leadership team



**Ian L. Edwards**  
President and Chief Executive Officer



**Jeff Bell**  
Chief Financial Officer



**James Cullens**  
Chief Human Resources Officer



**Philip Hoare**  
Chief Operating Officer



**Richard Robinson**  
President, UK & Ireland



**Christine Healy**  
President for Asia, Middle East and Australia



**Steve Morriss**  
President, United States, Latin America, and Minerals & Metals



**Andrée-Claude Bérubé**  
General Counsel



**Joe St. Julian**  
President, Nuclear



**Stephanie Vaillancourt**  
President, Canada



**Nigel W.M. White**  
Chief Risk Officer



AtkinsRéalis prides itself on a leadership team that epitomizes Safety, Integrity, Collaboration, Innovation, and Excellence.



## Musée national des beaux-arts du Québec

Québec, Québec, Canada



## Hinkley Point C

Somerset, United Kingdom

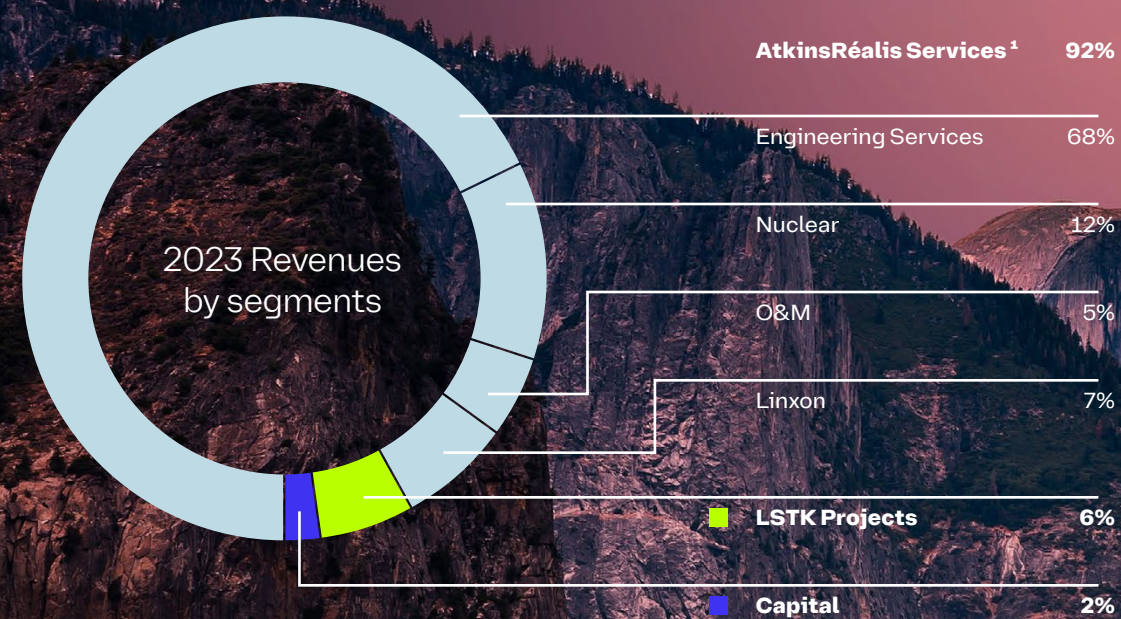


# 02 2023 highlights and achievements

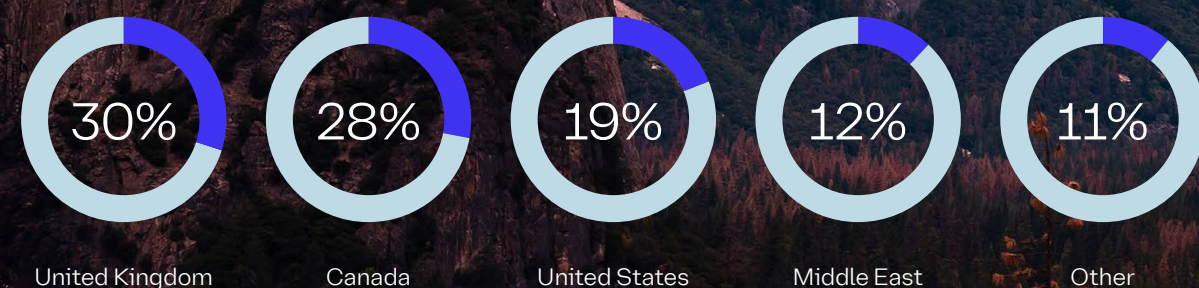
In 2023, we not only met but exceeded some of the financial targets set out in our three year “Pivoting to Growth” strategy.

We continued to progress on our ESG agenda and were part of the growing global drive to invest in clean energy and sustainable infrastructure.

# 2023 financial highlights



## 2023 Revenues by geographic area



<sup>1</sup> Revenue for AtkinsRéalis Services is a total of segments measure. Please refer to Note 71 under the "References and notes" section of this document for further details.

## Our 2023 performance

### Total revenues

**8,634**  
(in \$M)

2022  
**7,549**  
▲ 14%

### Earnings per share from continuing operations (diluted)

**1.64**  
(in \$)

2022  
**0.09**

### Total backlog

**14,133**  
(in \$M)

2022  
**12,551**  
▲ 13%

### Total employees\*

**37,246**

2022  
**33,876**  
▲ 10%

# ESG highlights

**TCFD Implementation**

Developed 1.5 and 4 °C global warming scenarios (disclosed in the Climate-related Financial Disclosure Report)<sup>9</sup>

**Revenues from Sustainable Projects<sup>10</sup>**

Approximately half of revenues generated by sustainable projects

**Employee Engagement Vox Survey**

87% overall employee engagement score<sup>11</sup>

**Commitment to Human Rights**

Publish a Supplier Code of Conduct<sup>12</sup>, Human Rights Policy<sup>13</sup> and Modern Slavery Statement<sup>14</sup>

**Material Issues Impacting Stakeholders**

Latest materiality assessment<sup>15</sup> performed in 2022, double materiality assessment scheduled to be completed in 2025



Environmental, social, and governance, for the future of the planet and its people.

**Diversity and Inclusion<sup>16</sup>**

31.2% women in Regular employees  
23.1% women in Managers & Senior Professionals  
22.6% women in Senior Leaders (Executives)

**Indigenous Relations**

Unveiled our inaugural ReconciliACTION Plan (RAP)<sup>17</sup> in Canada

**Anti-corruption**

Won Brandon Hall Award for Best Certification Program for our Code of Conduct<sup>18</sup> Certification training

**Protected Ethics Advice and Reporting Mechanism**

Whistleblower and anonymous Reporting Line<sup>19</sup> mechanism in place

**Health & Safety<sup>20</sup>**

0.10 TRIF (Total Recordable Incident Frequency)  
0.037 LTIF (Lost Time Incident Frequency)

**Integrity Program Certification**

Awarded the Compliance Leader Verification for 2023-2024, extending two previous recognitions

**Governance Body Composition**

Since May 2023, AtkinsRéalis' Board of Directors<sup>21</sup> is composed of 9 independent members and 1 executive member (President and CEO)

**ESG Rating<sup>22</sup>**

Rated AAA, the highest ESG Rating assigned by MSCI ESG Research

In 2021, we started categorizing our revenues depending on whether the associated projects could be deemed sustainable. These are projects that either reduce global greenhouse gas (GHG) emissions, have a positive impact on the environment and/or have a strong social purpose. We reviewed our methodology in 2022 and created an internal dashboard to better understand the trends at play.



For AtkinsRéalis, Revenues from Sustainable Projects is defined as revenues from a project where either its Market, Sub-Market or Sub Service is considered Sustainable under AtkinsRéalis' classification, and/or if the project contains a component of one or more of the nine company-identified ESG Attributes. The Market and Services classifications considered Sustainable & the ESG Attributes were determined and developed internally by AtkinsRéalis.

Based on our existing definition, approximately half of our revenues in 2023<sup>23</sup> are estimated to have been generated by sustainable projects.

We expect to continue refining our definition of revenues from sustainable projects over time in line with any future regulatory guidance.



**Markets considered as Sustainable**

- Rail and Transit
- Advanced / Hi-Tech Manufacturing
- Water and Wastewater Utilities
  - Treatment and Resources
- Environmental Protection, Regulation and Resilience
- Alternative Energies and Technologies
- Hydropower and Dams
- Power Grids
- Nuclear New Build
- Reactor Support and Life Extension
- Environmental Remediation
- Social Building and Places
- Oil and Gas Decommissioning

**Services considered as Sustainable**

- Future of Transport Consultancy
- Environmental Resilience Consultancy

**Sustainable attributes include projects**

- Seeking a sustainability related certification, such as BREEAM, LEED, or Envision
- Developing Carbon capture and storage
- Improving energy efficiency, energy audits, or retrofitting upgrades.
- Supporting the development of low carbon transit such as bike paths and electric vehicle infrastructure
- Contributing to infrastructure resilience
- Aiming at repurposing brownfield
- Relating to the conservation of marine habitat
- Supporting sustainable agriculture
- Providing environmental science services



# Materiality and UN Sustainability Goals

In 2015, the General Assembly of the United Nations adopted the 2030 Agenda (the Agenda) for Sustainable Development, including 17 Sustainable Development Goals (the SDGs).

Building on the principle of “leaving no one behind”, the Agenda emphasizes a holistic approach to achieving sustainable development for all.

In response to this agenda, we became a signatory of the UN Global Compact and selected the following three goals that we consider to be most material both to our business strategy and to our stakeholders.

### Materiality and UN Sustainability Development Goals



Our ESG model illustrates the areas of impact we’ll focus on as a company, as we engineer a better future for our planet and its people.

#### Internal



#### Our own GHG emissions / energy usage

As our Engineering Net Zero offering helps clients decarbonize, we are leading by example. That starts with a net zero target that is ahead of those set in the context of the Paris Agreement.



#### Employee engagement

Fostering engagement, involvement, alignment and loyalty amongst our workforce.



#### Equality, Diversity, and Inclusion (ED&I)

Our diversity is a key strength in helping us to understand and meet client needs worldwide.

#### External



#### Managing ESG impacts of projects

- Reducing water, energy and raw materials consumption.
- Reducing the release of contaminants in the environment.
- Creating social value and community benefits.
- Protecting human rights.
- Protecting and increasing biodiversity.



#### Business mix that addresses climate change

- Opportunities in Nuclear.
- Opportunities in Rail and Transit.
- Buildings and Places: climate change resiliency & lifecycle impacts.

### Core pillars enabling our ESG activities



Integrity



Health & Safety



Digital



Education on sustainability

# Our commitments to realizing a better future

## Global Compact and SDGs

AtkinsRéalis is a signatory to and has an ongoing commitment towards the UN's Global Compact and the adoption of universal sustainability principles for the good of all. The Board of Directors supports this initiative and endorses AtkinsRéalis' promotion of the UN's broader Sustainable Development Goals (SDGs).

## Integrity and anti-corruption initiatives

We support global anti-corruption efforts and continue to encourage a constructive dialogue between governments, industries and business. We participate in various initiatives to promote fair and equal market conditions:

- OECD Global Initiative to Galvanize the Private Sector as Partners in Combatting Corruption (GPS), Business at OECD (BIAC) Anti-Corruption Committee, and Trust in Business Initiative;
- Member of the World Economic Forum Global Future Council focused on the future of Good Corporate Governance and Partnering Against Corruption Initiative (PACI);
- Member of Ethisphere's Business Ethics Leadership Alliance (BELA);
- Outreach and best practices sharing with peers.

## Net Zero

AtkinsRéalis is committed to achieving net zero by 2030<sup>24</sup>. In line with the Paris Agreement and a 1.5° C pathway, we will submit targets for our scope 1, 2 and full scope 3 emissions to the Science-based target initiative (SBTi) in 2024.

In October 2021, in the run up to COP26, AtkinsRéalis signed up to the "Race to Zero", the United Nations Framework Convention on Climate Change's (UNFCCC) Race to Zero global campaign and signed the Business Ambition for 1.5°C target. The same year, AtkinsRéalis also signed The Climate Pledge, which aims to achieve the Paris Agreement 10 years early, and be net-zero carbon by 2040 or sooner.

The Company has joined the Net Zero Challenge Canada, which encourages Canadian businesses to achieve net zero emissions by 2050.

## Equality, Diversity & Inclusion

We are a member of the World Economic Forum's Global Parity Alliance, a cross industry group committed to advancing Equality, Diversity and Inclusion (ED&I) around the world and highlighting initiatives that showcase significant, scalable, quantifiable, and sustained ED&I impact.

## Indigenous People

AtkinsRéalis unveiled its inaugural ReconciliACTION Plan (RAP) in Canada in 2023, detailing the actions the Company will undertake by 2030, to foster meaningful Indigenous engagement across procurement, recruitment, employee education and experience, bidding, project delivery, partnerships and philanthropy.

## Business for Nature

AtkinsRéalis has joined the Business for Nature campaign urging governments around the world to require all large businesses and financial institutions to assess and disclose their impacts and dependencies on nature by 2030.

In a world facing unprecedented challenges, we are optimists.



## Calgary Green Line LRT

Calgary, Canada

AtkinsRéalis was named the Delivery Partner for the City of Calgary's Green Line LRT, the largest infrastructure project in the city's history, underscoring the Company's deep experience in complex rail and transportation megaprojects.

In the first phase of the historic project, AtkinsRéalis will support the City of Calgary with commercial management, technical support, project controls and construction management.

2023  
Operational  
highlights

# Engineering Services



The Engineering Services segment registered a significant revenue growth of 26% in 2023 and a record backlog, driven by continuing expansion into the US, generational investments by the UK in infrastructure, the awarding of signature projects in Canada and ambitious infrastructure development in the Middle East.

AtkinsRéalis pursued its "Land and Expand" strategy in the US, with new contract wins in Transportation, Defence and Buildings and Places. The Engineering Services segment also continued to deepen its decades-long track record in the state of Florida with new awards with the City of Miami Capital Support Program, Miami International Airport, and the Department of Transportation for road extensions and improvements.

The Engineering Services segment was named as the delivery partner for the City of Calgary's Green Line LRT, which represents an historic investment in sustainable public transit in Canada.

AtkinsRéalis also continued to build on its reputation as a partner of choice for the UK rail system, working with partners to manage and deliver signal renewals for the south of England. The award adds to the Company's ongoing work on the East West Rail, one of the UK's largest new railway projects, and the East Coast Digital Program, the UK's first intercity digital railway.

Leveraging digital capabilities in reducing project costs and carbon emissions, as well as enhancing project effectiveness continued to be an overarching theme throughout Engineering Services many projects and awards. Whether it is 3D modeling used to streamline construction schedules, enhancing airport runway safety through digital geometry or digitally mapping the City of London's underground pipes and cables, we are bringing together people, data and technology to deliver the innovative solutions our clients depend on.

### Awards

#### Consultancy of Year and Project of the Year

UK Department of Education, UK

Excellence in leading multi-disciplinary teams to support the delivery of many innovative and award-winning educational facilities, including the University of Birmingham's new innovation centre, the STEAMhouse, designed to enhance collaboration between arts, sciences, technology, engineering and maths.

#### Award of Excellence

Association of Consulting Engineering Companies, Canada

Sustainable design and construction of a multi-modal pedestrian link connecting the City of Montréal's Vendôme Métro station with McGill University Health Centre, including the innovative application of a sliding construction technique for a prefabricated tunnel – a first of its kind for Canada.

#### Going Digital Awards in Infrastructure, Roads and Highways

Bentley Systems, United States

Digital design of the Colorado Department of Transportation's Interstate 70 Floyd Hill Project, using visualization software that reduced project costs by US\$7 million while enhancing design, including safety enhancements, wildlife passageways and reduced travel times.

68% of  
AtkinsRéalis  
revenue

\$5,897M  
revenue  
2022: \$4,686M

\$520M  
segment  
adjusted  
EBIT  
2022: \$398M

\$640M  
segment  
adjusted  
EBITDA<sup>25</sup>  
2022: \$517M

\$5,431M  
backlog  
2022: \$4,662M

~28,800  
employees  
2022: ~26,000

# Nuclear

The Nuclear segment revenue increased by 17% year-over-year and by the same comparison, backlog grew by 98% to \$1.9 billion, with demand for nuclear new builds and refurbishments continuing to grow as countries seek clean, affordable and reliable energy sources to meet growing demand and carbon net zero objectives.

In Ontario, one of the world’s leading users of nuclear energy, AtkinsRéalis and its joint venture partners signed a 10-year, \$1.3 billion agreement with Bruce Power to extend the life of four CANDU reactors, representing the province’s largest clean energy infrastructure project. This is in addition to ongoing life extension work at Ontario Power Generation’s (OPG) Darlington Nuclear Generating Station and Bruce Power.

## MONARK 1,000 MW Reactor

Worldwide

Helping countries reach their carbon net zero goals by 2050 is core to AtkinsRéalis’ purpose, and transitioning to clean, reliable and affordable energy is fundamental to achieving that objective. As the stewards of CANDU reactor technology, AtkinsRéalis has a decades-long track record building, refurbishing and decommissioning large-scale nuclear projects, and is uniquely positioned to support the global energy transition.

Outside of Canada, we are seeing signs of continued commitment to nuclear technology, with a \$750 million contract to extend the life of Unit 1 at the Cernavodă Nuclear Power Plant in Romania. This is in addition to \$3 billion in export financing from the Canadian government to support the building of two new CANDU reactors in Romania. Our Nuclear division was also awarded a design contract for the new power station planned at the UK’s Sizewell C, building on ongoing work there and at nuclear power station, Hinkley Point C.

In November, we introduced the latest in large-scale nuclear reactor design, with the introduction of the CANDU MONARK™, a 1,000 MW reactor, at the World Nuclear Exhibition in Paris. This advanced large-scale reactor, with the highest output of any CANDU technology, is expressly designed to produce the quantum of additional electricity supply that will be required to power the energy transition and meet net zero goals.

### Awards

#### Inaugural Culture Diversity, Equity & Inclusion Safety Champion

National Safety Council, United States

Standout commitment to fostering an inclusive culture and diversity across the talent pipeline and supply chain, empowering team members’ holistic wellbeing and sense of psychological safety.

The MONARK launch follows another groundbreaking development in 2023, as AtkinsRéalis entered into a six-year agreement with Ontario Power Generation to deliver, together with its partners, Canada’s first Small Modular Reactor project at Ontario’s Darlington Nuclear Generating Station, and the first nuclear new build in over 30 years.

12% of AtkinsRéalis revenue	\$1,044M revenue 2022: \$896M	\$145M segment adjusted EBIT 2022: \$144M	\$160M segment adjusted EBITDA <sup>26</sup> 2022: \$158M	\$1,854M backlog 2022: \$937M	~3,400 employees 2022: ~3,000
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# Operations & Maintenance

The Operations and Maintenance segment, an important component of AtkinsRéalis’ end-to-end capabilities, generated revenue of \$470 million in 2023. While the business completed a large contract closeout, reflected in the decline in revenue, it also was phasing in the asset management of the completed South Shore branch of Montreal’s Réseau express métropolitain (REM).

O&M was also selected to partner with the Toronto Transit Commission (TTC) to lead and develop a best-in-class transformation of its enterprise asset management (EAM) program. As part of the three-year program, AtkinsRéalis will assist the TTC in developing enhanced EAM and investment planning practices, as well as business and systems processes to help ensure that the TTC’s systems and vehicles meet the needs of Toronto’s public transit and comply with new provincial regulations.

\$470M revenue
2022: \$497M
\$46M segment adjusted EBIT
2022: \$49M
\$49M segment adjusted EBITDA <sup>27</sup>
2022: \$52M
\$5,022M backlog
2022: \$5,354M <sup>28</sup>

# Capital

Capital is AtkinsRéalis’ investment, financing and asset management arm, mainly responsible for arranging financing and investing equity. The Capital segment includes AtkinsRéalis’ 6.76% ownership interest in 407 International Inc. (“Highway 407 ETR”).

Dividends from Highway 407 ETR continued to steadily increase in 2023 as more people are returning to the office and traffic continues to increase. While traffic has not rebounded to pre-pandemic levels, dividends reached \$64.3 million, compared to \$50.7 million in 2022.

\$139M revenue
2022: \$109M

# LSTK Projects

Our backlog decreased 47% over the course of the year to \$365 million, as the Company continued to execute its LSTK projects exit strategy and focus remained on the safe and effective completion of remaining projects. On the Eglinton Crosstown in Toronto, the team is progressing well on the testing and commissioning of the communication systems and completing inspections and documentation. For the O-Train South Extension of the Trillium Line in Ottawa, similar activities are ongoing as well as training of the City’s controllers and operators prior to revenue service and close-out. In Montreal, the REM’s South Shore branch is nearing its first anniversary in operation while the team continues to progress well with construction along the remaining majority of the line. Once complete, the REM will be the world’s longest automated light rail system.

\$507M revenue
2022: \$799M
\$(59)M segment adjusted EBIT
2022: \$(261)M
\$(42)M segment adjusted EBITDA <sup>29</sup>
2022: \$(239)M
\$365M backlog
2022: \$686M

# Linxon

Linxon, a subsidiary held in part by Hitachi Energy that provides turnkey electricity substation solutions, generated revenue of \$578 million in 2023. Backlog increased 63% year-over-year as Linxon won contracts mainly in Nordics, North America and Middle East. The segment also secured its largest mandate to date in the transportation sector, with a 47-month contract to supply electric power to Manila’s North South Commuter Railway.

\$578M revenue
2022: \$561M
\$1M segment adjusted EBIT
2022: \$(10)M
\$5M segment adjusted EBITDA <sup>30</sup>
2022: \$(6)M
\$1,439M backlog
2022: \$882M

## Capital, Operations and Maintenance, Linxon, LSTK Projects combined

20% of AtkinsRéalis Revenue

Combined revenue of Capital, Operations and Maintenance, Linxon, LSTK Projects is a total of segments measure. Please refer to Note 71 under the “References and notes” section of this document for further details.



## Réseau Express Métropolitain

Montreal, Canada

AtkinsRéalis, together with the City of Montreal, where the Company is headquartered, celebrated the inauguration of the first segment of the Réseau express métropolitain (REM), a historic project that connects the entire Greater Montreal area with sustainable, green, rapid transit.

One of the world’s longest automated light metro systems, at 67 km and 26 stations, the REM is the largest public transit project undertaken by the province of Québec in the past 50 years. In July 2023, the 16.6 km branch linking the South Shore of the St. Lawrence River with Montréal went into operation, with the remaining segments expected to be completed by 2025.

The megaproject highlights AtkinsRéalis’ unique end-to-end capabilities, digital design expertise and decades of experience working on the world’s most challenging and ambitious projects. Our Engineering Services team has played an important role in the design, and build of the REM, while Operations & Maintenance has begun work on the asset management portion of the project. The Company is honoured to contribute to the building of safe, reliable and convenient transportation that will enhance the mobility of millions of people and is aligned with our purpose of engineering a better future for our planet and its people.



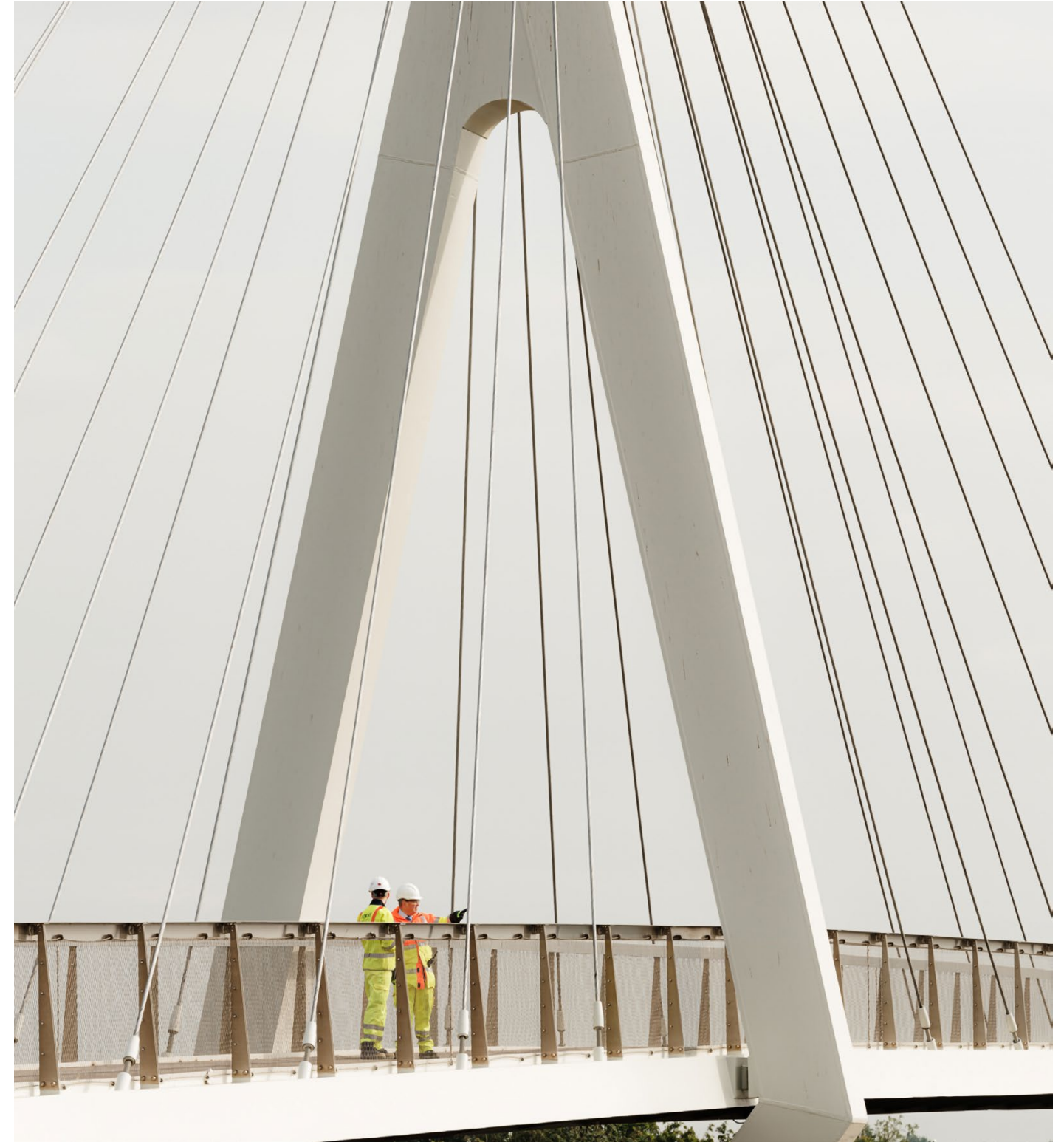
## Dubai Electricity & Water Authority

Dubai, United Arab Emirates

Linxon has partnered with the Dubai Electricity and Water Authority as the Emirate looks to sustainably expand its energy network. Linxon commissioned several substation projects recently, amongst these a turnkey engineering solution for the Sanad substation in the fast-developing Jebel Port, which included the use of precast structures to reduce construction time, and a hybrid solar power system.



**Miami International Airport**  
Miami, Florida, USA



**A14**  
United Kingdom

# 03 Engineering a better future



At AtkinsRéalis, our purpose of engineering a better future for the planet and its people is hardwired into everything we do. It forms the foundation of our services offering, from nuclear energy and light rail transit to low carbon and net zero buildings and infrastructure.

Whether its major, signature projects that affect the daily lives of millions of people, the deployment of digital tools to reduce costs and carbon emissions, or the development of next generation innovations, we are always striving to provide solutions to the world's most critical challenges.

We are proud to be involved in many world "firsts"; a 'world-first' net zero water treatment hub that will save 34,000 tonnes of carbon a year, the first Small Modular Reactor in Canada, trialing the first zero emissions cement and participating in a flagship program to design and build a commercial-scale fusion energy plant. All told, approximately half<sup>31</sup> of our revenues in 2023 are estimated to have been generated by sustainable projects.

At the same time, we are mindful of the fact that large projects have an impact – on communities and the natural environment. We do our best to safely and responsibly manage and minimize these impacts, whether that's through novel approaches to reducing the embodied carbon in cement, or deploying technologies and designs to reduce impacts on wildlife.

We apply the same approach to our own carbon footprint as a company. As part of our commitment to reach carbon net zero, in 2023 we quantified our full greenhouse gas (GHG) inventory.



# How our business battles climate change

We see three major ways that our business can support global efforts to reach carbon net zero by 2050 and strengthen climate resiliency

We know that the energy transition away from fossil fuels and the supply of clean energy, including nuclear and renewables, is critical to achieving those goals. We also know that there is major work to be done both in decarbonizing and replacing ageing infrastructure as well as ensuring new infrastructure is built sustainably and as emissions-free as possible. Lastly, the world is already grappling with the impacts of climate change today, with unprecedented weather events, and there is much that we can do to help affected communities as well as plan mitigating measures that will help protect vulnerable populations in the future and build infrastructure resiliency.

AtkinsRéalis is providing solutions in all these areas, from the provision of large-scale nuclear energy and major light rail transit to supporting the electric vehicle revolution, the decarbonization of major industrial and commercial infrastructure to developing nature-based landscape planning to protect against flooding and enhance biodiversity.

## **Nuclear, a reliable, large-scale source of clean energy**

In December 2023, more than 20 countries from four continents signed a pledge to triple global nuclear energy capacity by 2050 to meet carbon net zero goals and mitigate the worst impacts of climate change. The commitment, made at the COP28 World Climate Action Summit, recognized "the key role of nuclear energy in achieving global net-zero greenhouse gas emissions."

Nuclear energy is recognized as a catalyst for the energy transition, by providing clean, reliable and affordable power. As the steward of Canada's CANDU nuclear reactor technology, with deep expertise in the full nuclear life-cycle, from design and new build to waste management and decommissioning, AtkinsRéalis is both a proponent of nuclear power in helping achieve global net zero goals, and is uniquely positioned to help countries and clients realize their nuclear objectives.



2023 was a milestone for the Company's Nuclear business, which is our second largest service offering after Engineering Services. We secured, together with partners, significant new contracts, including the 10-year, \$1.3-billion agreement with Bruce Power in the province of Ontario, to extend the life of four CANDU reactors to 2064, as well as a life extension contract for one of Romania's CANDU reactors. We also continue to have a central role in the UK's ambitious nuclear program, providing multidisciplinary design and engineering services for Sizewell C and Hinkley Point C power plants, which, once completed, will provide power to 12 million homes and avoid approximately 18 million tonnes<sup>32</sup> in annual carbon emissions.

#### Reducing emissions with rail and light rail transit

Conventional railways are estimated to be 2.5-5x more fuel efficient than passenger vehicles and trucks<sup>33</sup> while electric-powered trains are even more climate-friendly, emitting an estimated 20-35% less carbon than a traditional diesel train<sup>34</sup>.

The design, build, and operations and maintenance of rail and LRT projects is a cornerstone of AtkinsRéalis' offering, with deep experience as a partner of choice on several recent major public transit projects in Canada as well as working across the UK on major refurbishment projects and the modernization of the country's rail network. We have also secured light rail contracts in the US, where we see exciting prospects to deploy our expertise as an estimated US\$1 trillion<sup>35</sup> in new, clean infrastructure projects are rolled out.

In Canada, we inaugurated the first segment of Montréal's Réseau express métropolitain (REM), one of the world's longest automated light metro systems, in July 2023. We also secured a significant project win, as the delivery partner for the City of Calgary's Green Line LRT, which, at \$5.5 billion, is the largest infrastructure project in the city's history. Connecting existing LRT and rapid transit routes, the Green Line is expected to transform the city's transit system.

We also continued to build on our significant contributions to the upgrading and expansion of the UK rail network. In addition to AtkinsRéalis' ongoing work on the East West Rail, one of the UK's largest new railway projects, and the East Coast Digital Program, the UK's first intercity digital railway, the Company, together with its partners, won a contract in 2023 to managing the delivery signaling renewals for southern England, which includes early-stage development, detailed design, construction and commissioning of signals as well as related buildings, track and electrification infrastructure.

#### Buildings and Places: Climate change response and resiliency

2023 was the warmest year on record according to the U.S. National Oceanic and Atmospheric Administration, contributing to devastating drought conditions and wildfires around the world. Managing the consequences of extreme weather events, as well as developing climate resiliency is and will continue to be critical as we navigate the impacts of climate change, and AtkinsRéalis is working at both ends of this challenge.

The Company was retained in March of 2023 by the State of Florida's Division of Emergency Management to aid in the response to Hurricane Ian, combining our recovery and resiliency knowledge and project management expertise to effectively manage and expedite disaster relief funding.

We were also called on by the US Federal Emergency Management Agency (FEMA) following the devastating fires in Hawaii to participate in a Mitigation Assessment Team (MAT). The MAT was tasked with evaluating damage to houses and commercial structures to determine the effectiveness of various building materials, and design and construction practices for wildfire resiliency, with the goal of developing recommendations for a more resilient community.

We recognize however that it is critical to also be prepared for climate impacts, and have been actively involved in resiliency planning. In the UK, we are working with Surrey County Council and the Environment Agency on a plan to protect more than 11,000 homes and 1,600 businesses from the risk of flooding from the River Thames as part of a new landscape-based approach to creating more resilient communities. A team of AtkinsRéalis ecologists and hydrologists also carried out a first-of-its-kind study in Essex County to assess the potential of storing millions of litres of water in farm soil. The results, to be open source published, offer potential solutions for mitigating both water shortages and flooding due to climate change.

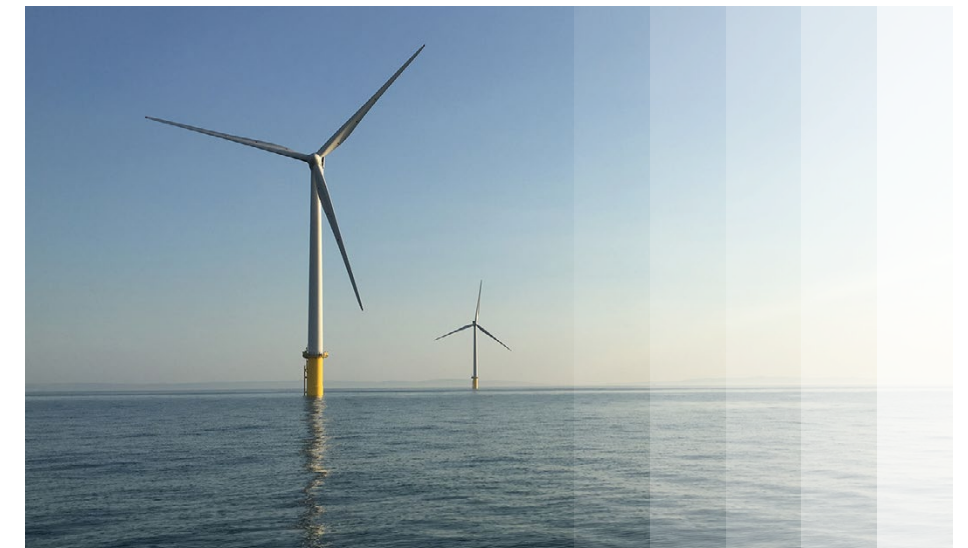
#### Renewables, clean energy and decarbonization

Renewable energy and decarbonization of existing infrastructure are all key components of meeting net zero goals. AtkinsRéalis is involved in helping to make material advancements in these areas, whether it is managing a new digital knowledge hub for offshore wind for The Crown Estate, the corporate holding of the British monarchy, or a newly won contract to study industrial decarbonization and hydrogen capture in Wales.

One of the most exciting opportunities to reduce greenhouse gas emissions is in the growing adoption of electric vehicles. In the province of Québec, where the Company is headquartered, AtkinsRéalis won contracts to undertake several studies for the development of a lithium mine, an important component of electric batteries.

Our Minerals & Metals team has been contracted to complete the environmental and social impact assessments of the Sayona Moblan Lithium Project, located in the province of Québec, as well as mine pre-feasibility and feasibility studies. Additionally, as part of our mandate to provide design and engineering services for the mine site's tailings storage facility, water management, and infrastructure, we will incorporate decarbonization-focused designs, and build in climate resiliency.

AtkinsRéalis is both an enthusiastic proponent of nuclear in meeting global net zero goals, and is uniquely positioned to help countries and clients realize their nuclear objectives.



# The power of data and digital technology to enhance sustainability

Harnessing the power of data and digital technology is integral to creating long term value for our clients and delivering on our purpose.

Combined with our global engineering expertise, data and technology supercharges our ability to reduce costs and enhance project effectiveness. Increasingly, it is being deployed to reduce carbon emissions, mitigate environmental impacts, and deliver world-leading sustainable infrastructure.

Our data and digital capabilities are being deployed in a range of areas and across numerous projects, from the use of computer-aided design (CAD) technology in the design of a Colorado Interstate to enhance wildlife connectivity, air and water quality, and stream conditions, to deploying digital twin technology to conduct a climate resiliency study of a major North Carolina interstate. We have also developed a custom carbon analytics tool to measure the embodied carbon in the design and construction of a tidal barrier in South-West England that helped the UK's Environment Agency to achieve a 45% reduction in whole-life carbon for the project.

## National Underground Asset Register

United Kingdom

In 2023, the UK's Geospatial Commission launched a first-of-its-kind digital map<sup>36</sup>, built by AtkinsRéalis, of the underground cables and pipes running throughout Northeast England, Wales and London. The first phase of the National Underground Asset Register (NUAR) maps all the major energy, water and telecommunications assets, and is expected to transform the way underground pipes and cables are installed, maintained and repaired.

To build the map, AtkinsRéalis is collecting data from over 700 asset owners, transforming it into a single comprehensive database, with a secure portal through which users can view and access this information. With an estimated 60,000 accidental utility strikes a year in the UK, costing billions annually, the NUAR is expected to improve construction efficiency, reduce disruption to the public, improve worker safety and reduce CO<sub>2</sub> emissions resulting from strikes.



# Building carbon expertise

Helping countries and clients to decarbonize and meet their net zero goals is core to our purpose as a company.

Whether it's developing custom carbon analytics tools to reduce the impact of carbon critical infrastructure to trialing zero emissions cement, we are continually looking for ways to innovate and enhance our carbon expertise.

As part of that effort, AtkinsRéalis has established the Carbon Academy, our six-month technical development program to build in-house carbon expertise and create carbon specialists across our global organization.

The Academy is a blended learning program that includes online e-classrooms, self-directed study, group and individual case study projects, with performance assessed and accredited by third-party providers. Support is also provided through mentoring, a practitioner community, and ongoing access to course tutors and experts. Our first cohort is due to graduate in May 2024, joining our growing global technical network of carbon specialists.

# Responsibly managing environmental impacts



Navigating environmental issues, ensuring responsible stewardship for a sustainable future.

Lagging Environmental Indicator

	2023 target	2023 results 
TEIF: Total Environmental Incident Frequency <sup>38</sup>	0.04	0.01

At AtkinsRéalis we work on large, complex, critical infrastructure projects around the world. Many of these projects are predicated on reaching net zero goals and enhancing climate resiliency. Nevertheless, any large project has impacts – on communities and the natural environment. We do our best to safely and responsibly manage and minimize these impacts while seeking ways to deploy technology and engineering methodologies to enhance outcomes and create long term value.

We are continuously looking for opportunities to push the needle forward, whether that’s using precast structures and hybrid solar power systems at our Linxon electrical substations, or developing custom carbon analytics tools to calculate the embodied carbon in airport terminals. In 2023, we joined Cement 2 Zero, a UK-based demonstrator project trialing the world’s first zero-emissions cement on an industrial scale, and have been commissioned to undertake research into the use of biogenic material to produce low carbon asphalt. Our commitment is to continually strive to deliver on our purpose to engineer a better future for the planet and its people.

**Environmental Incidents on Controlled Sites**  
Our Total Environmental Incident Frequency (TEIF) target is determined based on a three-year rolling average since 2022. Starting in 2023, Level 1 environmental incidents were excluded from the TEIF calculations, given that they are considered minor incidents. However, it should be noted that our controlled sites<sup>37</sup> are still required to report all environmental incidents regardless of their level (significance). Our environmental targets are reviewed and approved by the Senior Vice President, Global Health, Safety and Environment (GHSE).

In February 2023, as per our environmental incidents’ definitions, a Level 3 environmental incident occurred. It consisted of the release of approximately 800 liters of diesel on a granular surface due to the malfunction of a fuel line on a generator at a rail project site in Canada. The hydrocarbon spill was immediately remediated and there was no offsite or lasting environmental impact. In the same period, AtkinsRéalis has not been issued any environmental enforcement actions.



# Engineering a better future for our planet and its people



In the UK, one of AtkinsRéalis’ core markets, infrastructure accounts for over half of carbon emissions.<sup>39</sup>

# Reducing embodied carbon in construction

Much of this carbon is generated across the construction process and supply chain, with each ton of concrete, for example, producing about 73.1kg of CO<sub>2</sub><sup>40</sup>. This impact is measured through embodied carbon, or the total greenhouse gas emissions associated with the extraction, manufacturing, transportation, and assembly of building materials, as well as the construction process itself.

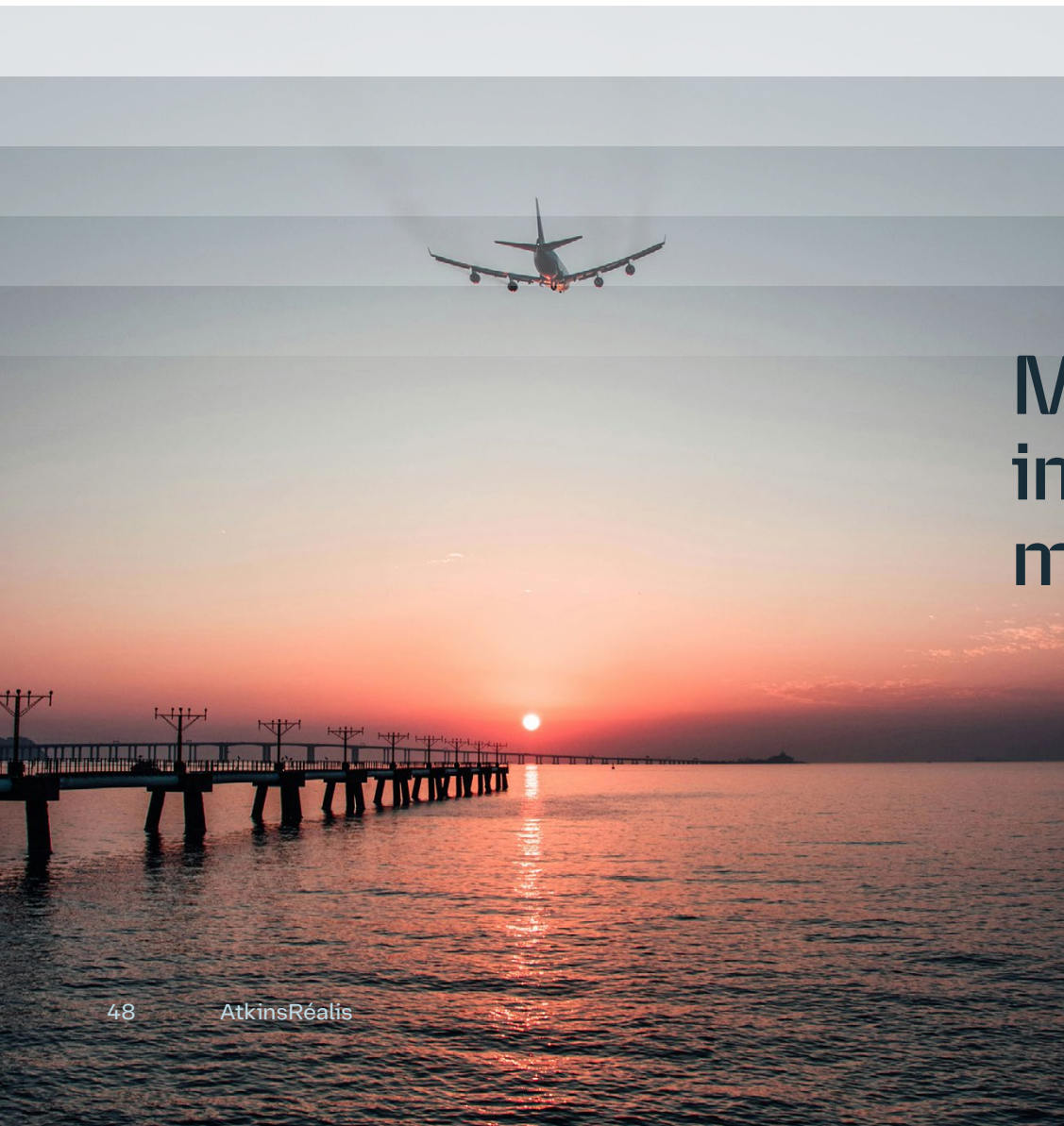
While embodied carbon is generally calculated at the end of the design stage of a project, limiting the ability to make informed choices about environmental impact, AtkinsRéalis was able to develop a custom carbon analytics tool that reduced the impact of carbon-critical design elements on a major tidal barrier project by 70%. Moreover, the project’s embodied carbon is expected to be cut in half.

The Bridgwater Tidal Barrier in Somerset England will be one of the largest flood-defence projects in the UK once completed in 2025, protecting some 13,000 homes, 1,500 businesses as well as agricultural land and wildlife from tidal surge flooding. The project also includes operational buildings and nine kilometres of raised downstream defences.

Working with the UK Environment Agency’s goal of a 45% reduction in whole-of-life carbon from baseline, AtkinsRéalis used Building Information Modelling (BIM) software and carbon analytics to provide a detailed breakdown of each construction material used in the design. Proposed steel-cased reinforced concrete piles were quickly identified as contributing more than 25% of the design’s total embodied carbon.



By switching to driven steel tubes while improving other aspects of the design, including using pre-cast concrete barriers, the team was able to exceed embodied carbon reduction targets.



# Mitigating impacts to marine life

Implementing measures to mitigate impacts on marine life for environmental conservation.

AtkinsRéalis has been contracted to provide design and construction support services for the expansion of the Hong Kong International Airport (HKIA) from a two to a three-runway system, providing additional capacity for 30 million passengers annually. A key component of the project, which is expected to be completed in 2024, is the reclamation of 650 hectares of land, 40% of which sits atop contaminated mud pits.

To avoid disturbing the contaminated mud and potentially impacting marine life, including the threatened Chinese white dolphin, Deep Cement Mixing (DCM) technology was deployed to treat the contaminated mud.

DCM mechanically mixes the soil with an in-situ binder to form a reinforced block that strengthens the mud layers and controls the overall settlement of the reclaimed platform.

In addition, two aviation fuel pipelines located along the surface of the seabed in the reclaimed area were diverted by installing two new pipelines deep within the rock stratum. To avoid environmental impact to marine life, Horizontal Directional Drilling (HDD), a minimal impact trenchless method of installing underground utilities, was used, drilling down 5.1 km, establishing a world record for HDD<sup>41</sup>.





In 2019, AtkinsRéalis created EDAROTH, which stands for Everybody Deserves a Roof over Their Heads, in an effort to leverage our engineering, design and construction expertise to help solve the affordable housing challenge. We believe there is a significant opportunity in repurposing underutilized land, combined with modern construction techniques, that offers a new approach to tackling the shortage and providing housing where people actually live within their communities.

In 2023, EDAROTH was given the green light to supply state-of-the-art sustainable homes in Surrey, England, in partnership with social housing provider, Raven Housing Trust. The affordable, net zero homes will use sustainable building materials and be manufactured using low energy off-site methods and assembled on-site. They will be located on under-utilized former garage sites.

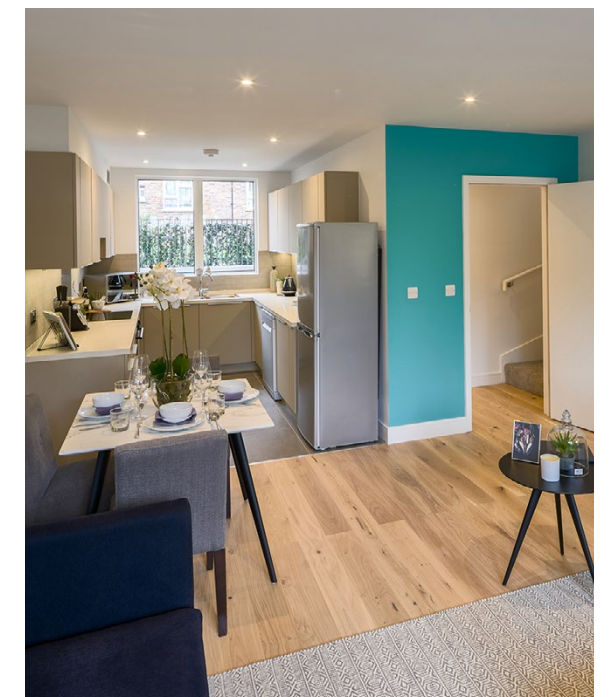
With permitting approved for an initial 12 homes, the Surrey project is the latest in a number of new contracts for EDAROTH across southeast England, paving the way for a long-term pipeline of social housing.

# Everybody deserves a roof over their head

Helping to solve the affordable housing challenge.



Countries around the world are contending with a critical shortage in affordable housing. The challenges are manifold, including finding available land, building to high quality standards while also being environmentally sustainable.



# Reaching our corporate Net Zero goal

Reducing the carbon footprint related to our business activities and meeting our Net Zero by 2030 ambitions is an integral part of our purpose of engineering a better future for our planet and its people.

As we improve our GHG emissions inventory processes, we are continuously adjusting our plans and roadmap to meeting this challenge. As a result of this on-going evolution, the methodologies, data and assumptions underlying our strategy, analysis and other information included in this report (including those used to calculate GHG emissions) continue to develop and remain subject to evolution over time. Therefore, the information disclosed prior to this Report on GHG emissions and plans in relation thereto are now outdated.

Since 2007, we’ve been sharing an annual Climate Change Report with the CDP (formerly known as Carbon Disclosure Project).

In September 2023, we published our Climate-related Financial Disclosure (TCFD) Report, which detailed our climate-related risks and opportunities. The next steps that are detailed within the report require enhanced insight to be gained from our GHG emissions inventory. The insight will allow both our leaders and our people to make insight-driven decisions and allow monitoring of the reduction initiatives across our business.

For our 2023 GHG emissions inventory, we seized the opportunity to thoroughly review and redesign our existing GHG emissions inventory processes and reporting, datasets, models, and calculation methodologies. This revised GHG emissions inventory process has been established on foundations aligned with the GHG Protocol, which in turn is based on the requirements of the ISO standard<sup>42</sup>. The new process is intended to deliver the enhanced insight required by our people at local, national, regional, global levels, as well as inventories specific to our business and legal structure.

The review of how we capture and calculate our GHG emissions inventory resulted in significant changes in our GHG emissions inventory. In making these changes we believe that we can better demonstrate that the inventory meets the GHG Protocol Principles, which are relevance, completeness, consistency, accuracy, and transparency. The main changes made relate to the use of:

- our established financial platforms as the principal sources of data to input into new GHG calculation models;
- detailed transactional data from our travel booking partners to provide more accurate and insightful business travel data that is now calculated using actual travel distances and nights stayed in hotel;
- various other data sources such as employee surveys and Fleet Lease Management were used to obtain more accurate data;
- mature GHG calculation model for energy consumption across our leased estate (where we do not hold operational control) by using contemporary geographic specific energy intensity factors against our estate footprint. This has resulted in a notable change in our upstream leased assets emissions; and
- a full review of our application of the operational control approach in defining the organizational boundary in compliance with the GHG Protocol.

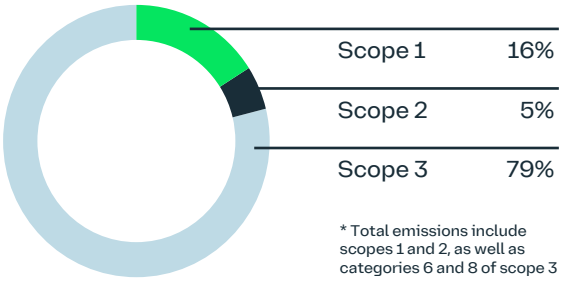
The GHG emissions inventory reported in 2023 reflects the organizational structure on December 31, 2023. This results in the removal of the carbon emissions incurred by our Scandinavian Engineering Services business that was divested in August 2023<sup>43</sup>. We are recalculating our 2019 baseline year GHG emission inventory using the new processes, methodology, and the removal of the carbon emissions arising from our Scandinavian Engineering Services business and other divestments we have made since 2019, in accordance with GHG Protocol and Science-based targets initiatives (SBTi) requirements.



Deloitte’s limited assurance of the AtkinsRéalis GHG Inventory ensures the data, models and GHG calculations are externally reviewed against the GHG Protocol accounting and reporting principles<sup>44</sup>.

For 2024, we will use the new insight into our emissions to identify further decarbonization initiatives that will be incorporated into a revised Net Zero Roadmap. This will include our Science-based target initiative (SBTi) near-term and long-term Net Zero targets, which will be submitted for validation in 2024.

Proportion of GHG emissions per scope\*



	2023 results
GHG Scope 1 Emissions	17,589 tCO <sub>2</sub> e
GHG Scope 2 Emissions	5,997 tCO <sub>2</sub> e
Total Scope 1 & 2 Emissions	23,586 tCO <sub>2</sub> e
GHG Scope 3, Category 6 - Business Travel	55,033 tCO <sub>2</sub> e
GHG Scope 3, Category 8 – Upstream Leased Assets	31,872 tCO <sub>2</sub> e
Total GHG Scope 3 Emissions	86,905 tCO <sub>2</sub> e
Total GHG Emission Inventory	110,491 tCO <sub>2</sub> e
Scope 1 & Scope 2 Emission Intensity (per M CA\$ revenue)	2.8 tCO <sub>2</sub> e / M CA\$
Scope 1 & Scope 2 Emission Intensity (per FTE)	0.6 tCO <sub>2</sub> e / FTE
Energy Usage – Renewable	12,206 GJ
Energy Usage – Non-Renewable	505,276 GJ
Total Energy Use (GJ)	517,482 GJ
Energy Intensity Ratio (per FTE)	14.2 GJ / FTE
Energy Intensity Ratio (per M CA\$)	60.7 GJ / M CA\$

# 04 Taking care of people

Our commitment to our people and the communities where we operate is perhaps best reflected with concrete action and numbers rather than what we say.

In 2023, AtkinsRéalis received an industry-leading 87% positive engagement score from employees and continued to make strides towards its gender targets with women making up 31.2% of all regular employees<sup>45</sup>.

The Company completed a total of 272 safety site visits during the year and hosted more than 300 regional events during Safety Week.

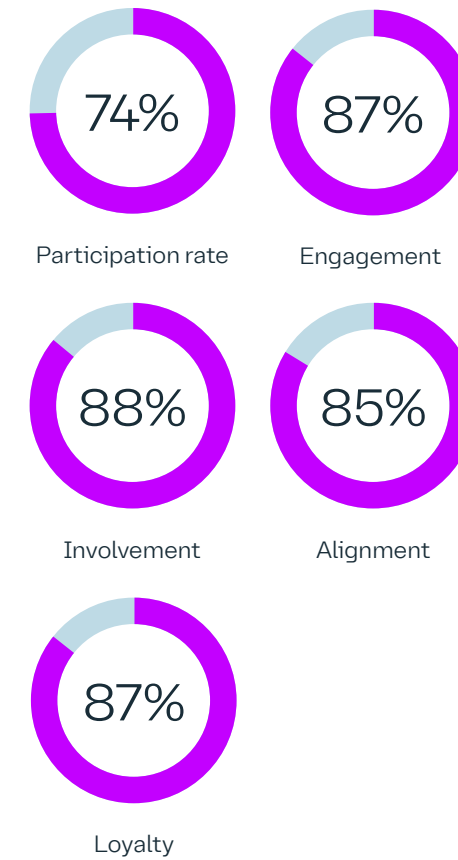


# Employee engagement is key to our success

Driving a culture of collaboration and achievement.

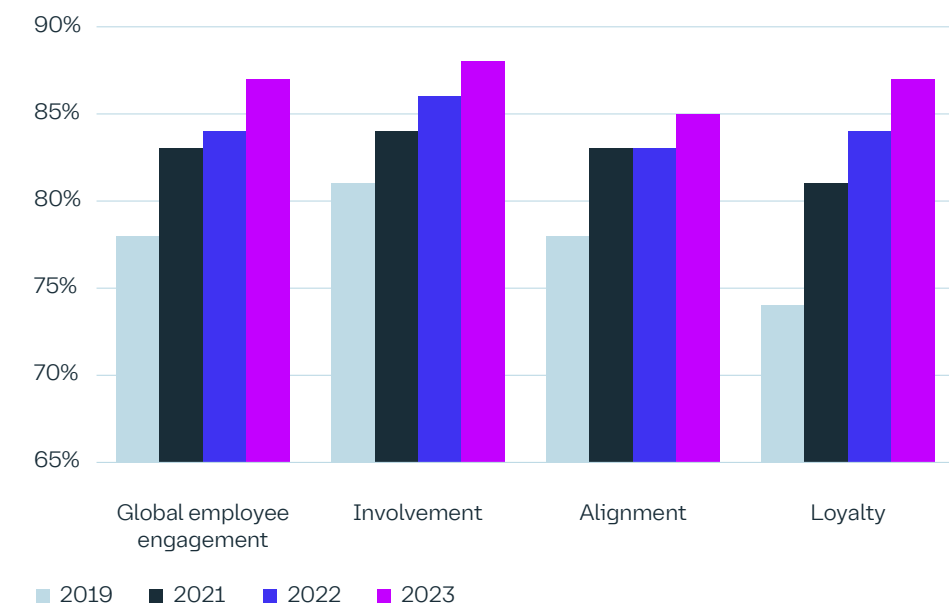


## Overall engagement scores



In 2023 our employee engagement continued to rise, with an 87% positive engagement score, according to the fourth annual company-wide VOX employee engagement survey conducted by independent polling firm, Ipsos, of our employee base<sup>46</sup>.

AtkinsRéalis outperformed against both external benchmarks for the construction sector and for the professional services sector and with strong scores across all three pillars of employee engagement – involvement, alignment and loyalty – AtkinsRéalis is a top performer among organizations survey led by Ipsos.



# Different makes a difference

How diversity in perspectives and actions makes a significant impact for positive change.



Everyday we strive to be more inclusive, more collaborative, and more innovative. With our global Equality, Diversity and Inclusion (ED&I) program, “Different Makes a Difference”, this means making a positive impact on society through more inclusive and accessible design – being sensitive to human differences with respect to ability, language, culture, gender, age and other forms of diversity.

We made significant strides towards our 2025 gender targets, particularly within our Managers and Senior Professionals community, for which we saw a substantial increase between 2020 and 2023. We also saw notable progress in the representation of women among our young professionals. This underscores our commitment to the World Economic Forum’s Global Parity Alliance<sup>47</sup>, dedicated to advancing Equality, Diversity, and Inclusion. As a result, we met both our internal targets tied to our Annual Incentive Plan and our Sustainability Linked Loan targets outlined in 2022.

Our continued progress is due in part to the work of our Employee Resource Groups, which are organized throughout the Company and focus on both raising awareness of underrepresented groups, and shaping policies and processes around supporting a more inclusive workplace.

Our efforts towards diversity and inclusion have been recognized by a broad spectrum of organizations, including:

Great Place to Work

Times Top 50 for Gender Equality

Disability Confident

Progressive Aboriginal Relations

Universum (Most Attractive Employers in Canada)

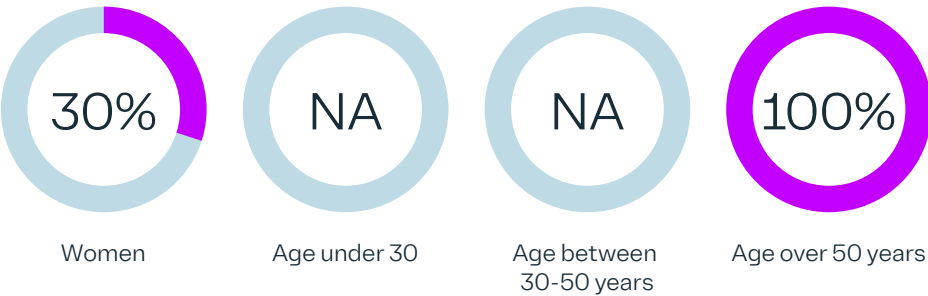
### Regular employees breakdown by age groups and roles<sup>48, 49</sup>

	years old (%)		
	< 30	30-50	> 50
All Regular employees	22.7	54.7	22.6
Managers & Senior Professionals <sup>50</sup>	0.4	56.6	43.0
Senior Leaders (Executives) <sup>51</sup>	0.0	32.8	67.2

In February 2024, we received the Platinum Standard accreditation for ED&I in the UK from Clear Company, a leading provider of inclusive recruitment and talent management insight, training, and technology.

The Platinum standard is awarded to sector-leading organizations that positively impact and influence their people, clients and candidates on equality, diversity and inclusion.

### Diversity of board members<sup>52</sup>



### Indigenous Peoples

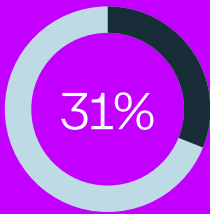
In Canada, we formalized our ReconciliACTION Plan<sup>53</sup> (RAP) in 2023, a comprehensive strategy that outlines our initiatives for Indigenous Relations and Inclusion. The Plan focuses on increasing collaboration and partnerships with Indigenous peoples and businesses, in line with our Commitment to Indigenous Peoples<sup>54</sup>.



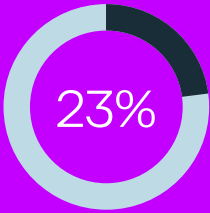
# Equality and leadership

Advancing gender equality in the workplace for a more inclusive environment.

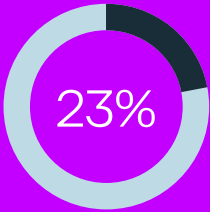
Proportion of women in workforce<sup>50, 55</sup>



All Regular employees

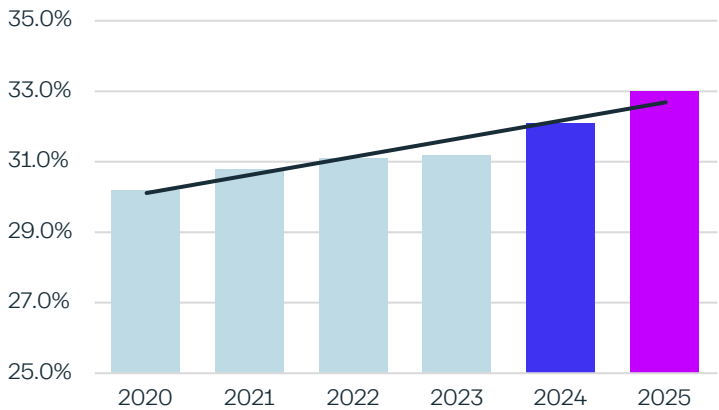


Managers & Senior Professionals<sup>56</sup>

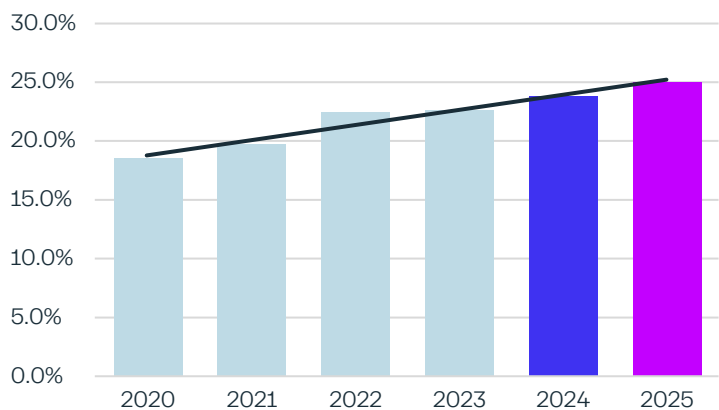


Senior Leaders (Executives)<sup>57</sup>

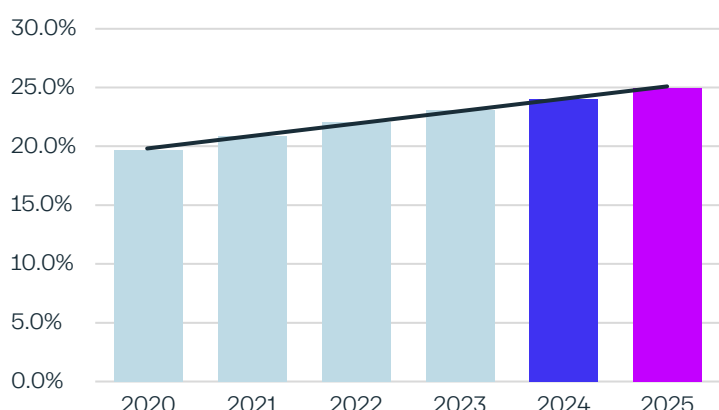
Women in headcount



Women in Senior Leaders



Women in managers & senior professionals



Actual Forecast 2025 objective Trend



# Health and Safety comes first

How prioritizing health and safety ensures workplace well-being and productivity.



The safety and wellbeing of our workforce is something we take very seriously. Ensuring a safe and healthy working environment for our employees and the communities where we operate is vital to our purpose and delivering projects successfully.

### Lagging Health & Safety Indicators

Between 2022 and 2023, there was an increase of 4 lost time injuries. Even with an increase in hours worked, these additional injuries increased the Lost Time Incident Frequency (LTIF) and the target was not achieved.

For Total Recordable Incident Frequency (TRIF), there has been no improvement as the TRIF performance over the last three years remained consistent. In 2023, we did not achieve our TRIF target.

To improve safety performance and achieve aggressive targets, in 2023 the Thrive Program was introduced to work with leaders and employees across the organization to raise awareness and provide tools for improvements in safe work. Work continues to foster a culture of psychological safety, wellbeing, and to change our H&S management system approach.

Each year, our health and safety targets are reviewed and approved by the Safety, Project Oversight and Technology Committee, and the Board of Directors. To better support the principle of continual improvement, our 2023 TRIF and LTIF targets were determined based on a three-year rolling average, rather than based solely on the previous year's results.



## 0 fatalities

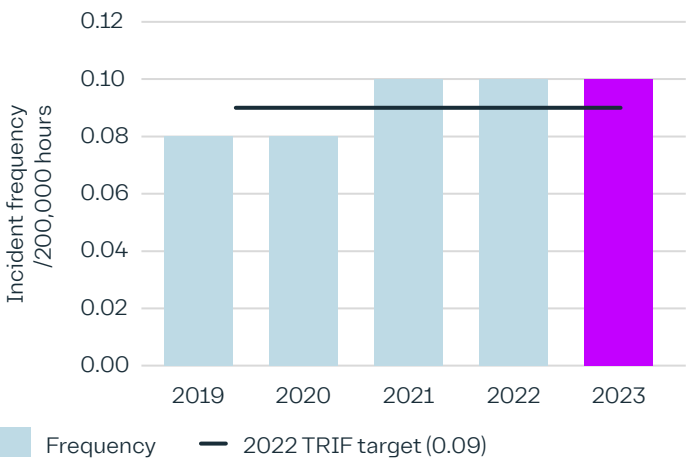
in 2023

There have been no fatalities (employess and contractors) on AtkinsRéalis controlled sites<sup>59</sup> since 2015.

### Lagging indicators<sup>60</sup>

	2023 target	2023 results
TRIF: Total Recordable Incident Frequency	0.09	0.10
LTIF: Lost Time Incident Frequency	0.022	0.037

2019 -2023 total recordable incident frequency



### Investigations & Corrective Actions

We have an Incident Review Committee comprised of the Senior Vice President, Global Health, Safety and Environment (GHSE), Regional HSE VP/ Director and members of the GHSE team. This committee meets on a weekly basis to review all recordable and High Potential (HiPo) incidents and related corrective actions. The committee further reviews the incident investigation, notification details and corrective action closure rates associated with these recordable and HiPo incidents. There is also a monthly learning call which is held to review selected incidents with the President and CEO and Chief Risk Officer. Leaders of the Sector, Business Unit and Project where the incident took place participate in the call to review the investigation learnings.

### Site Visits and Safety Enabling Activities

Senior executives and Operational Leadership Group (OLG)<sup>58</sup> members demonstrate visible safety leadership by each completing at least four HSE site visits. A total of 272 HSE site visits were completed in 2023. They are also required to participate in at least four Safety Enabling Activities such as Incident Investigations, Critical Risk Control Protocols review, conversations with the design team around critical activities, and mental health discussions with their teams.

### Corporate Audits and Virtual Site Visits

In 2023, we conducted four on-site corporate HSE audits using our audit tool. We also performed virtual site visits. Virtual visits are led by members of the Global HSE team along with site representatives. They allow us to tour sites in real time, to ask a variety of questions related to the site's operations, and to interact with workers. If any HSE findings are identified during the virtual visits, a report is forwarded by the Global HSE team to the site's representatives so that they can address the findings. Virtual site visits do not replace HSE audits, they are intended to give an overview of the project.

### Audits and Health, Safety & Environment Site Visits

4  
Corporate audits

272  
HSE Site Visits



#### HSE-related Training

In 2023, AtkinsRéalis launched a new leadership program, “Thrive”, to support leaders in creating environments in which people deliver safe work in a complex world. The intended outcomes for the program focus on the following four areas:

##### Worldview

See yourself as a health, safety and wellbeing leader.

##### Decision-making

Increase your ability to make choices that safeguard our people, whatever the circumstances.

##### Attention

Shift from fixing issues to creating environments that allow people to thrive.

##### Tools

Develop ways of working that enable effective health, safety and wellbeing conversations.

#### Safety Week

During our annual Safety Week, held in September 2023, AtkinsRéalis held more than 300 regional events and activities to build on the importance of trust and psychological safety.

At AtkinsRéalis we foster trust by:

##### Sharing Credit

When the team achieves success, we make sure to give credit where it's due.

##### Resolving Conflict

We don't shy away from difficult conversations. And when conflicts arise, we mediate them impartially and help find solutions that are fair and respectful to all parties.

##### Asking for Feedback

We periodically ask our team for feedback on our leadership style and ways to improve the work environment.

##### Scheduling Check-ins

We schedule regular one-on-one meetings with team members to discuss their progress, challenges and goals.

# Our commitment to human rights



We are dedicated to upholding human rights, for equality, dignity, and respect

This is consistent with our commitment to carrying out business in compliance with the:

Universal Declaration of Human Rights;

Ten Principles of the United Nation Global Compact;

International Labour Organization's Declaration on Fundamental Principles and Rights at Work;

UN Guiding Principles on Business and Human Rights.

At AtkinsRéalis, we are committed to preventing forced labor, child labor, modern slavery and human trafficking, including in our supply chain, and protecting individuals working directly or indirectly for AtkinsRéalis from any form of forced labor, child labor, modern slavery and human trafficking. Our Human Rights Policy<sup>61</sup> and Modern Slavery and Human Trafficking Statement<sup>62</sup> are available on the Company's website.

# Economic benefit and charitable giving

Balancing economic growth with philanthropy, creating positive impacts for our communities

We seek to support societal ambitions and maximize social value through economic spinoffs, local employment, and volunteer and charitable involvement. That can include training and hiring programs to ensure our projects are built for local communities by local communities—and that they will support their prosperity for generations to come.

#### Donations and Sponsorships

Our goal is to have a positive impact on communities, learning and innovation. This is why we contribute primarily to educational causes and initiatives that support the next generation of talent. We also contribute to charities that build caring communities in the regions where we operate.





**Burj Al Arab**

Dubai, United Arab Emirates



**Louis Armstrong New Orleans International Airport**

Kenner, Louisiana, United States

# 05 Governance, Integrity, Compliance

AtkinsRéalis maintains strong and dynamic governance, compliance and risk management frameworks and processes as they relate to ESG oversight, data and cybersecurity, and enterprise and project risk.

We are particularly proud of our Integrity Program, which was awarded the Ethisphere Compliance Leader Verification for the third consecutive year in 2023.

This recognition is conferred exclusively to companies with the best industry ethics and compliance programs.

# Governance framework

### ESG at Board level

The Governance, Ethics and Sustainability (GES) Committee has oversight over ESG and the sustainability framework, governance, and strategy amongst its duties and responsibilities. The GES Committee also assists the Board of Directors in developing the Company’s approach to corporate governance and integrity issues, and monitors progress and ensures accountability against publicly disclosed ESG targets.

The Audit and Risk Committee’s mandate includes the review of the Company’s financial information, control framework and assurance process to ensure the appropriateness of

the information included in the Company’s ESG public disclosure documents, such as this Report.

In 2022, the GES Committee also reviewed the results of the materiality assessment which was completed to realign the Company’s ESG priorities with its new purpose: “Engineering a better future for our planet and its people” and will continue to oversee the implementation of our ESG program and initiatives in the years to come. In 2023, the same Board Committee reviewed the Company’s ESG approach, including the plan for identifying and implementing appropriate ESG metrics, and the ESG targets for the 2024 Annual Incentive Plan.

### Our ESG Disclosure governance

We recognize the importance of ensuring the accuracy and reliability of our ESG disclosures. Our sustainability and social impact reporting is part of our work to further mature our ESG program, and we continue to evolve and strengthen our control environment to ensure that the integrity and reliability of our disclosures meet the expectations of our stakeholders and the evolving regulatory landscape. Since we started ESG disclosures, we adopted a posture of continuous-improvement and accordingly, have changed over time the way we report specific ESG data, and we are likely to continue doing so in future years.

### Control environment and oversight

Management is responsible for establishing and maintaining adequate internal controls over ESG disclosures and has begun implementing the Internal Controls

over Sustainable Reporting (ICSR) control framework. Similarly to the framework of Internal Controls over Financial Reporting, in designing an ICSR control environment, it should be recognized that due to inherent limitations, any control, no matter how well designed and operated, may not prevent, or detect, all or any specific misstatements.

In 2023, our Financial Controls and Governance team has performed a review of the control environment and internal controls over the ESG disclosures contained in this Report. This Report has also undergone extensive reviews by the leaders of our Integrity, Legal and Finance functions and by our Corporate Disclosure Committee.

In addition, the Audit and Risk Committee of the Board of Directors oversees the adequacy and effectiveness of applicable ESG

### ESG rankings<sup>63</sup>

#### AAA

MSCI  
*Cote ESG*

#### 26.6/Risque moyen

Sustainalytics  
*ESG Risk Rating*

#### Silver

EcoVadis  
*Scorecard*

#### D

2023 CDP  
*Climate Change Report score*

#### B+

Refinitiv  
*ESG Combined score*

#### C

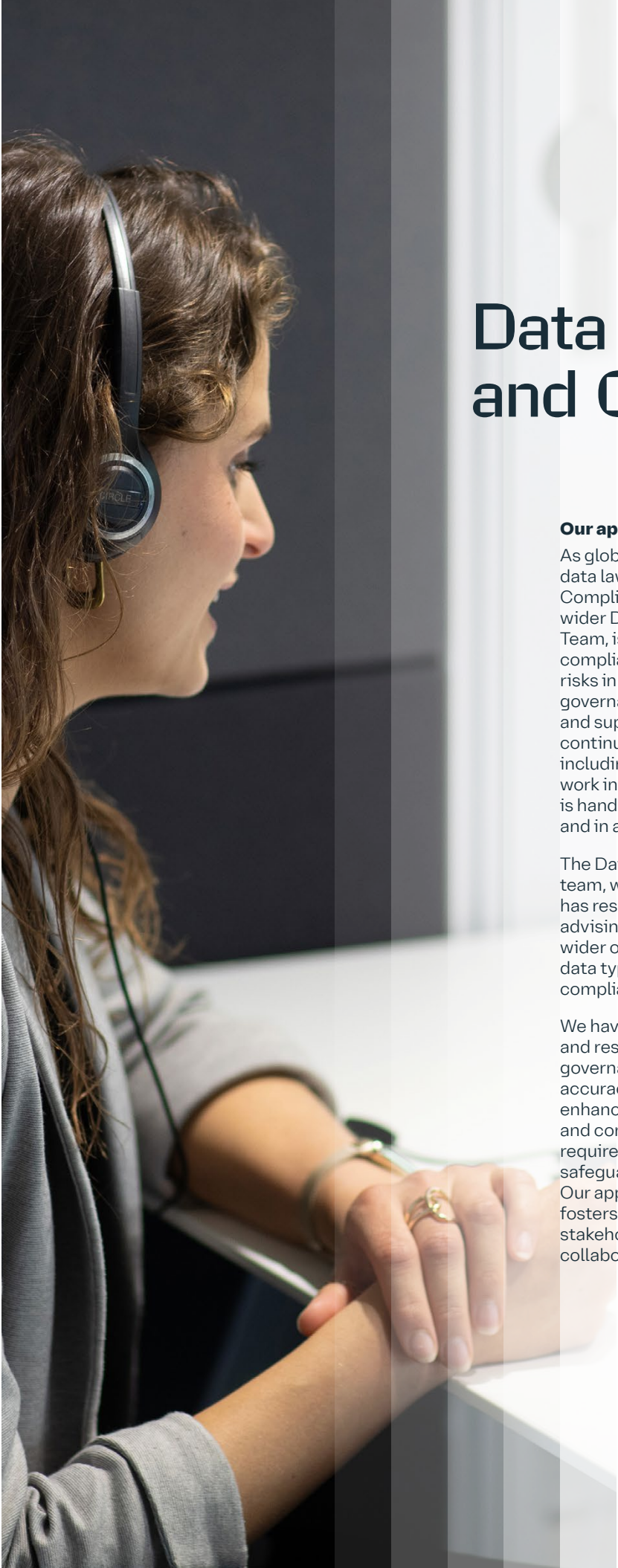
ISS  
ESG Corporate Rating  
*3rd Decile*

controls and reviews ESG disclosures prior to publication. The Audit and Risk Committee also reviews the results of assurance engagements.

### Assurance

As we continue to mature our ESG program, our goal is to obtain the appropriate level of assurance over our ESG disclosures. In 2023, Deloitte LLP was engaged to provide limited assurance over GHG related metrics, workforce, and Board of Directors diversity as well as health & safety related metrics for the current reporting year. The limited assurance report can be found on our website at [www.atkinsrealis.com](http://www.atkinsrealis.com).

Separately, our Internal Audit team was also engaged to provide limited assurance for various metrics related to revenues and backlog from sustainable projects, employee engagement survey results and ESG ratings from various rating agencies.



# Data Compliance and Cybersecurity

### Our approach to data compliance

As global data relationships evolve and data laws change, our dedicated Data Compliance Team, situated within the wider Data, Digital and Technology Team, is responsible for maintaining compliance and mitigating data-related risks in relation to data protection, data governance and ESG topics from clients and suppliers. We are committed to the continual improvement of a framework, including policies, procedures, and clear work instructions, that ensures that data is handled appropriately, consistently and in accordance with applicable law.

The Data, Digital and Technology team, within the Legal Function, has responsibility for assisting and advising the business to meet the wider obligations in relation to all data types, with a key focus on data compliance, privacy and governance.

We have defined policies, procedures, and responsibilities, so that data governance promotes consistency and accuracy in data management. This enhances decision-making processes and compliance with regulatory requirements, mitigates risks, and safeguards sensitive information. Our approach to data governance fosters transparency and trust among stakeholders, as well as facilitates collaboration across sectors and regions.

### Our approach to cybersecurity

The Company’s approach to cyber security is driven by the Board which receives, through the Safety, Project Oversight and Technology Committee, updates on our cyber security preparedness and potential threats. We have implemented a range of measures to protect against cyber threats, delivered by a dedicated team of cyber security experts who continuously monitor our systems and networks for vulnerabilities and potential threats. We also invest in the latest cyber security technologies and regularly update our systems and software to ensure that we are protected.

In addition to our technical measures, we also place a strong emphasis on cyber security awareness and training. We provide regular training and education to our employees to ensure that they are aware of the risks and know how to protect themselves and the organization against cyber threats. This also provides our employees with a vital 21st century life skill which they can apply outside of work as the threats which our employees face in their private lives are the same as those we face as an organization.

# Building trust through commitment for ethical excellence

Our strong commitment to doing business ethically and with integrity is one of our core values, and key to our performance.



It is fundamental to who we are and how we operate as an organization. For the third consecutive time we have been awarded Ethisphere’s Compliance Leader Verification<sup>64</sup>. Effective from 2023 to 2024, this recognition is conferred exclusively to companies with the best industry ethics and compliance program.

Our Integrity Program supports us in building a culture where all employees understand the “why” behind our Company’s approach to ethics and compliance.

### Risk Assessment

AtkinsRéalis completes a Compliance Risk Assessment every 18 months. The assessment helps us answer the question “What is our compliance risk?” and highlights where compliance risks may occur at AtkinsRéalis and their specific nature. The key risk indicators help select focus countries where the assessment needs to be performed in more depth. During the latest assessment, we worked with managers and executives at various levels of the organization with whom we conducted meaningful discussions, focused on understanding the types of misconduct that are most likely to occur in a line of business.

As we strive to remain at the forefront of emerging risks and respond to modern-day challenges effectively, we are also monitoring Transparency International Corruption Perception (TICP) Index score<sup>65</sup> of countries where we do business and report on the number of active projects and backlog of the 20 countries with the lowest scores<sup>66</sup>.

There were only two countries with low corruption perception scores with material activity in 2023. Ten projects located in Iraq associated with our Linxon joint venture, providing support in the Power Grids market to the International Free Company, and three projects in Azerbaijan, which are part of a longstanding framework agreement to provide master planning and roads design services to the Azerbaijan Development Company.

### 2023 occurrences of corruption<sup>67</sup>

0 incidents of corruption

0 incidents in which employees were dismissed or disciplined for corruption

0 incidents when contracts with business partners were terminated or not renewed due to violations related to corruption

0 public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases

### Active projects and backlog in countries with low corruption perception scores in 2023

18 Active projects in countries with the 20 lowest TICP score<sup>68</sup>

\$14.7M Total backlog in countries with the 20 lowest TICP score<sup>69</sup>

This figure is a disaggregation of total consolidated backlog and is considered to be a supplementary financial measure.

### 2023 Integrity Report

Our annual Integrity Report details 2023 accomplishments as well as data and descriptions of our approach and processes, including our Culture of Integrity, Tools and Controls, Training initiatives, and Reporting.

For more information on our Integrity Program, please visit:

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/documents/integrity-highlights-en.pdf>

For more information on our Integrity achievements, our Integrity Report is available at:

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/download-centre/en/report/integrity-annual-report-en.pdf>

# Unlocking success through effective risk management strategies

## Our approach to risk management

Risk management is a dynamic process, and our approach and framework are continually evolving in order to remain relevant and effective. While the Company considers that risk oversight is a responsibility of the full Board of Directors, each of the Board Committees is tasked with overseeing specific risks in these areas of responsibility related to their respective mandate. In 2023, expanded oversight was given to the Audit and Risk Committee as it adopted a broader mandate to oversee the Company's Enterprise Risk Management (ERM) framework, strategy, policies, and governance. In addition, the Safety, Project Oversight and Technology Committee is responsible for the overall framework for managing projects, technology, security and health, safety and environment arising from the Company's operations and businesses, and associated risks.

Our risk management governance framework includes policies and procedures for management of strategic, financial, compliance, operational and project risks. We have a structured approach to early risk assessment and review of opportunities, and a comprehensive set of risk management tools.

## Enterprise Risk Management

We manage a wide range of risks across our operations, business lines and functions. An extensive review of the Company's enterprise level risks is undertaken annually with key stakeholders, including individual risk owners, heads of function, business line management and the executive management team.

Risks are prioritized and response strategies agreed upon with the risk owners and key stakeholders. The stated baseline for monitoring and reporting efforts are set, subject to update, as part of quarterly reviews by the risk oversight function.

In 2021, the Company decided to exit riskier markets and ramp down the LSTK

business where the Company may take on disproportionate cost risk exposure.

In 2023, emphasis was put on ESG-related components of our enterprise risks. These include new and upcoming legislation and reporting obligations, growing investor interest and stakeholder scrutiny, and the necessity of continuously adapting the business to the effects of climate change.

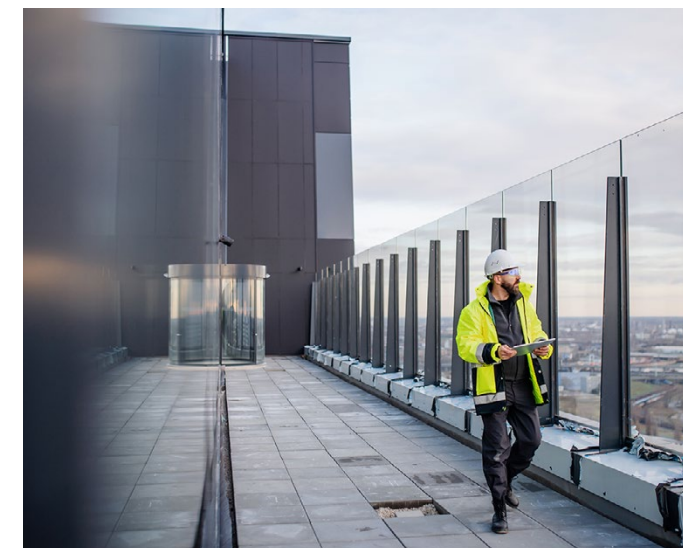
## Project Risk Management

Our risk management processes address the full project life cycle – from early risk assessment at the opportunity identification stage, to project reviews and approvals prior to bid submittal and risk management during the execution and delivery of our projects and mandates.

These processes work hand-in-hand with the Company's levels of authority policy and related procedures, which establishes the risk governance framework and risk tolerance of the organization. Our approach to project risk management involves:

- Understanding the context and environment associated with the project.
- Identifying, analyzing and evaluating potential risks.
- Developing and implementing mitigation plans for prioritized risks.
- Monitoring and reviewing mitigation efforts and analyzing associated impacts on risk exposure.
- Recording and reporting on risk behaviour, risk status and risk exposure.
- Closing out of risks upon project completion.

In addition to detailed project reviews up to executive level, independent project reviews are carried out on an ongoing basis by the business lines and the Risk and Project Oversight function to provide feedback and support to the project teams, as well as to independently assess performance and validate progress.



# Maximizing returns while ensuring compliance with our tax strategy

We believe that taxes have a pivotal role in supporting AtkinsRéalis' goals in environmental, sustainable, and social responsibilities.

Our Global Tax Strategy demonstrates our commitment to tax transparency by setting out the Group's approach to governance and tax risk management as applied within our business operations and can be found at:

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/documents/site-services/statutory-and-regulatory-disclosures/tax-strategy.pdf>

# References and notes



1

Organic revenue growth is a non-IFRS ratio comparing organic revenue, itself a non-IFRS financial measure, between two periods and does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this ratio, as well as a calculation of this ratio, are provided at Sections 4 and 13 of the Company's Annual MD&A, available on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com), which sections are incorporated by reference into this report. Please refer also to the note on non-IFRS financial measures and ratios, supplementary financial measures and non-financial information at the beginning of this report.

2

Includes employees in the reporting lines of the Chief Executive Officer of the Company (regular, occasional, temporary, contractual, full- or part-time, etc.), as well as consultants and loaned personnel, and excludes Linxon's workforce and individuals in the reporting lines of joint ventures not reporting to the Chief Executive Officer of the Company, even though the Company may have interests in those joint ventures.

3

Not taking into consideration the Scandinavian Engineering Services business divestiture.

4

<https://www.whitehouse.gov/briefing-room/statements-releases/2021/11/06/fact-sheet-the-bipartisan-infrastructure-deal/>

5

<https://www.infrastructure.gc.ca/transit-transport/index-eng.html>

6

World Meteorological Organization: <https://news.un.org/en/story/2024/01/1145457>

7

International Atomic Energy Agency: <https://www.iaea.org/newscenter/news/nuclear-power-finally-has-its-moment-at-un-climate-summit>

8

Not taking into consideration the Scandinavian Engineering Services business divestiture.

9

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/download-centre/en/report/tcfd-report-2022.pdf>

10

See pages 24-25 for details.

11

See pages 56-57 for details.

12

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/download-centre/en/policy/supplier-code-conduct-en.pdf>

13

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/download-centre/en/policy/human-rights-policy-en-2024.pdf>

14

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/documents/site-services/statutory-and-regulatory-disclosures/modern-slavery-statement-en.pdf>

15

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/download-centre/en/supporting-document/esg-our-focus-areas-en.pdf>

16

See pages 60-61 for details.

17

See page 59 for details.

18

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/documents/policies/code-of-conduct-en.pdf>

19

<https://clearviewconnects.com/#/>

20

See page 62-63 for details.

21

<https://www.atkinsrealis.com/en/about/our-leadership>

22

See page 70 for details.

23

Based on assumptions and management judgment, as of December 31, 2023.

24

Scope 1, 2 and categories 6 and 8 of scope 3.

25

Segment Adjusted EBITDA is a non-IFRS financial measure that does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this measure, as well as a reconciliation to the most directly comparable IFRS financial measure, are provided at Sections 4 and 13 of the Company's 2023 MD&A, available on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com), which sections are incorporated by reference into this report. Please refer also to the note on non-IFRS financial measures and ratios, supplementary financial measures and non-financial information at the beginning of this report.

26

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28

Backlog includes the full term of the Company's O&M signed long-term contracts, which can cover a period up to 40 years.

29

Segment Adjusted EBITDA is a non-IFRS financial measure that does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this measure, as well as a reconciliation to the most directly comparable IFRS financial measure, are provided at Sections 4 and 13 of the Company's 2023 MD&A, available on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com), which sections are incorporated by reference into this report. Please refer also to the note on non-IFRS financial measures and ratios, supplementary financial measures and non-financial information at the beginning of this report.

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31

Based on assumptions and management judgment, as of December 31, 2023.

32

UK Government: <https://www.gov.uk/government/news/new-steps-will-speed-up-sizewell-c-preparations>

33

Railway Association of Canada: <https://www.railcan.ca/publication/how-railways-can-be-part-of-canadas-climate-change-solution/>

34

<https://webarchive.nationalarchives.gov.uk/ukgwa/20110731011538/http://www.dft.gov.uk/news/press-releases/dft-press-20110301>

35

Reuters: <https://www.reuters.com/world/us/bidens-sweeping-infrastructure-social-spending-bills-finally-get-vote-2021-11-05/>

36

<https://www.atkinsrealis.com/en/projects/the-national-underground-asset-register>

37

A controlled site (office, Project, Operation) is where AtkinsRéalis has full and contractual HSE responsibility.

38

All incident frequencies, including the Total Environmental Incident Frequency, are calculated by adding all incidents considered in that category, multiplying the result by 200,000 hours and finally dividing it by the total number of hours worked.

39

AtkinsRéalis: <https://www.atkinsrealis.com/en/projects/bridgwater-tidal-barrier>

40

AtkinsRéalis: <https://www.atkinsrealis.com/en/projects/bridgwater-tidal-barrier>

41

AtkinsRéalis: <https://www.atkinsrealis.com/en/projects/three-runway-system-hkia>

42

14064-1: Organisational level quantification and reporting of greenhouse gas emissions

43

The divested entities comprising the Scandinavian Engineering Services business were Atkins Denmark A/S, Atkins Sverige AB, and Atkins Norge AS. More here: <https://www.atkinsrealis.com/en/media/press-releases/2023/31-08-2023>

44

Although the current process used in 2023 provides more complete and accurate data, since the process is new and there are some limitations in the data available to compute GHG emission metrics, the process of calculating our GHG emission metrics includes several assumptions, estimates and management judgement.

45

Regular employees include full time and part time employees, but excludes "temporary workforce", whether Contractual employees, Casual employees, Temporary agency workers, and Consultants. As of December 31, 2023, Regular employees represented more than 85% of our total workforce.

46

Employees included in this process: regular and contractual employees who are in the reporting lines of the President and Chief Executive Officer, including parental leaves and employees with over 3 months service prior to the survey launch. Exclusions: long-term leaves and employees and individuals in the reporting lines of joint ventures not reporting to the President and Chief Executive Officer, even though the Company may have interests in those joint ventures.

47

<https://www.linkedin.com/pulse/wef-2023-unpacking-addressing-major-global-challenges-ian-edwards/?trackingId=SPq3Pdc9SeKI0UkF6qPH2g%3D%3D>

48

Age was not available for 0.1% of regular employees as of December 31, 2023.

49

Proportion of women and breakdown by age groups include regular employees in the reporting lines of the Chief Executive Officer of the Company and exclude individuals in the reporting lines of joint ventures not reporting to the Chief Executive Officer of the Company, even though the Company may have interests in those joint ventures, as well as Linxon's workforce.

50

Managers & Senior Professionals include: managers, senior professionals, and project managers.

51

Senior Leaders comprise members of the Executive Committee and other executives (such as senior vice presidents and vice-presidents), and senior project managers.

52

As of December 31, 2023. The Company has set a 30% target for women on the Board of Directors.

53

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/download-centre/en/brochure/indigenous-rap-brochure-2014.pdf>

54

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/download-centre/en/policy/commitment-to-indigenous-people.pdf>

55

Percentages of women are calculated using the formula: Number of women / (Number of women + Number of men). As of December 31, 2023, 0.1% of regular employees had not declared their gender.

56

Managers & Senior Professionals include: managers, senior professionals, and project managers.

57

Senior Leaders comprise members of the Executive Committee and other executives (such as senior vice presidents and vice-presidents), and senior project managers.

58

Comprising of over 45 members of the senior leadership team.

59

A controlled site (office, project, Operation) is where AtkinsRéalis has full and contractual HSE responsibilities.

60

All incident frequencies are calculated by adding all incidents considered in that category, multiplying the result by 200,000 hours and finally dividing it by the total number of hours worked.

61

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/download-centre/en/policy/human-rights-policy-en-2024.pdf>

62

<https://www.atkinsrealis.com/-/media/Files/A/atkinsrealis/download-centre/en/policy/human-rights-policy-en-2024.pdf>

63

As of December 31, 2023.

64

Etisphere: <https://ethisphere.com/ethisphere-recognizes-snc-lavalin-with-compliance-leader-verification/>

65

Through 2023, the available TICP index was that of 2022, which can be accessed on the organization's website at: <https://www.transparency.org/en/cpi/2022>. For the purposes of this assessment, the countries considered are the countries where the building or structure will be erected, without regard to the countries where the workers assigned to the project are based.

66

As per the SASB definition, the scope of the disclosure is limited to buildings and infrastructure projects in which the Company provided engineering, architecture, design, construction, installation, planning, consulting, repair or maintenance services, or other similar services.

67

Incidents of corruption are defined as incident of corruption that has been found to be substantiated, not including incidents of corruption that are still under investigation in the reporting period, and is aligned with the GRI standard.

68

The TICP index can be accessed on the organization's website at: <https://www.transparency.org/en/cpi/2022>. For the purposes of this assessment, the countries considered are the countries where the building or structure will be erected, without regard to the countries where the workers assigned to the project are based.

69

Backlog is defined as the value of the remaining Legally Enforceable obligation/revenue that is expected to be realized from work to be performed on contracts with customers.

71

National Instrument 52-112 Non-GAAP and Other Financial Measures Disclosure ("NI 52-112") defines a "total of segments measure" as a financial measure disclosed by an issuer that is a subtotal or total of two or more reportable segments of an entity, is not a component of a line item disclosed in the primary financial statements of the entity, is disclosed in the notes to the financial statements of the entity, and is not disclosed in the primary financial statements of the entity. Revenue and Backlog for AtkinsRéalis Services as well as combined revenue of Capital, Operations and Maintenance, Linxon and LSTK Projects are total of segments measures, as defined in NI 52-112. Further details, including calculations and reconciliations to the most directly comparable IFRS financial measure, are provided at Sections 4 and 5 of the Company's Annual MD&A, available on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com), which sections are incorporated by reference into this report.

\*

Includes employees in the reporting lines of the Chief Executive Officer of the Company (regular, occasional, temporary, contractual, full- or part-time, etc.), as well as consultants and loaned personnel, and excludes Linxon's workforce and individuals in the reporting lines of joint ventures not reporting to the Chief Executive Officer of the Company, even though the Company may have interests in those joint ventures.

Dubai Opera House  
Dubai, United Arab Emirates



Caution Regarding Forward-Looking Statements

Statements made in this report that describe the Company’s or management’s estimates, expectations, forecasts, objectives, predictions, projections of the future or strategies may be “forward-looking statements”, which can be identified by the use of the conditional or forward-looking terminology such as “aims”, “anticipates”, “assumes”, “believes”, “estimates”, “expects”, “forecasts”, “goal”, “intends”, “likely”, “may”, “objective”, “outlook”, “plans”, “projects”, “should”, “synergies”, “target”, “vision”, “will”, or the negative thereof or other variations thereon. Forward-looking statements include any statement that do not refer to historical facts.

Forward-looking statements include statements relating to the Company’s future economic performance and financial condition, as well as the Company’s stated objectives, priorities, strategies, sustainability and equality, diversity and inclusion (“ED&I”) commitments, objectives and targets as well as actions that may be undertaken by or on behalf of the Company to achieve such commitments or targets (including with respect to the Company’s emissions reduction forecast and targets, achieving Net Zero carbon emissions from corporate activities by 2030 and the Company’s diversity targets which include increasing the proportion of women in leadership to 25% by 2025, and across the organization as a whole to 33% by 2025, with a commitment from the board of directors to maintain at least 30% representation by women), and the Company’s commitment to deliver transparent disclosure and reporting on environmental, social and governance (“ESG”) matters. All such forward-looking statements are made pursuant to the “safe-harbour” provisions of applicable Canadian securities laws.

The Company cautions that, by their nature, forward-looking statements involve risks and uncertainties, and that its actual actions and/or results could differ materially from those expressed or implied in such forward-looking statements, or could affect the extent to which a particular projection materializes.

Forward-looking statements are presented for the purpose of assisting investors and others in understanding certain key elements of the Company’s current objectives, strategic priorities, expectations and plans, including with respect to sustainability and ED&I and in obtaining a better understanding of the Company’s business and anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes.

Forward-looking statements made in this report are based

on a number of assumptions believed by the Company to be reasonable on the date hereof.

The Company’s sustainability commitments, targets and actions are based on the Company’s current strategic plan, geographic footprint, mix of lines of business and overall size and scope of operations as well as a number of assumptions, including, without limitation, the following material assumptions: the Company’s ability to develop and implement various corporate and business initiatives, including new procedures, policies and targets, to decarbonize current infrastructure and foster a new culture of low carbon behavioural change and choices across the Company’s workforce; the Company not undertaking or pursuing any new corporate or business initiatives, business acquisitions, investments, joint ventures or technologies that would materially increase the Company’s anticipated levels of greenhouse gas (“GHG”) emissions; future earnings and the Company continuing to have a solid or adequate financial position that can support or justify such commitments, targets and actions; the availability of comprehensive and high-quality GHG emissions and other third party data, including data-driven solutions to decarbonize the built environment; the ability of the Company to develop and maintain indicators to effectively monitor its advancements; projections with respect to renewable electricity generation and the built environment; there being no negative impact on the calculation of the Company’s GHG emissions from refinements in or modifications to international standards or the methodology the Company uses for the calculation of such GHG emissions or from the control framework that the Company puts in place in relations thereto; sufficient collaboration with, and active and continued participation of stakeholders (including the employees, clients, suppliers, partners in joint ventures and other main agents of the Company and the communities in which it is present), including by reducing their own GHG emissions; the ability of the Company to purchase sufficient credible carbon credits and renewable energy certificates to offset or further reduce GHG emissions, if and when required; the development and deployment of new technologies and sustainable products; the ability of the Company to identify climate-related opportunities as well as assess and manage climate-related risks; the general economic environment and financial market conditions in countries where the Company operates; geopolitical and sociopolitical uncertainty; and changes made to regulations that may affect the Company’s business and the development of

ESG requirement regulations. The Company’s ED&I commitments, targets and actions are based on a number of assumptions, including, without limitation, the following material assumptions: the Company’s ability to leverage ED&I partnerships and recruitment agencies to help identify qualified diverse talent for vacant positions, including in leadership positions and on the Company’s board of directors and with the requisite skill-set or expertise for the Company; sufficient diverse labour market availability; the implementation of corporate and business initiatives to increase awareness, education and engagement in support of the Company’s ED&I targets; and the ability of candidates, employees and directors to self-identify to enable a diverse representation of qualified candidates.

Other assumptions are also set out throughout the Company’s 2023 Management’s Discussion and Analysis dated February 29, 2024 (the “2023 MD&A”) as updated in the first quarter 2024 Management’s Discussion and Analysis filed with the securities regulatory authorities in Canada, available on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com) or on the Company’s website at [www.atkinsrealis.com](http://www.atkinsrealis.com) under the “Investors” section (particularly in the sections entitled “Critical Accounting Judgements and Key Sources of Estimation Uncertainty” and “How We Analyze and Report Our Results”). If these assumptions are inaccurate, the Company’s actual results could differ materially from those expressed or implied in such forward-looking statements.

In addition, important risk factors could cause the Company’s assumptions and estimates to be inaccurate and actual results or events to differ materially from those expressed in or implied by these forward-looking statements. For more information on risks and uncertainties that could cause the Company’s actual results to differ from current expectations, please refer to the sections “Risks and Uncertainties”, “How We Analyze and Report Our Results” and “Critical Accounting Judgments and Key Sources of Estimation Uncertainty” in the Company’s 2023 MD&A as updated in the first quarter 2024 Management’s Discussion and Analysis. The Company cautions that the foregoing such risk factors is not exhaustive. The Company may, from time to time, make oral forward-looking statements.

The Company advises that the above paragraphs and the risk factors described in the 2023 MD&A as updated in the first quarter 2024 Management’s Discussion and Analysis and in the Company’s other

documents filed with the securities regulatory authorities in Canada should be read for a description of certain factors that could cause the actual results of the Company to differ materially from those in the oral forward-looking statements.

The forward-looking statements herein reflect the Company’s expectations as at the date hereof, and they are subject to change after this date.

The Company does not undertake to update publicly or to revise any written or oral forward-looking information or statements whether as a result of new information, future events or otherwise, unless required by applicable legislation or regulation.

The forward-looking information and statements contained herein are expressly qualified in their entirety by this cautionary statement.



**AtkinsRéal**



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