

Our vision for a sustainable society

2022 ESG REPORT



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 1st, 2022 to December 31st, 2022. All the information presented herein is the responsibility of management and was approved by the Board of Directors. This report has been prepared by management in accordance with the "GRI Standards: Core Option" and inspired by the UN's Sustainable Development Goals (SDGs).

This ESG 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.

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).

Copyright © 2023, AtkinsRéalis Canada Inc.. All rights reserved. TM are trademarks of SNC-Lavalin Group Inc. or its subsidiaries.

© CANDU is a registered trademark of Atomic Energy of Canada Limited, used under exclusive license by Candu Energy Inc., a subsidiary of AtkinsRéalis.

© Great Place to Work is a registered trademark of the Great Place to Work® Institute, Inc.

OUR REPORTING SUITE

[Annual report](#)

[ESG report](#)

[GRI Index](#)

[Climate Change report](#)

[Global Tax Strategy](#)

[Integrity report](#)

[Lobbying report](#)

[Climate-related
Financial Disclosure](#)

CONTENTS

About this report	2	03-Governance principles	29	06-Operational Performance	55	Appendix A	79
Our reporting suite	3	A rigorous framework	30	Energy usage and greenhouse gas emissions	56	Forward Looking / Cautionary Statements	80
01-Introduction	5	Joining the climate change battle on all fronts	31	Employee engagement	59	Appendix B	
Letter from the Chair of the Board	6	ESG at Board Level	32	Equality, diversity & inclusion	62	<u>GRI Index</u>	
Message from our President and CEO	8	Our approach to integrity	33	07-Positive Leadership	65	Appendix C	
Purpose, vision and values	10	Our approach to risk management	35	Managing impacts of projects	66	<u>Stakeholders Capitalism Metrics</u>	
ESG highlights	11	Our approach to global security	36	Business mix addressing climate change	70	Appendix D	
Results at a glance	18	Our approach to data compliance	37	08-United Nations Sustainable Development Goals	74	<u>SASB – Sustainability Disclosures</u>	
Celebrating our achievements	20	Our approach to tax	38	Introduction to the UN's SDG	75	Appendix E	
02-Organizational profile	23	Health, safety & environment management systems	39	Our priority goals	76	<u>Independent Practitioner's Assurance Report</u>	
Our markets and services	24	04-Materiality Assessment	40	UN goals where we can have a higher impact	77		
Our employees	25	Materiality assessment process	41				
Revenues	26	05-Living our values	44				
Sustainable projects portfolio	27	Integrity	45				
		Health and safety	50				
		Digital transformation	53				

1 INTRODUCTION

Letter from the Chair of the Board

Dear Stakeholders,

Welcome to AtkinsRéalis' 2022 ESG Report. On behalf of the Board, I am pleased to recognize and celebrate another year of important action and progress against our broad ESG agenda.

BILL YOUNG
Chair of the Board





2022 was a challenging year for the world in many respects. We faced heightened geopolitical uncertainty and complexity, leading to supply chain disruptions, high inflation and labour shortages. In navigating the impact of these global forces, we remained focused on our purpose to engineer a better future for our planet and its people.

The Company has delivered continued progress in regard to ESG this year. We commissioned a comprehensive materiality assessment to realign our ESG priorities with our vision and purpose. The materiality assessment looked at different ESG topics, representing the issues that are most material to our activities as an organization and across our projects. The results were reviewed by the Governance, Ethics and Sustainability Committee to develop a basis for internal and external communications going forward.

In addition to executive compensation, which was already tied to integrity, HSE, sustainability and equality, diversity & inclusion (ED&I) performance metrics, the Board supported adding another layer of incentive to advance our ESG agenda. We have extended our corporate credit facilities, reducing borrowing costs contingent upon the achievement of certain ESG targets, namely reducing greenhouse gas emissions and increasing gender diversity in managerial and senior professional roles.

Concerning ED&I, we are implementing a robust global program which cascades into supporting local action plans to maintain and create a more representative and inclusive culture for all our employees. The Board notes the progress achieved this year across all categories. With our 2025 gender diversity targets – to have at least 33% representation by women across the Company and at least 25% among managers and senior professionals – front of mind, we are pleased with the progress achieved this year across all categories, particularly at the executive leadership level.

Looking ahead, we will continue to encourage and closely monitor progress. The Board is highly engaged on ESG matters and committed to delivering a better future for our planet and its people.

We've been pleased to see progress on our integrity journey and towards our ED&I and carbon targets, as well as delivering with our clients through our Engineering Net Zero work.

Message from our President and CEO

Faced with global challenges,
2022 was a year in which AtkinsRéalis
demonstrated its ability to deliver
on strategic ESG plans even under
the most trying circumstances.

IAN L. EDWARDS
President and CEO



Our “Pivoting to Growth” strategy is central to our ambition to transform into a fully integrated global professional services and project management firm.

Through this strategy, which is anchored in our corporate purpose of engineering a better future for our planet and its people, we continue to demonstrate that we are uniquely well-positioned to provide engineering solutions for the key sustainability challenges and opportunities of our time.

Approximately half of AtkinsRéalis’ total revenues in 2022 were derived from projects contributing to a sustainable future and carbon free economy. Whether it’s decarbonizing aging buildings, or transitioning to clean energy including nuclear power, we are helping clients and countries to deliver on their carbon net zero and sustainability priorities.

Important new project wins in the year saw us add to a growing roster of projects with the UK Government focused on achieving its net zero commitments.

In early 2023, we signed an agreement to develop North America’s first Small Modular Reactor and support in the development of a cutting-edge nuclear research facility outside Ottawa. We are also collaborating with MBC Group to deliver climate recovery and loss prevention solutions.

Alongside these projects, we were proud to join groups and campaigns committed to advancing equality, diversity & inclusion, and Indigenous advancement and prosperity.

In 2022, we took a number of measures to enhance accountability and introduce rigour to our ESG processes, including linking ESG targets to employees participating in the Annual Incentive Plan (AIP), incorporating a sustainability-linked loan framework into our credit facilities, and committing to the Science-Based Targets Initiative, which sets emissions reduction targets in line with the United Nations’ Paris Agreement.

Having demonstrated our ability to deliver as a leader of engineered solutions for achieving carbon net zero and building sustainable infrastructure, I am excited about the global transformation we can contribute to over the coming years.

We have delivered across a range of areas, from project wins, to expanding our global talent by nearly 3,000 employees and making progress towards our gender diversity targets.



PURPOSE, VISION AND VALUES

OUR PURPOSE

Engineering a better future for our planet and its people.

OUR VISION

We create sustainable solutions that connect people, data and technology to design, deliver and operate the most complex projects.

OUR VALUES

Safety

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

Integrity

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

Collaboration

We work together and embrace each other's unique contribution to delivering amazing results for all.

Innovation

We redefine engineering by thinking boldly, proudly and differently.



ESG HIGHLIGHTS

Environmental

Social

Governance and Strategy

Project wins

Thought leadership

Environmental

- In 2022, according to management's estimation, approximately half of AtkinsRéalis' total revenues were derived from projects contributing to a sustainable future and carbon-free economy.
- Collaborating with MBC Group to deliver climate recovery and loss prevention solutions to bolster the resiliency of buildings and infrastructure against, and recovery in the aftermath of, the effects of climate change and extreme weather events.
- Joined a 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.



Social

- Joined the Global Parity Alliance, a cross-industry group committed to advancing Equality, Diversity, and Inclusion (ED&I) and highlighting Lighthouse initiatives that showcase significant, scalable, quantifiable and sustained ED&I impact from organizations who are shaping prosperous, resilient and equitable economies and societies.
- Announced the launch of Indigenous E3, a special purpose limited partnership formed between AtkinsRéalis and Indigenous Community and Engagement, to identify and deliver projects that support Indigenous advancement and long-term prosperity.
- Contributed \$50,000 to the Canadian Red Cross' Ukraine Humanitarian Crisis Appeal.



Governance and Strategy

- The Board of Directors welcomed two new Directors in 2022: Baroness Ruby McGregor-Smith CBE and Mr. Robert Paré.
- Made progress towards 2025 gender diversity by achieving 36% * female membership on the Board of Directors.
- Incorporated sustainability-linked metrics as part of a new credit facility, reducing our borrowing costs contingent upon the achievement of ESG targets linked to reducing greenhouse gas emissions by 60% by 2025 and achieving 25% of women representation in managerial and senior professional roles by 2025.
- Conducted a materiality assessment and realigned the Company's ESG priorities with its new purpose: "Engineering a better future for our planet and its people".
- Committed to the Science Based Targets Initiative (SBTi). The SBTi drives ambitious climate action with over 2,000 companies globally, to set science-based emissions reduction targets in line with the targets of the Paris Agreement.
- Strengthened ESG links within employee compensation by adding ED&I targets.
- Expanded ESG links within employee compensation to include Integrity, Health and Safety, ED&I and Sustainability measures constituting 10% of the AIP for all participants.
- Publication of the Global Tax Strategy on the external website, setting out our approach to tax risk management and governance, attitude to tax planning and our approach in dealing with Tax Authorities throughout the world.
- Announced a strategic partnership with Moltex Energy Canada to advance the development and deployment of next-generation Small Modular Reactor (SMR) nuclear technology in Canada, including efforts to license and construct a first-of-a-kind waste burning SMR in the province of New Brunswick.

* As of December 31st, 2022. At publication date of this Report, after the departure of one member, there are now ten Board members, three of them women, and this figure stands at 30%.



Project wins

- Undertook pre-project work to extend life of CANDU® reactors producing clean energy at Qinshan Nuclear Generating Station as well as to conduct design and engineering services for the Unit 1 CANDU® reactor at the Cernavoda Nuclear Generating Station in Romania.
- Awarded three new contracts by the UK Atomic Energy Authority to continue work on Spherical Tokamak for Energy Production (STEP), a flagship program to design and build a commercial-scale fusion energy plant. STEP is attempting to be the world's first commercial fusion power station, with an aim to produce a concept design by 2024, leading to a prototype plant in the UK, targeting completion by 2040.



- Appointed as engineering supplier by Rolls-Royce SMR Ltd as it enters a new phase of its pioneering program. Rolls-Royce SMR is developing low-cost, low-carbon nuclear Small Modular Reactor (SMR) plants that could play a significant role in domestic and international decarbonization targets, with plans to have the first UK plant operational by the early 2030s.
- Selected by the UK Government Department of Business, Energy and Industrial Strategy (BEIS) to develop industrial decarbonization roadmaps for sites across the UK as part of the “Industry of Future Programme”. As Engineering Delivery Partner, we will work with up to 16 industrial sites to develop roadmaps to accelerate their progress towards net zero emissions.
- Chosen by Bruce Power to provide design and engineering services for fuel channel installation tooling at Unit 3 of Bruce Nuclear Generating Station in Ontario and by GE Steam Power Canada (GE) for turbine generator refurbishment work on Units 1, 2, and 4 at Ontario Power Generation’s Darlington Nuclear Generating Station, both located in Canada.
- Awarded an Owners Engineering mandate from Transmission Developers Inc. for the Champlain Hudson Power Express project, a high voltage direct transmission line that will be deployed from Canada to the United States. The project is planned to reduce GHG emissions by 37 million metric tonnes through New York State, the equivalent of taking over half a million cars off the road.
- Provided consulting and advisory services for the U.S. Federal Emergency Management Agency’s (FEMA) first-ever building codes strategy. The strategy defines the goals and objectives FEMA will use to create a more resilient nation through superior building performance.
- Awarded a series of three contracts with the Société québécoise des infrastructures (Quebec Infrastructure Corporation), to strengthen hospital infrastructure at sites across Quebec, Canada. Major expansion and redevelopment work will take place at the Hospital of Chicoutimi, Sept-Îles Hospital, and the Charles Le Moyne Hospital. AtkinsRéalis will also be supporting efforts to achieve LEED building certifications, in recognition of portfolio decarbonization at the three sites.
- Appointed to help develop the UK Government’s third Road Investment Strategy which runs from 2025 to 2030. AtkinsRéalis, alongside joint venture partners Jacobs and supported by PWC, will develop business and delivery plans, setting out the case for multi-billion-dollar investment across England. The recommendations will look to improve road safety, capacity, quality and user experience, while also delivering net zero road maintenance and construction by 2040.
- Awarded contract to support Abu Dhabi National Energy Company to cut the carbon footprint of its offshore UAE operations by 30%.
- Awarded a US contract to provide engineering services enhancing North Carolina’s preparedness and resiliency against water-related hazards.

Thought leadership

- Released Engineering Net Zero— Is Canada On Track To Meet Its 2030 Targets?, a comprehensive analysis of Canada's ability to meet its interim target of cutting greenhouse gas (GHG) emissions by 40-45% by 2030, when compared to 2005 levels. It follows the publication of Engineering Net Zero (Canada) in 2021, a blueprint of how Canada can achieve net zero emissions by 2050.
- Published How has the infrastructure sector fallen so far behind?, a report in which AtkinsRéalis discloses the results of a survey of senior infrastructure sector professionals from Europe and North America, using both qualitative and quantitative research to uncover how well the sector felt it was coping with challenges such as the need to boost productivity and efforts to hit net zero.
- The UK Government is the first economy to have entered a legally binding target to reach net zero emissions by 2050, while aiming to fully decarbonize the UK's energy system by 2035. As evidenced in our Build Rate Graph, published in June 2022, this will require an unprecedented increase in new electricity generation built each year.
- In Digital in Nuclear: Our Vision for 2035, we sought to show how digital tools have the potential to transform nuclear. But more importantly, we have highlighted how digital can tackle the two main issues that threaten the nuclear industry at present – security of supply and the skills gap.
- To help Germany and the Gulf Cooperation Council (GCC) nations to achieve their net zero targets, we launched the "Engineering Net Zero GERMANY" and "Engineering Net Zero in the GCC" reports that outline challenges, opportunities, and key recommendations to decarbonize the energy, built environment, and transport sectors in the region.





RESULTS AT A GLANCE

Greenhouse Gas emissions (scope 1&2)	-74 KILOTONNES of CO ₂ e, a -87% reduction compared to our 2019 baseline
TCFD Implementation	Developed 1.5 and 4 °C global warming scenarios (disclosed in TCFD Report)
Proportion of revenues from projects contributing to a sustainable future and carbon free economy	Approximately half of revenues generated by sustainable projects
Employee engagement - Survey	84% employee engagement score
Training provided	All of our 33,000+ employees received at least one training session during the year. In class and webinar sessions were delivered to over 25,415 staff, and a further 468,309 online or elearning modules were delivered, totalling almost 250,000 hours of training provided

Pay Equality	Publish a yearly Gender Gap Report (UK only)
Risks for child, forced and compulsory labor	Publish a yearly Supplier Code of Conduct
Health and Safety (All employees and contractors on controlled sites combined)	
0.10 TRIF (Total Recordable Incident Frequency)	0.026 LTIF (Lost Time Incident Frequency)
37 recordable cases	70M+ hours worked ¹

¹ According to management estimates

Diversity and inclusion¹

31.1%

women in total workforce

22.1%

women in Managers & Senior Professionals

22.4%

women in Executives

7,811

new hires in 2022, 31.2% of them women

Indigenous suppliers' champion

Became an Aboriginal Procurement Champion in partnership with the CCAB (Canadian Council for Aboriginal Business)

Governance body composition

Until May 2023, AtkinsRéalis' Board was composed of 10 independent members and 1 executive member (President and CEO)

Material issues impacting stakeholders

Latest materiality assessment performed in 2022

Anticorruption

135+

integrity ambassadors
Approximately 31,000 employees completed the Code of Conduct training

Protected ethics advice and reporting mechanism

Whistleblower and anonymous reporting line mechanism in place

Integrity Program Certification

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

Value distributed in \$ CA²:

Direct costs of activities

7,135,919,000

Employee remuneration

3,573,755,000

Income Taxes paid

77,451,000

Dividends paid to shareholders

14,044,000

Approved Sponsorships and Donations

4,008,116

¹ Women to men ratios do not include Linxon or joint ventures.

² The following amounts are disclosed in the Company's 2022 annual audited consolidated financial statements, except the amount associated to Approved Sponsorship and Donations.

CELEBRATING OUR ACHIEVEMENTS

A culture of integrity

The Ethisphere Institute awarded AtkinsRéalis with the coveted Compliance Leader Verification for 2023-2024, extending two previous recognitions for 2019-2020 and 2021-2022.

Decarbonomics™ application

Winners of the prestigious award organized by the Society of Digital Engineers which is a specialist society by the Chartered Institute of Building Services Engineers. We won the 'Best Process and its Application' and the 'Digital Champion' categories.

Travel for All

Our Travel for All project has won the Inclusive Mobility category at the ITS (UK) Awards 2022. The Travel for All project is an innovative approach to journey planning where volunteers support older individuals who may struggle to access public transport in Hampshire.

Caring Company

The AtkinsRéalis team in Hong Kong were proud to be awarded the prestigious Caring Company award for the 14th consecutive year. The accolade was awarded by the Hong Kong Council of Social Service (HKCSS), a federation of over 450 non-government social service agencies of Hong Kong.

Great place to work

Two of our offices, in India and Brazil, were certified by the Great Place to Work® (GPTW) Institute. GPTW validates a company's organizational culture to determine whether its employees consider it a consistently good place to work. The GPTW has also accredited our office in India as a Workplace with Inclusive Practices.

Top women in mining

Maria de Lourdes Bahia, AtkinsRéalis Mining & Metallurgy Vice-President, Brazil, has been recognized by Women in Mining UK as a successful selectee for 100 Global Inspirational Women in Mining.

Safety Week 2022

Organized our biggest and most successful Safety Week, with over 300 events taking place around the world. The theme "Changing Conversations" took us one step closer to having a psychologically safe workplace culture by allowing us to get to know our colleagues better, learning how to have the courage to speak up, and making the space for others to be heard, all in a collective movement to help foster a healthy work environment.

SOS Children's Villages

Our team in Romania took part in a volunteering action day with SOS Children's Villages in Bucharest, by cleaning the playground area and moving children's furniture.

SOS Children's Villages is a non-governmental organization with the mission to offer a family to children who have run out of parental care and to support and protect those who are at risk of losing it.

Ride On!

AtkinsRéalis is a Gold sponsor of the Gran Fondo Lake Huron event. Presented by Bruce Power & Suppliers, this is a fundraiser for a local hospital in Saugeen Shores – a municipality northwest of Toronto. In total, the event raised just over \$400,000, 100% of which went directly toward a CT scanner fundraising goal.

Winter donations

AtkinsRéalis Brazil delivered blankets and winter clothes to residents of the Capitão Eduardo neighbourhood, in Belo Horizonte. The donations benefited dozens of families to support them during the harsh season.

This was the first campaign carried out by AtkinsRéalis Brazil Volunteering Committee, whose main objective is to structure volunteer actions involving employees and the community.

Biggest Morning Tea

AtkinsRéalis' Sydney office hosted and celebrated the Australian Cancer Council's 'Biggest Morning Tea' event to raise funds and support the work of the Cancer Council. Our employees enjoyed a vast selection of nibbles and catching up with one another in our new office space. The idea was to raise money for the Cancer Council and to encourage the team to bring in a plate of traditional food.

Fall cleaning

AtkinsRéalis' head office Corporate Real Estate & Workplace Services team organized an environmental cleaning activity through a partnership with 'Mission 1000 Tonnes', an organization dedicated to protecting marine and aquatic ecosystems.

17 members of the team gathered at Dieppe Park in Montréal, Québec, Canada for three hours to clean the shores of the Saint-Lawrence River and collected 532 kg of waste.

RATINGS

As part of our commitment to measuring our performance and reporting with transparency, we engage with external agencies to rate our progress and identify areas for improvement.

AA

MSCI
ESG Rating

27.0

/ Medium risk
Sustainalytics
ESG Risk Rating

SILVER

EcoVadis
Scorecard

C

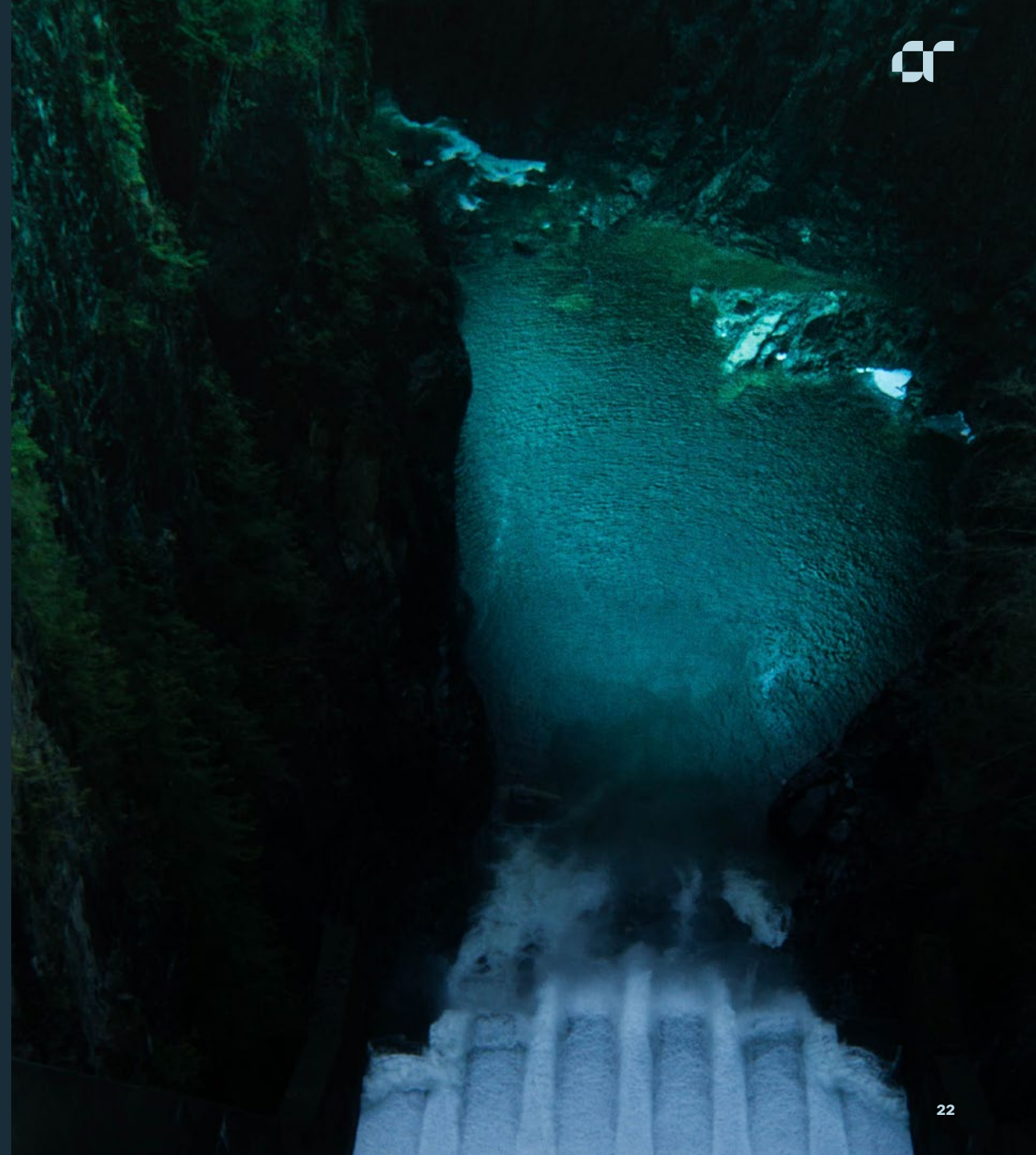
2022 CDP
Climate Change
Report score

A-

Refinitiv
ESG Combined score

C

ISS ESG Corporate
Rating 3rd Decile



2

ORGANIZATIONAL PROFILE

OUR MARKETS AND SERVICES

From designing end-to-end project solutions to pioneering new technologies and ways of working, we generate the knowledge, the ingenuity and the drive to meet so many of today's most pressing challenges – population growth, transportation, and climate change.



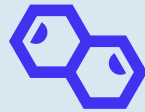
**Buildings
& Places**



Defence



Industrial



**Minerals
& Metals**



Nuclear



**Power
& Renewables**



Transportation



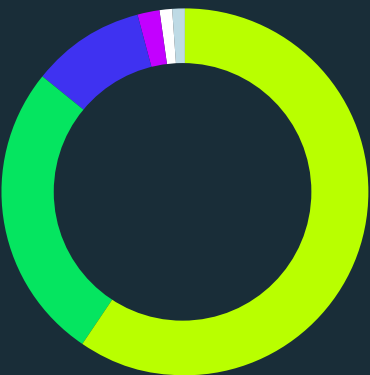
Water

[Find out more →](#)



OUR EMPLOYEES*

Employees per contract types and gender¹



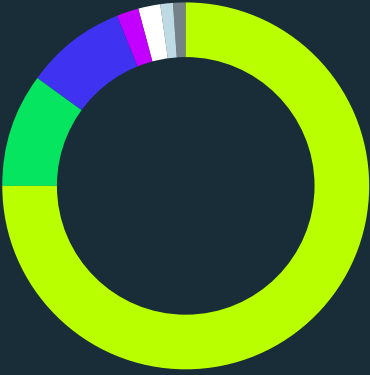
Regular Employees

- 26% Women
- 59% Men
- 1% Undeclared Gender

Temporary Workforce

- 2% Women
- 10% Men
- 1% Undeclared Gender

Percentage of employees per segment



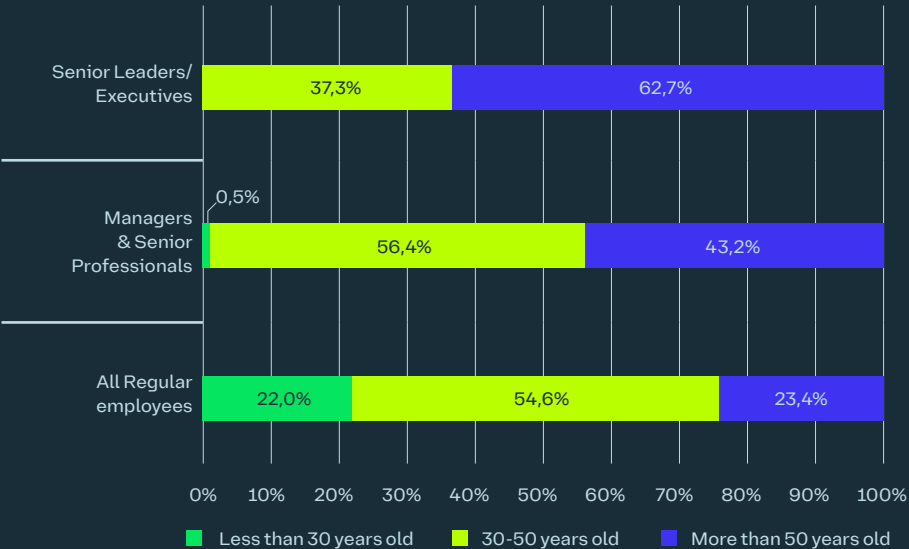
- 75% Engineering services
- 10% Corporate functions
- 9% Nuclear
- 2% O&M
- 2% Linxon
- 1% Capital
- 1% LSTK projects

Percentage of employees per region



- 39% UK & Europe
- 38% Americas
- 9% Middle East & Africa
- 14% Asia-Pacific

Percentage of employees per age groups



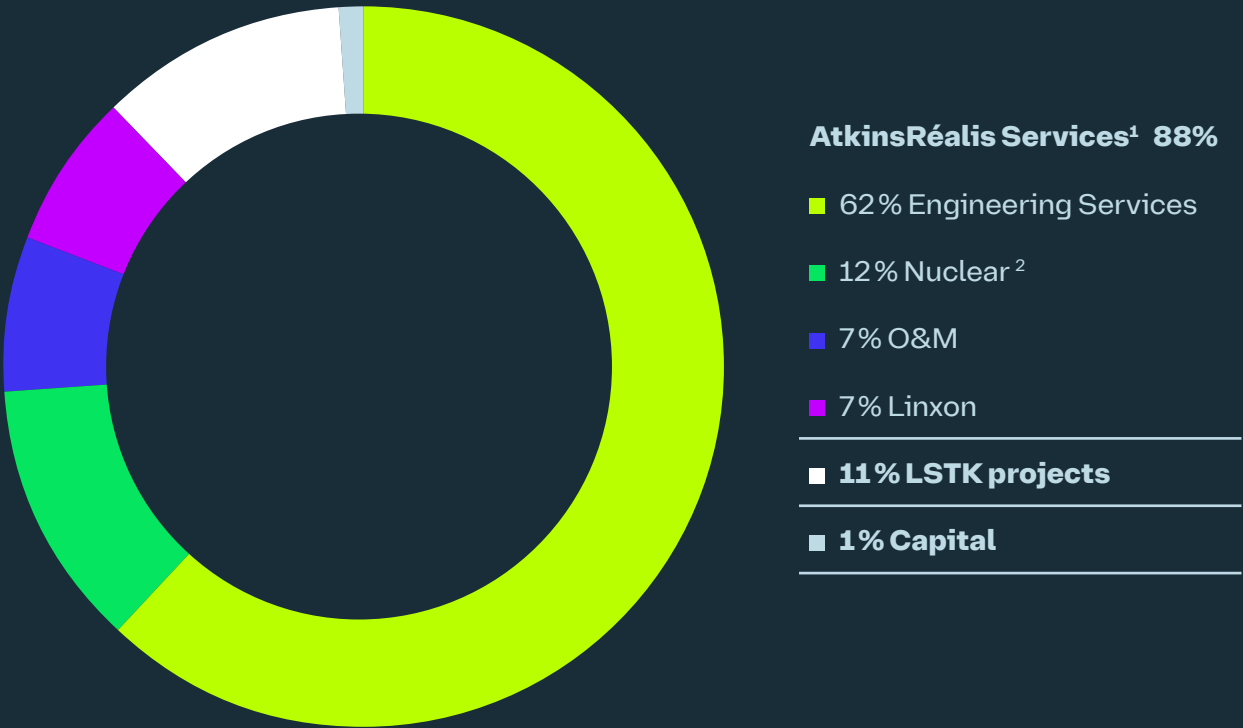
¹ Based on voluntarily disclosed gender by employees. A small proportion of employees do not wish to disclose such information

* Women to men ratios do not include Linxon or joint ventures



REVENUES

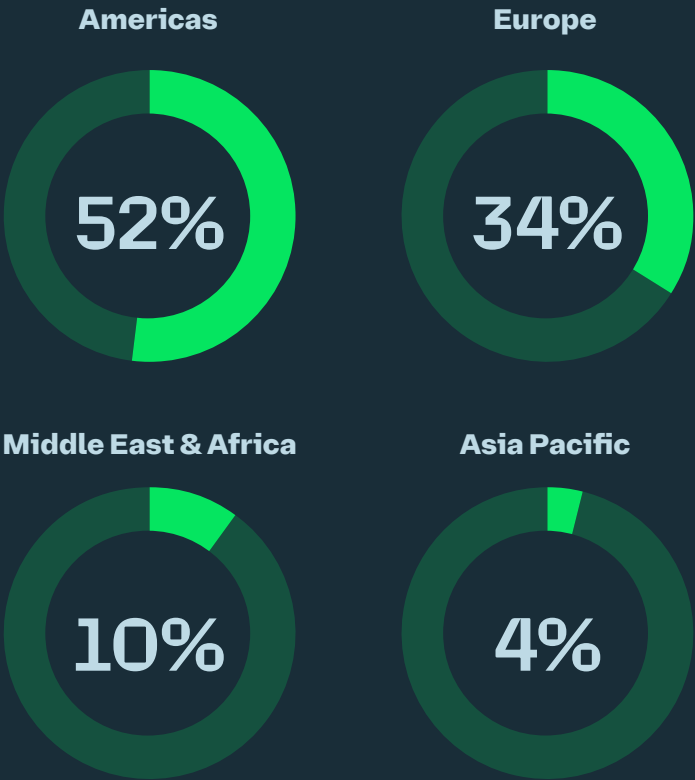
2022 Revenues by Segment



¹ Formerly SNCL Services

² ~35% of the nuclear revenues are from final decommissioning, waste management and environmental clean-up

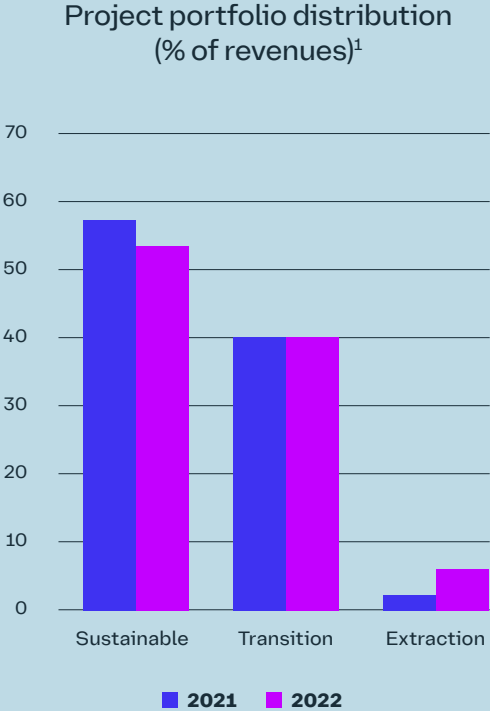
2022 Revenues by Geographic Area





SUSTAINABLE PROJECTS PORTFOLIO

In 2021, we started categorizing our revenues depending on whether the associated projects could be deemed sustainable or not. Essentially, those would be projects that either reduce global greenhouse gas 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 so that we can better understand the trends at play. This figure remains a management estimation based on the revenue associated with the types of projects outlined in the table below. We expect to continue to refine our definition of sustainable revenue over time in line with any future regulatory guidance. Based on our existing definition, we are pleased to report that again in 2022 approximately half of our revenues are estimated to have been generated by sustainable projects.¹ Please see the table below for examples of projects in each of the categories.



¹Management estimates as of December 31st, 2022, which includes a slightly revised 2021 figure





Portfolio categories	Sustainable future and carbon-free economy	Transition business	Finite resource extraction
Type of projects	<ul style="list-style-type: none">▪ Renewable energy, including all hydroelectric projects▪ Clean power and technologies, including all nuclear-related projects▪ Water, sanitation and waste management▪ Mass transit and rail▪ Future of transportation▪ Health, education and cultural buildings▪ Multi-residential buildings▪ Climate change mitigation▪ Decontamination and rehabilitation	<ul style="list-style-type: none">▪ Transportation (other than rail)▪ Commercial, governmental, industrial and mixed-use buildings▪ Communication infrastructure▪ Power transmission and distribution infrastructure▪ Defence and security	<ul style="list-style-type: none">▪ Hydrocarbon-related projects (excluding environmental resilience projects)▪ Resources extraction-related projects

3

GOVERNANCE PRINCIPLES

A RIGOROUS FRAMEWORK

We believe we have a responsibility to place sustainability at the heart of our business activities, and anchor everything we do to our values and our vision statement: “Creating sustainable solutions that connect people, data and technology to design, deliver and operate the most complex projects.”

Our activities can make an important contribution to a more sustainable world. It is therefore our responsibility to improve our own sustainability performance through the way we conduct our business, influence others, and advise our clients.

To strengthen that position, in 2022 we conducted a new materiality assessment (see p.44) and completed an assessment of our compliance with the Task Force on Climate-related Financial Disclosures (TCFD) framework.

To ensure continuous improvement on health, safety and environment in our operations, we are also engaged in a Global Certification Program process whereby all previously independently certified entities joined our single ISO 14001 and ISO 45001 certification before the end of 2022. In addition, all our controlled sites (offices, project sites or operations) are governed by our BlueBook, our global health, safety and environmental management manual.

We also sought independent limited assurance over select performance indicators published in this Report, to give all stakeholders confidence in the completeness and accuracy of our ESG data, as well as the procedures and oversight that support them. (Please see Deloitte’s independent practitioner’s assurance report in appendix.)

We continue to further build our control environment around our ESG disclosures. The extent of internal or external assurance will continue to be developed taking into consideration materiality and future regulatory requirements.

JOINING THE CLIMATE CHANGE BATTLE ON ALL FRONTS

The fight against climate change is one of the most important challenges facing society today, and we fully intend to participate in collective efforts to reduce global greenhouse gas emissions.

This commitment involves multiple lines of action:

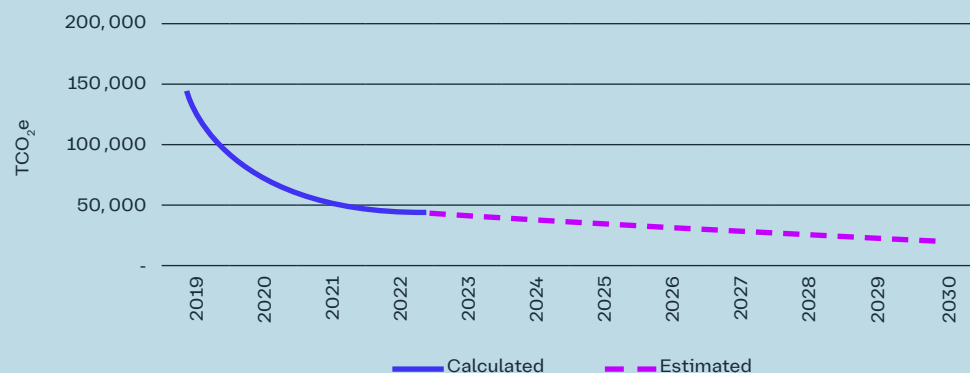
- The adoption of objectives specific to our Company, detailed in “OUR NET ZERO CARBON ROUTEMAP” published in May 2021, a plan which has led to our Scope 1 and 2 GHG emissions decreasing by 87% between 2019 and 2022 (for details, please see p. 60);

- Throughout 2022 and continuing into 2023, as part of our journey to embed climate change resilience in all our activities, we worked towards implementing the recommendations of the TCFD. We have undertaken analysis and engaged with stakeholders throughout the Company to assess our climate change risks and opportunities and initiate climate scenario analysis;
- The publication of white papers which examine the strategies that will allow Canada, the UK, Germany and the members of the Gulf Cooperation Council to achieve carbon neutrality by 2050. These blueprints for a carbon neutral future are publicly available under the banner “Engineering Net Zero” on our website;
- An unrivalled service offering for our customers enabling them to design carbon neutral buildings and renovate existing buildings to improve their energy performance; and
- Supporting government agencies to advance their resiliency programs against flood, rising sea levels, storms and other extreme weather events, in the US and around the world.

¹ Includes divested activities, such as the Oil and Gas business.

² Scope 3 footprint is limited to Category 6 Business travel and Category 8 Upstream leased assets. Work is underway to quantify the full Scope 3 footprint

Total GHG emissions¹ (Scope 1, 2 & 3²)



ESG AT BOARD LEVEL

In 2021, the Governance and Ethics Committee added oversight of ESG and the sustainability framework, governance, and strategy to its duties and responsibilities.

The newly named Governance, Ethics and Sustainability (GES) Committee will continue to assist in developing the Company's approach to corporate governance and integrity issues, and will now monitor progress and ensure accountability against publicly disclosed ESG targets. Expanded oversight was also 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. The Audit and Risk Committee's mandate also now includes the review of the Company's financial information included in 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".

The next ESG Report will be published as part of our annual financial reporting suite, and we will continue to seek limited assurance for material indicators and evaluate if any of our publicly disclosed metrics would require a reasonable level of assurance.



OUR APPROACH TO INTEGRITY

Integrity matters at AtkinsRéalis, and we are committed to undertaking our business activities with the highest integrity.

Maintaining a reputation of integrity depends on the actions of everyone in the organization. As such, we expect every employee to fully understand our governance documents and to consistently put them into action, no matter how challenging the circumstances. Integrity is embedded in our values and culture, it is how we build success and protect our people, the organization and the third parties we engage with. We are proud of our robust Integrity Program, and external recognition of our commitment to the program's principles and to our corporate values reinforces our conviction that we're on the right path.

Continued Collaboration with the Independent Monitor

Pursuant to the 2019 settlement of charges related to activities that occurred 10 to 20 years ago, and then pursuant to the 2022 remediation agreement related to other events that occurred some 20 to 25 years ago, we continue to work with an independent monitor responsible for reporting on the Company's Integrity Program until 2025. Each recommendation made by the monitor is given special attention to optimize the current Integrity Program.

[Find out more →](#)





Integrity 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.

Subsequently, close to 24 in-depth reviews were conducted in 13 countries. Following a rigorous process, we detected areas of improvement and assisted local management with remedial action at the level where the risk would be most effectively mitigated.

Since the 2019 review, the Key Performance Indicator (KPI) analysis was expanded to comprise 17 carefully selected risk indicators. These included KPIs to determine the risks of Antitrust, Lobbying and Modern Slavery which were not included in the 2019 review.

We identified 41 actions that reduced compliance risk, of which 23 have been implemented and the remaining 18 are in the process of being implemented. This proactive approach was fundamental to mitigating risk across the full spectrum of potential threats for our Company and its stakeholders.

We strive to remain at the forefront of emerging risks and respond to modern-day challenges effectively.

OUR APPROACH TO RISK MANAGEMENT

Risk management is a dynamic process, and our approach and framework are continually enhanced year-on-year to ensure it remains fit for purpose and effective.

Risk Governance

We manage risk recognizing that our external and internal environments are constantly changing.

Our risk management governance framework includes policies and procedures for management of strategic, functional, 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 mitigation strategies agreed upon, and this becomes the baseline for monitoring and reporting efforts, subject to update as part of quarterly reviews by the Risk Management function with the risk owners and key stakeholders, including business line and executive management.

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 contract execution, to project risk management during the execution and delivery of our projects and mandates, including project peer reviews.

These processes work hand in hand with the Company's levels of authority policy and related procedures, which establishes the risk governance and risk tolerance of the organization.

Our approach to project risk management involves:

- Understanding the context and environment associated with the project.
- Identifying and assessing potential risks.
- Prioritizing risks and allocating appropriate resources in a timely manner.
- Developing and implementing mitigation plans and associated actions.
- Monitoring and reviewing mitigation efforts and analyzing associated impacts on risk exposure.
- Recording and communicating the risks, risk status and risk exposure.
- Closing out of risks and capturing the project lessons learned.

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

OUR APPROACH TO GLOBAL SECURITY

Security is our priority and at the core of everything we do. AtkinsRéalis' Global Security team protects our people, assets, information, and reputation in both the physical and digital worlds.

We recognize and understand the importance of providing comprehensive and adaptive security solutions to reduce risks and ensure a secure environment for all our operations.

Our business resilience and recovery program aims to make us more resilient when faced with potential business interruptions such as natural disasters, terrorism, political conflicts, and other issues.

Managing Security Risks

Our operations occasionally require work and travel in regions and countries that are deemed as having greater security risk. For each new bid in medium and high-risk countries, risk assessments are carried out to ensure the safety of our employees.

The risk level and our mitigation actions are reviewed on a monthly basis for ongoing projects. For work and travel in high-risk countries, we have regional security directors to explain the risks and requirements to individuals and, where necessary, develop specific security plans for travellers.

Should an incident occur in any country, a duty officer will receive an alert and they will contact every individual in the area to provide guidance and assistance to our employees. If necessary, a crisis management team may be formed to handle the situation.

The Executive Committee is provided with information and updates on incidents. A similar system is in place for monitoring and responding to extreme weather events.

OUR APPROACH TO DATA COMPLIANCE

The appropriate handling and processing of data is vital to the continued success of our business and maintaining the trust of our clients, employees, and stakeholders.

We are committed to the implementation and continual improvement of a framework that ensures that data is handled appropriately, consistently and in accordance with applicable data and privacy law.

The Data Compliance Team has responsibility for assisting and advising the business to meet the wider legal, regulatory, contractual, and ethical obligations that are growing in relation to all data types. A key focus from internal and external stakeholders, beyond personal data, is on the governance and management of information.

The legal and regulatory landscape has changed in recent years following the UK's withdrawal from the EU and an update to EU legislation. As the relationship between the UK and the EU evolves and data laws change, our Data Compliance Team will monitor the situation to ensure compliance and to mitigate data-related risks.

It is expected that there will be further significant developments in digital and data laws globally with a keen focus on tech-specific environmental laws, increased regulation and combined international cooperation to increase enforcement action. There is going to be an ever-advancing requirement to demonstrate active understanding, consideration, and compliance in relation to data protection, data governance and ESG topics from clients and suppliers.

The Data Compliance Team and the overall company will ensure we are prepared to address and adapt to any relevant developments in relation to data compliance and integrity.



OUR APPROACH TO TAX

We believe that taxes have a pivotal role in supporting our environmental and social goals.

Our tax contributions impact the communities and territories in which we operate, and we recognize the part we need to play, as most actions we undertake will have a tax consequence.

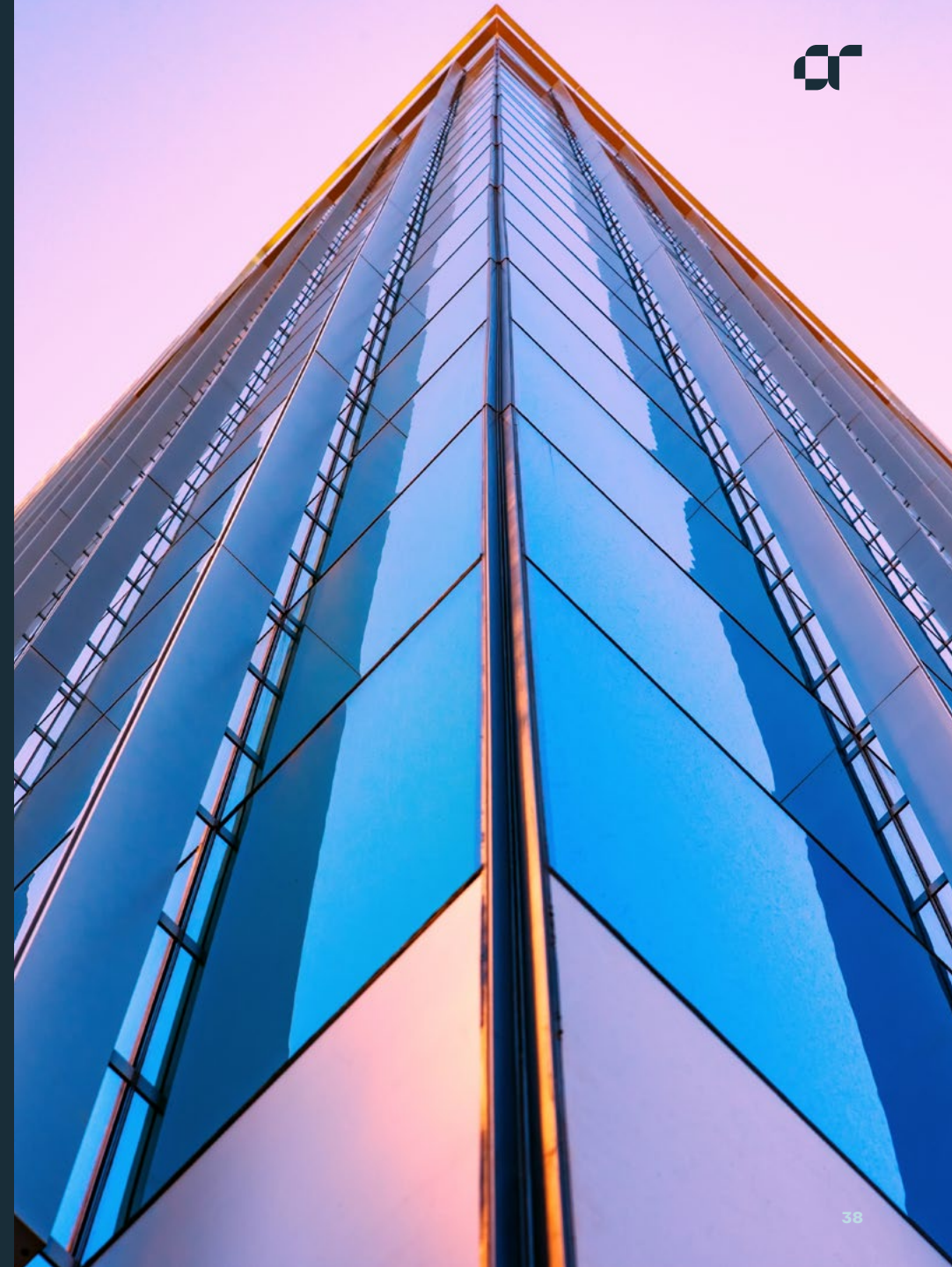
AtkinsRéalis is exposed to a variety of tax-related risks, including tax compliance and reporting, transactional and reputational risks.

Our objective is to adhere to all relevant tax regulations and ensure tax compliance in each country in which we operate. We have a responsibility to pay the appropriate share of tax in each of the jurisdictions in which we operate while, at the same time, balancing our responsibilities to shareholders.

We assume a conservative approach to tax risk and to the adoption of tax positions. Assessment of risk will take account of reputation, brand, governmental relationships, the benefit of certainty and tax authority relationships.

We are committed to the principles of openness, cooperation, communication, and transparency in our approach to dealing with tax authorities and in 2022 AtkinsRéalis published its [Global Tax Strategy](#) on its external website. This sets out our approach to tax risk management and governance, attitude to tax planning and appetite for risk together with our approach in dealing with the Tax Authorities throughout the world.

The Senior Vice President – Taxation reports directly to the Chief Financial Officer (CFO) who, by delegation of the Board of Directors, is responsible for AtkinsRéalis' overall tax strategy, supporting a governance framework and management of tax risks, with key tax issues being reviewed by AtkinsRéalis' Audit and Risk Committee.



HEALTH, SAFETY & ENVIRONMENT MANAGEMENT SYSTEMS

A Fully Integrated Management System

Our Global Health, Safety and Environment Management System outlines expectations and supports a 'One Company' approach for delivering robust Health, Safety & Environment (HSE) performance throughout our organization. All our HSE processes are consolidated into one document referred to as the BlueBook. Updated annually, the BlueBook integrates our HSE leading and lagging indicators and best practices while ensuring our activities comply with all applicable laws, regulations, client, and other stakeholder requirements. It is also consistent with the requirements of the ISO 14001:2015 environmental standard and ISO 45001:2018 occupational health and safety standard. The BlueBook is distributed across our organization and to clients and contractors to ensure everyone is working to the same standards and requirements. The BlueBook is also accessible via a smartphone application for all employees.

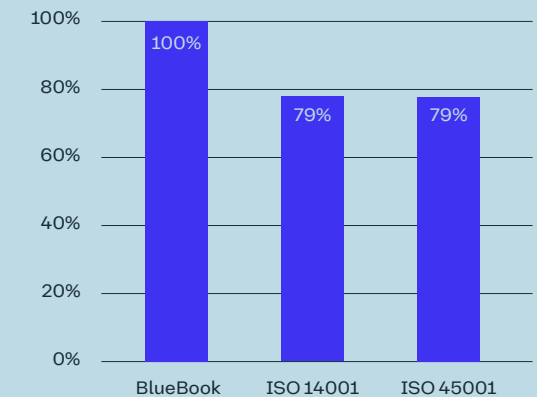
Certifications

We deployed our Global Certification Program during 2021 and 2022 to consolidate all AtkinsRéalis ISO certified entities under a single corporate certification. We now have a consolidated certification program that:

- eliminates similar/same expenses from multiple certification bodies providing a significant decrease in annual direct and indirect certification costs;
- allows for a single AtkinsRéalis point of contact, eliminating duplication of effort across participating Sectors/ Business Unit and improving resource allocation and availability;
- significantly reduces the required number of third party audits and internal resources required to support them;
- ensures a consistent audit methodology, approach, and level of professionalism by using a single Certification Body;

- provides an improved level of awareness, understanding and transparency of all certification efforts and costs;
- opens up lines of communication allowing for shared learnings and improvement amongst members; and
- provides a more efficient certification process for those wishing to obtain formal certification.

Proportion of employees covered by management systems or standards ¹



¹ As of December 2022

4

MATERIALITY ASSESSMENT

MATERIALITY ASSESSMENT PROCESS

In 2022, at the direction of our Board of Directors which oversee our ESG program, we undertook a materiality assessment with an external consulting company.

Methodology Overview

For this exercise, AtkinsRéalis followed a five-step process:

Step 1

Reviewed available ESG documentation, including ESG Ratings reports, SASB Standards, 2020 ESG Report, and peer ESG Reports

Step 2

Conducted discovery calls with key executives, such as heads of functions, presidents of Sectors, and major shareholders

Step 3

Combined all sources to arrive at the topics most material to our stakeholders

Step 4

Polled executives and Operational Leadership Group (OLG)* members to determine their relative ranking

Step 5

Plotted the relative weights ascribed by AtkinsRéalis' OLG poll against the average weights from external stakeholders, such as shareholders and rating agencies.

* Comprising of over 45 members of the senior leadership team.

Results

Topics were organized depending on which quadrants they fell into when considering materiality both from an internal perspective and from the perspective of external stakeholders.

We determined that five topics were the most material to our activities: management of environmental and social impacts of projects; business ethics; health and safety; lifecycle impacts of building and infrastructure; and business mix that addresses climate change.

Seven additional topics were also deemed material, mainly from a strategic perspective and to make sure AtkinsRéalis is future-ready. Those topics are: opportunities in nuclear; opportunities in mass transit; climate change resiliency of building and infrastructure; ED&I; employee engagement; digital transformation; and educating customers on sustainable options.

Last but not least, topic 13 – reducing GHG emissions from our operations – cannot be ignored. Indeed, even though AtkinsRéalis is not a “large emitter” as defined by the Canadian Government, we have a moral obligation to reach our 2030 net zero commitment and lead by example, in addition to helping our clients reach their own targets and objectives in this domain.

Following this assessment, we identified the pillars within which we could make the greatest impact as a professional services and project management firm in the end markets and geographies we operate in.

In recent years, to strengthen our Business Mix that addresses Climate Change, we have developed several programs that enables us to support our clients in achieving their own objectives, such as:

- Our Engineering Net Zero Program that supports clients across our business by offering leading decarbonization advice
- Decarbonomics[™], our data-led approach to decarbonizing existing assets – currently predominantly focused on buildings and industrial processes.

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

Core Pillars enabling our ESG activities



5 LIVING OUR VALUES



INTEGRITY

Overall Integrity Culture Results

In 2022, we completed a pulse survey to evaluate progress on our culture since the previous survey in 2021. The survey evaluated six distinct cultural pillars, and it was sent to more than 6,900 employees. Our overall global performance score increased by 1.2 points to 87.2% compared to the 2021 survey. While we have scored higher than the benchmark in all six cultural pillars, there are still areas where we can do better. These results show our progress as an organization since 2021 and how we must continue to work together to ensure that our commitment towards integrity stays strong.

Performance by Pillar

AtkinsRéalis' performance across Ethisphere's eight pillars of ethical culture as compared to benchmark and previous survey results Pillar 2 (Perception of the Function) and Pillar 8 (Perception of Peers and Environment) were not included in 2022 or 2021 pulse surveys.



Culture Quotient Score

A temperature check of how AtkinsRéalis performed as an organization against benchmark

AtkinsRéalis Culture Quotient Scores		2022 Benchmark Culture Quotient	
2022	87.2	2022	81.3

Emerging trends

The survey revealed a strong awareness of our Integrity program. Thanks to our regular communication campaigns and to our managers' communication, our employees know where to find Integrity resources, policies, tools and how to use them.

Integrity expectations are clearly set and embedded into our culture thanks to all the communication initiatives we run each year.

Year after year we continue to score higher than the industry benchmark as a result of all the effort we put into offering a comprehensive Integrity program.

Mandatory courses and training initiatives

Our team is comprised of technical and professional staff tasked with developing integrity modules to ensure that they meet our business needs and reflect our policies and procedures. In addition to online training, we deliver ongoing live anti-corruption training and financial controls training in virtual classrooms.

The content of each mandatory training module is reviewed and updated annually to always offer the latest information and to keep our delivery methods fresh and engaging.

In 2022, our 30,000+ Learning Management System users had access to 33 Integrity eLearning modules in up to nine languages, for a total of over 72 modules. Out of these 33 eLearning modules, 16 were mandatory depending on the employee's role.

In 2022, according to the remediation agreement, we started work on four new eLearning modules, which will be launched and assigned to a specific and limited target audience in 2023:

- Doing business with the Government of Canada
- Doing business with the Government of Québec
- Hiring of Canadian government employees or former employees or their immediate family members
- Hiring of civil servants or former civil servants of the Government of Québec or members of their immediate family.

Business partner compliance due diligence

We take significant steps to ensure our business partners fully understand our Integrity expectations. We expect our partners to adhere to our business principles, culture and values and comply with all applicable laws and regulations. In fact, all business partners must comply with our Supplier Code of Conduct as part of our terms and conditions, which commits them to abiding by the same standards of business conduct and practices as we do. We actively foster a risk-aware culture at all levels across our organization.

Through our business partner selection process, we continue to strive for a well-balanced and optimal risk-reward trade-off. Our Business Partner Compliance Due Diligence effort is supported by an online tool. The approval workflow and its continuous monitoring provides global transparency on third-party risk exposure.





Reporting misconduct

Our Duty to Report process requires all personnel to be vigilant about possible illegal or unethical behaviour and to take appropriate and timely action to prevent or detect improper conduct. At AtkinsRéalis, people can use our third party, confidential, 24/7 Integrity reporting line to report any suspected misconduct. The reporting line allows employees, suppliers, clients, and other stakeholders to report potential violations of our Code of Conduct, Company governance documents or applicable laws.

These reports can be made either online or on the phone, in any of the approximately 200 available languages, and without fear of retaliation.

In 2022, we received a total of 211 allegations, 86 of them were made anonymously via different reporting methods. We also closed a total of 213 allegations, including some made during the previous years. Once compliance wrongdoing is confirmed following a thorough investigation, the Ethics and Compliance Committee recommends disciplinary sanctions or other measures.

The table below summarizes the implementation of these recommendations by the Ethics and Compliance Committee.

Types of Wrongdoings Noted	Termination	Written Warning	Verbal Warning	Other Sanctions ¹	Total
Fraud	0	1	7	17	25
Conflicts of Interest	0	0	1	1	2
Antitrust & Competition	0	0	0	1	1
Corruption	0	0	0	0	0
Other ²	0	1	0	1	2
Total Disciplinary Sanctions related to Compliance	0	2	8	20	30

¹ Other sanctions may include verbal reminders, additional training, reduction in bonus or performance evaluations

² Other category includes issues that do not fall within the existing major categories and may include non-compliance with policies and procedures, retaliation, failure to report, etc.

Human rights

At AtkinsRéalis, we will not knowingly be complicit in human rights abuses. We work towards preventing modern slavery and human trafficking, including in our supply chain, and protecting individuals working directly or indirectly for AtkinsRéalis from any form of forced labour, child labour, modern slavery and human trafficking.

In 2022, we also ratified our commitment to human rights in our first [Human Rights Policy](#), which formalized our position on, amongst other things:

- Human rights abuses
- Freedom of association
- Forced labour
- Child labour

2022 Integrity report

We launched our first annual Integrity Report for the year 2022. This report includes a multitude of information on what we have accomplished during the year, such as our Culture of Integrity, Tools and Controls, Learning and Engagement, Reporting, and beyond.

You can consult the report [here](#) →.





HEALTH AND SAFETY

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 delivering projects successfully and achieving our long-term ambitions.

Lagging Health and Safety Indicators

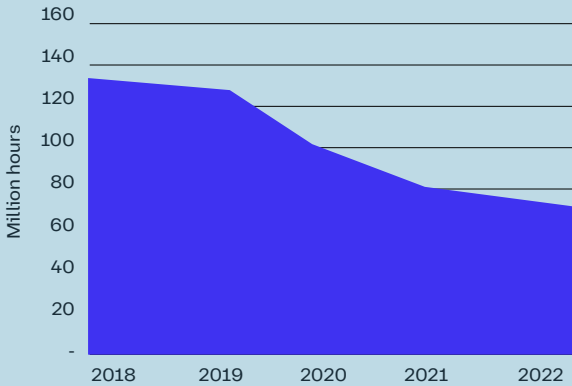
Each year, our health and safety targets are reviewed and approved by the Safety, Project Oversight and Technology Committee and the Board of Directors. To better support the principle of continual improvement, our 2022 Total Recordable Incident Frequency (TRIF) and Lost Time Incident Frequency (LTIF) targets were determined based on a three-year rolling average, rather than based solely on the previous year's results. Hence, from 2021 to 2022, our TRIF target went from 0.10 to 0.09 and our LTIF target from 0.029 to 0.020.

Fatalities

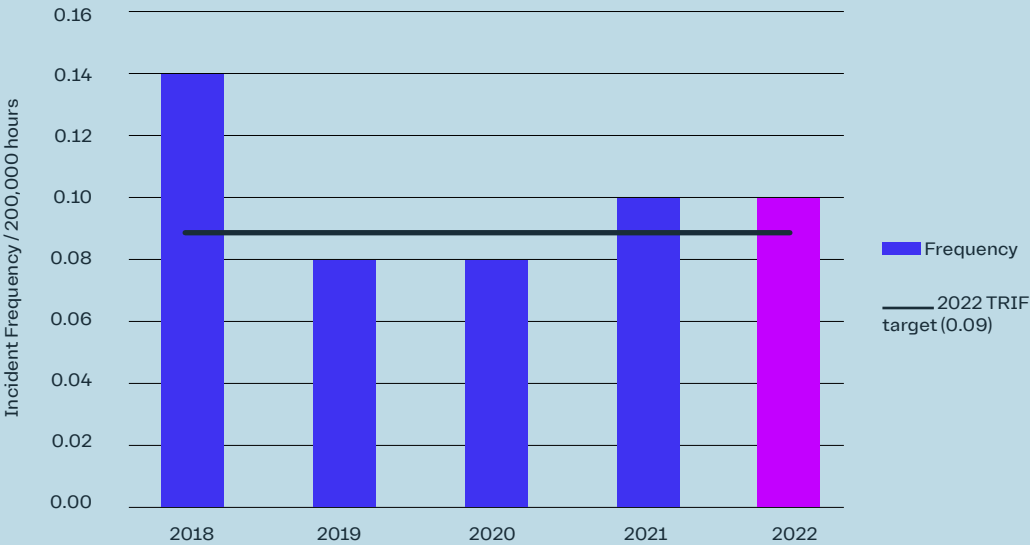
There have been no fatalities (employees and contractors) on AtkinsRéalis' controlled sites* since 2015.

Lagging Indicators	2022 Target	2022 Result
Total Recordable Incident Frequency (TRIF) ¹	0.09	0.10
Lost Time Incident Frequency (LTIF) ¹	0.020	0.026

2018 - 2022 Worked hours²



2018 - 2022 Total Recordable Incident Frequency



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

¹ 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.

² According to management estimates



Recordable Incidents by Body Part

Tracking incidents by injured body part and the associated Critical Risk Control Protocol* allows us to focus our programs and initiatives in the right place to prevent these mishaps from recurring.

	Hand	Arm	Head	Leg	Foot	Eye	Back	Chest
% of injuries	32%	16%	11%	5%	5%	5%	5%	0%

Leading Health and Safety Indicators

Contractor Pre-Mobilization

HSE expectations are communicated to contractors every year and to vendors, prior to work commencing.

Investigations and 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 Executive Vice President Project Performance and Risk Oversight. 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 Critical Activities

Our Executive Committee members as well as our Operational Leadership Group members demonstrate visible safety leadership by each completing at least two HSE site visits. In 2022, they also had to participate in at least two Safety Critical Activities such as Incident Investigations, Critical Risk Control Protocols review, conversations with the design team around critical activities, mental health discussion with their teams, etc



Corporate Audits

In 2022, our audit program and our corporate audit tool has been undergoing some important transformation. Therefore, we conducted one full corporate HSE audit while maintaining the self HSE audits at our sites. Our virtual site visits program which we began in 2020 continued in 2022, and allowed us to perform 20 site visits, each being an hour in duration. Virtual visits are led by members of the Global HSE team along with site representatives, such as Project Directors and HSE Managers.

These visits are attended by a variety of Company stakeholders, including our Executive Committee and Operational Leadership Group members. They allow us to tour sites in real time using the gimbal technology, with which we can obtain stabilized footage from handheld cameras, even while moving. Although the focus is on HSE, people can ask a variety of questions related to the site’s operations, project phase and our role at AtkinsRéalis, and they can also 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.

HSE-related Trainings

During our HSE week, held in September 2022, we built upon the concept of psychological safety, which was the main topic of our 2021 HSE week, and continued the journey in “Changing Conversations” by putting it into practice within our daily lives. Throughout Safety Week, employees were able to explore how to contribute through 300 regional events and activities on topics such as building trust, getting to know your colleagues, learning to be curious and courageous to speak up, and embracing inclusivity. For instance, over 500 employees around the world attended the “Building Trust – Part 1: The components of trust” webinar offered by our Employee Assistance Program.

However, to truly embrace a psychologically safe workplace culture at AtkinsRéalis, these conversations must continue beyond Safety Week. Psychological safety can be practised in daily actions that make all of us feel valued and empowered to fully engage with our work and colleagues.

Audits and site visits		
Performed by the HSE Team		Performed by Senior management
Corporate Audits	Virtual site visits	HSE Leadership Visits
1	20	299

DIGITAL TRANSFORMATION

Digital can mean many things to different people, but for AtkinsRéalis, it is core to our strategy, with digital transformation a key growth area for our business.

It's fundamental to our way of working, creating cutting-edge solutions that offer increased predictability and certainty for our clients. It's about designing beyond industry benchmarks, to maximize whole-life asset value, improve commercial performance, achieve sustainability goals and reduce environmental impact at every stage of a project lifecycle. Through our digital tools and capabilities, we can deliver projects on time, to budget and more efficiently.

Importantly, it has the power to transform outcomes, when combined with every element of the engineering process: our people, our data insights and our technology.

The next evolution

We launched the Digital Future program in 2020 with the aim to combine our people, data insights and technology around four investment areas – Design Transformation, Data Ecosystem, Digital Twin and Program Management Services – to drive digital transformation. Two years on, we can see the impact on projects we're delivering to our clients across all areas of the business.

*A Tech Lab is an interactive event, designed to demonstrate how we can add value through integrating our digital expertise and innovative solutions across project lifecycles and at scale.



Tech Labs - Showcasing our capability

In September 2022, we held a digital showcase event including a Tech Lab* at our Montreal headquarters where Philip Hoare, President, Engineering Services, UK & Europe, Middle East, India, and Canada, and Erik Ryan, Executive Vice-President, Strategy, Marketing and External Relations greeted employees and clients. Part of the event took place in the Montreal Lava Lab, a space that allows us to use digital technology to work with clients in different ways to transform the way we work.

Lava Labs - taking global collaboration to a new level

Our Lava Labs are designed to help staff collaborate, innovate and improve client outcomes around the world. We've invested in a number of Lava Labs worldwide including in Canada, the UK and India, with more on the way.

From project design reviews and virtual site visits to hybrid meetings where we can work together in real-time, our Lava Labs help teams to get more from our data and technology. Using cutting-edge technology such as 360° Immersive Rooms, digital auditoriums (including a 20x12ft LED screen in Montreal), VR and digital design desks we can work with clients in different ways to transform the way we deliver our projects.



6

OPERATIONAL PERFORMANCE

ENERGY USAGE AND GREENHOUSE GAS EMISSIONS

The most efficient way to reduce our carbon footprint is to embrace more energy efficient practices and reduce our global energy usage.

Through office optimization, ending some energy intensive activities and the adoption of the new technologies, we were able to achieve a global energy use reduction of 89% between 2019 and 2022. Although 2020 and 2021 were indeed affected by pandemic-related restrictions, we believe that we reached a peak in energy usage and in energy intensity in 2018-2019, that good habits will continue and that the general downward curve we saw in recent years will be sustained until we reach net zero in 2030.

We have been filing an annual Climate Change Report to the CDP (formerly known as Carbon Disclosure Project) since 2007. Major sources of emissions include our offices and facilities as well as business travel. Between 2019 and 2022, our GHG emissions decreased by 69% globally. We consider that three main factors contributed to this decrease:

- divestment from the oil and gas market;
- flights and business travel being limited to strictly essential activities through 2020 and 2021;
- optimization of office space and real estate portfolio.

Currently, AtkinsRéalis does not include any offsets in its GHG inventory and will strive to reduce its emissions to residual emissions before using any similar schemes, in line with SBTi recommendations. Our Direct Scope 1, Indirect Scope 2, Indirect Scope 3

Category 6 (Business Travel) and Indirect Scope 3 Category 8 (Upstream Leased Asset) GHG emissions were all in scope for Deloitte's limited assurance engagement. The calculations were also verified internally by our energy and carbon specialists, a certified team which provides our external clients with verification services as well.

Throughout 2022 and continuing into 2023, as part of our journey to embed climate change resilience in all our activities, we worked towards implementing the recommendations of the TCFD. We have undertaken analysis and engaged with stakeholders throughout the Company to assess our climate change risks and opportunities and initiate climate scenario analysis.

	2019	2020	2021 ¹	2022 ²
GHG Emissions (t CO₂ e)³				
Scope 1	55,765	44,940	18,096	6,845
Scope 2	29,400	5,101	4,774	4,251
Sub-total Scope 1 & 2	85,165	50,041	22,870	11,096
Business Travel (Scope 3)	54,221	12,752	13,339	24,873
Upstream Leased Assets (Scope 3)	4,015	21,754	15,321	8,509
Sub-total Scope 3 ⁴	58,236	34,506	28,660	33,381
Total GHG Emissions	143,401	84,547	51,530	44,478
Scope 1 and 2 emission intensities⁵				
T CO ₂ e per FTE	2.1	0.5	0.4	0.3
T CO ₂ e per M CA\$ revenues	9.0	2.0	1.7	1.5
Energy usage⁶				
Energy usage GJ	1,107,213	756,656	404,672	340,879
Energy intensities⁵				
In GJ/FTE	27	19	9	10
In GJ/million CA\$ revenues	116	75	37	45

¹ In 2021, AtkinsRéalis completed the sale of its Oil and Gas business. Therefore, the 2021 energy use includes emissions incurred by these divested activities for the period 1 January to 29 July, when the substantial portion of the divestment was completed. Also included in the 2021 inventory, are all joint venture emissions as they were considered as within AtkinsRéalis' organizational boundary as determined using the operational control approach.

² During the 2022 inventory collection it has been determined that Linxon PVT and its subsidiaries are the only non-wholly owned subsidiaries or joint ventures that are considered to be under AtkinsRéalis' full operational control. In 2021, additional joint ventures were considered to be controlled by the Company, which meant that some emissions were reported under scope 1 and 2, rather than scope 3.

³ T CO₂ e means tonnes of carbon dioxide equivalent, it is used to quantify the amount and impact greenhouse gasses, such methane, by using the equivalent amount of carbon dioxide as a common unit of measurement.

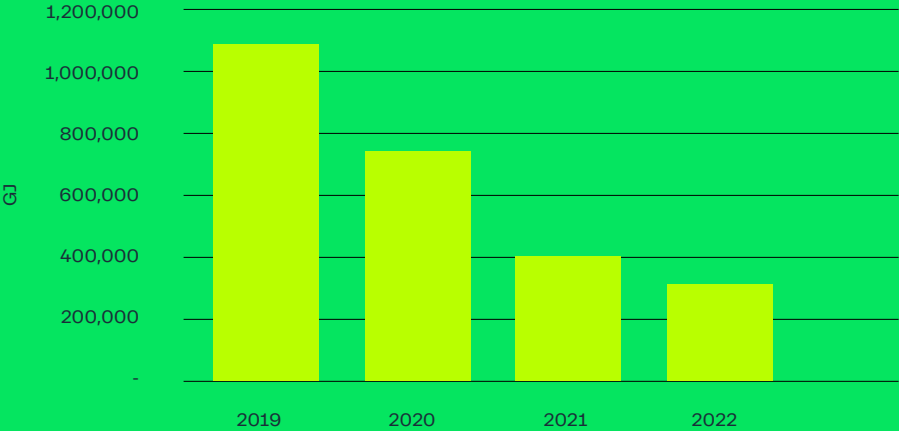
⁴ To date, AtkinsRéalis has limited the Scope 3 footprint to Category 6 – Business Travel and Category 8 – Upstream Leased Assets. Work is underway to calculate AtkinsRéalis' full Scope 3 and the Company intends to report the full footprint for the 2023 footprint, in line with the Science Based Targets Initiative (SBTi) requirements.

⁵ To ensure year-on-year comparability, the Oil and Gas business performance (Carbon emissions, FTE and Revenues) are excluded from the 2020 and 2021 intensity calculations. Also note that the Scope 3 emissions, arising from our value chain, are excluded from intensity calculations.

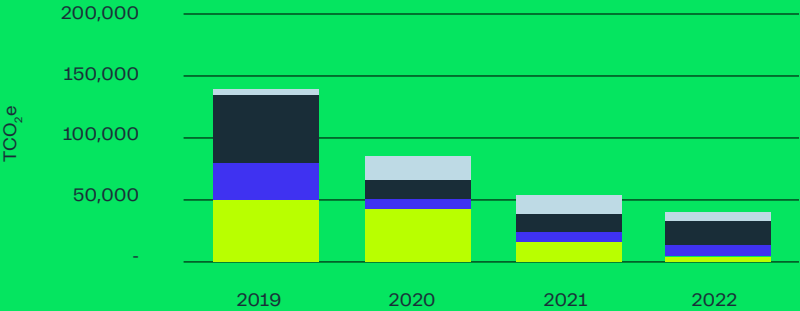
⁶ From 2019 to 2021, only the energy usage from buildings was tallied. The 2022 figure also includes energy from fuels used in transportation, representing about 80,000 GJ.



Energy Usage



GHG Emissions



Scope 1 Scope 2 Business Travel - Scope 3 Up Leased Assets Scope 3

GHG Emissions per Scope (tCO₂e)



15% Scope 1 56% Business Travel Scope 3
10% Scope 2 19% Up. Leased Assets Scope 3

EMPLOYEE ENGAGEMENT

At AtkinsRéalis, we believe that our employees are the most critical component of our success, and we are committed to make our organization a great place to work for everyone.

In order to monitor employee engagement, we invite all employees to participate annually in the “VOX employee engagement survey”, run for us by our independent survey provider, Ipsos.

The outcomes of this company-wide survey has been an invaluable tool and as a result of employee feedback, we have introduced clear action plans and initiatives. For instance, we took steps to change the way we approach recognition across our organization and launched #WOW, a global platform which allows us to recognize our colleagues and underline the great work they do.

In 2022, we completed our third VOX survey, for which we had a 66% participation rate, and are pleased to reveal the highlights.

Engagement levels continue to rise

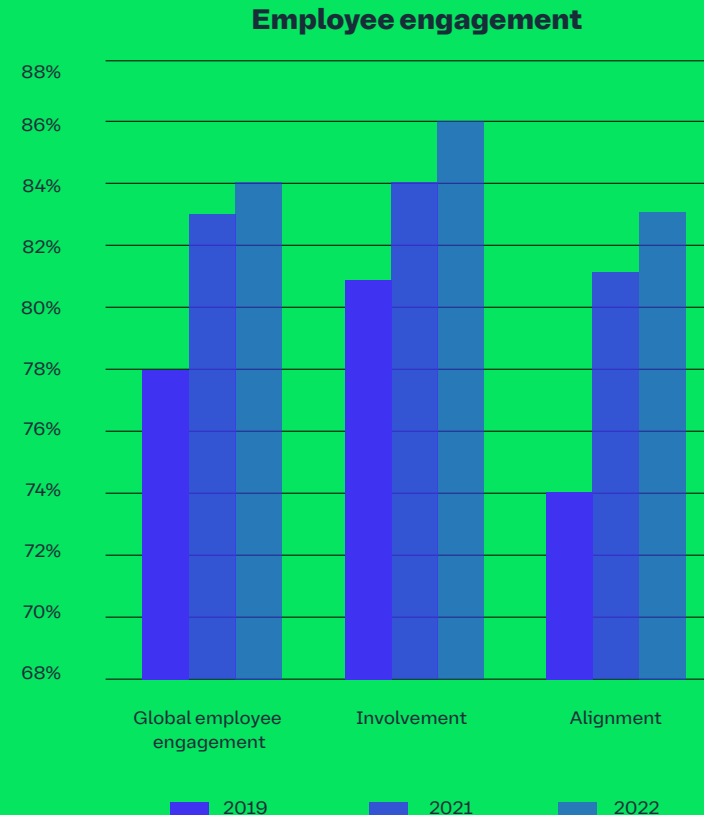
Our global employee engagement score stood at 84%. Not only have we improved against our 2021 score, but we have outperformed against both external benchmarks for the construction sector (80%) and for the professional services sector (76%). This is a great achievement for all of us and puts us at the leading edge of organizations surveyed by Ipsos.

We made improvements across all three pillars which underpin engagement – involvement, alignment and loyalty. We scored as follows:

Involvement 86%

Alignment 83%

Loyalty 84%



Inclusive, positive and collaborative work environment

Our employees also told us that AtkinsRéalis provides a safe, positive and inclusive work environment. And we believe we are making great progress on our journey to build a really special culture:

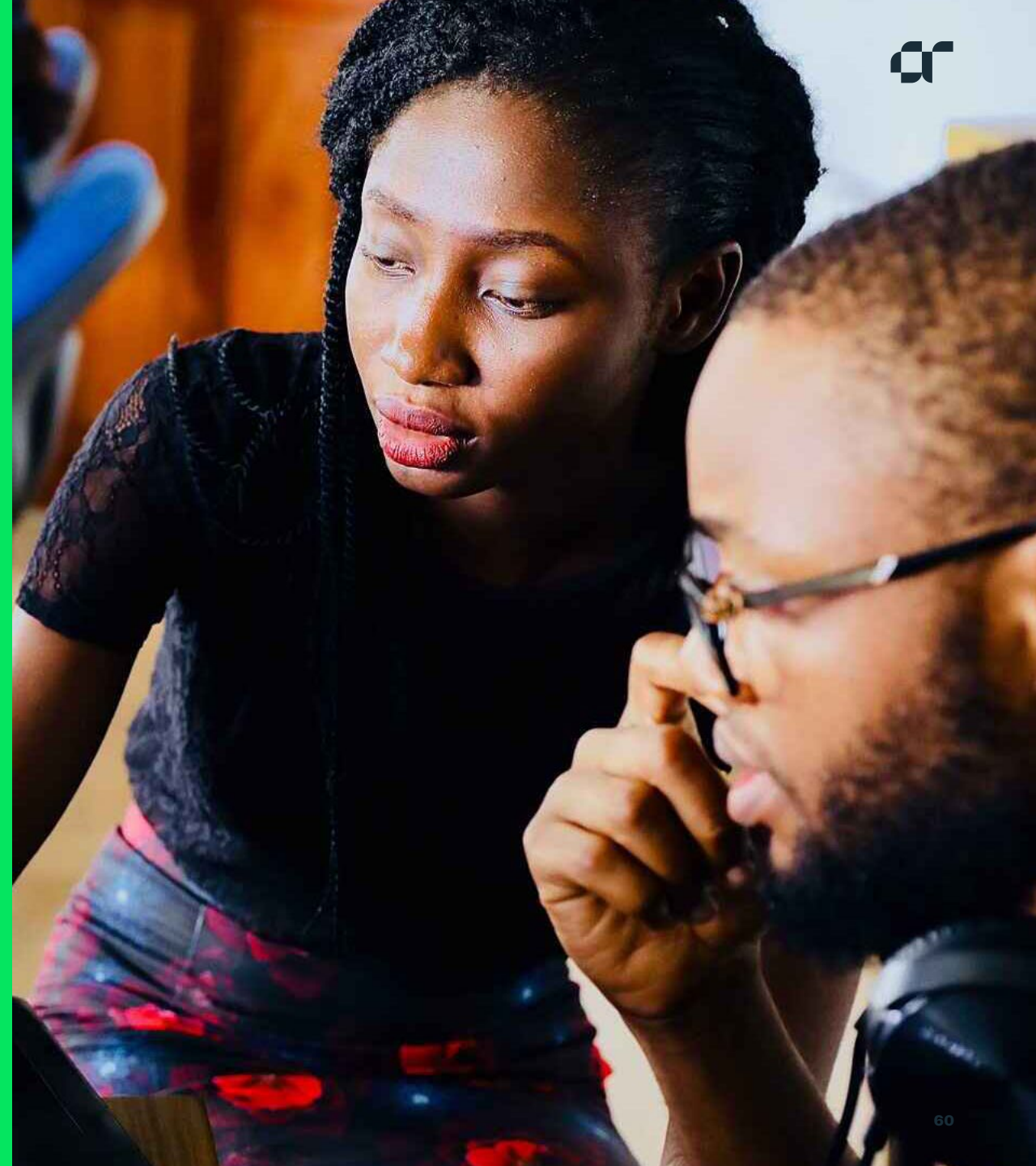
- **87%** feel AtkinsRéalis truly values the diversity and inclusion of all employees;
- **95%** feel at ease with their colleagues; and
- **94%** find their colleagues supportive towards them when they are struggling with something.

Our ED&I index (88% positive) shows that we are doing the right things and are improving towards an environment where everyone can be their true selves and thrive. We know we still have much to do, but we should also take the time to celebrate our progress and successes.

We can always make improvements when it comes to collaboration between teams; but 74% of employees noted that our ability to work together has increased across the organization. Also, 73% agreed that knowledge and best practices are more widely shared.

Our relationship with our employees has continued to grow year after year:

- **87%** say that they would recommend our organization as an employer (+2% compared to 2021); and
- **87%** feel proud to work for AtkinsRéalis (on par with 2021).





Flexibility and employee experience: key differentiators

Flexibility remains one of the best things about working at AtkinsRéalis, at 87%. The relationship with line managers and the role they play is also highly praised:

96% feel trusted by their immediate manager to organize their work, regardless of where they are doing it;

93% confirmed that their manager supports the establishment of hybrid and flexible ways of working where appropriate;

92% feel able to discuss any issues or new ideas with their immediate manager; and

91% feel encouraged by their manager to take initiative at work.

Employee experience is also highly rated, at 86%. Indeed, 91% of our employees feel their immediate manager is providing support, and 92% feel that they are treated with fairness and respect.

Skills and career development

In the previous year, employees highlighted that career progression and development were a key area for improvement. We have been working on various initiatives to support employee development and career progression and have published new career journey guides. As a result, the feedback in this area has improved significantly. 70% of employees now agree that AtkinsRéalis is good at developing employees to their utmost potential, and 68% see exciting career opportunities ahead of them.



EQUALITY, DIVERSITY & INCLUSION

ED&I targets*

In 2020, we set out revised gender targets to be met by the end of 2025. These diversity targets are as follows:

- Commitment from the Board to maintain at least 30% representation by women
- Female representation among executives** – 25% by 2025
- Female representation in managers and senior professionals*** – 25% by 2025
- Female representation in all regular staff – 33% by 2025

At the end of 2022 our impact towards our 2025 targets was as follows:

- Female representation among executives – baseline as of December 31st, 2020 was 18.3%, now 22.4%, an increase of 2.7% in year
- Female representation in managers and senior professionals – baseline as of December 31st, 2020 was 19.9%, now 22.1%, an increase of 1.1% in year

- Female representation in all regular staff – baseline as of December 31st, 2020 was 30.3%, now 31.1%, an increase of 0.2% in year

Our local action plans continue to evolve to make sure we have appropriate actions in place to meet our gender targets.

As for the Board, we have been maintaining the target ratio of 30% women representation multiple years in a row and intend to continue doing so.

Diversity at Board level ¹

Women to men ratio	36%
Under 30 years old	N/A
30-50 years old	N/A
Over 50 years old	100%

¹ As of December 31st, 2022. At publication date of this Report, after the departure of one member, there are now ten Board members, three of them women, and this figure stands at 30%.

* Women to men ratios do not include Linxon or joint ventures

** This category comprises members of the Executive Committee and other executives (such as senior vice-presidents and vice-presidents) and senior project managers

*** These categories include managers, senior professionals and project managers.





¹Regular employees as of December 31st. Based on voluntary disclosure: a minority of employees do not wish to disclose such information.

ED&I program

In 2022 we continued to build on our long-standing commitment to ED&I. We have embedded and operationalized our Global ED&I program “Different makes a difference,” and we are continuing to see the impact of our hard work and commitment.

We have demonstrated a positive impact toward our 2025 gender targets, with the most significant impact prevalent within our Executive leadership community. We have witnessed an impressive 5% points increase in our two-year average score on our annual ED&I index (part of our Employee Engagement survey), and we are now outperforming our peers in professional services by 11% points*.

Our talent attraction programs continue to support our commitment to a more diverse workforce. This year we have seen more significant female young professional intakes ranging from 33% in the UK, 35% in Latin America, and 38% in Canada. In our Mining and Metallurgy business, we achieved 44% females of our intake on our new Apprenticeship program. While we remain firmly committed to our gender targets, we acknowledge that building a more diverse workforce is about more than gender. We are also focusing on increasing the representation of other minority groups. In our UK region, 38% intake of candidates on our graduate program were from an ethnic minority background. We support young Indigenous and Black professionals

entering the engineering sector through our scholarship programs in Canada and the US. These achievements help to support our longer-term, sustainable future.

As we operationalize our global program, we remain committed to weaving ED&I into everything we do. Our employees have embraced the program and are involved through our Employee Resource Groups (ERGs), which expanded this year from 16 to 31 worldwide. The ERGs, which are employee owned and led, have been instrumental in operationalizing our program and helping us identify barriers and opportunities within our employee lifecycle. The influence and contribution of our ERGs have ranged from supporting the review of our recruitment and selection processes to collaborating with our real estate’s team to develop a more inclusive work environment and joining force with

our Learning and Talent Development Team to create ED&I-specific training. Our ERGs have also been instrumental in developing and supporting our global Allyship program, which is a key enabler to our success.

A great example of an initiative that we have put in place is The AtkinsRéalis Academia: Building Bridges Program that aims at collaborating with universities to offer students specialized training in the field of engineering in India. The program, which is a partnership with The Government Polytechnic Women’s College, gives students the opportunity to learn more about industry insights and develop relevant skills for their future careers. In April 2022 we celebrated the achievements of the first cohort that included 30 students.

*Based on external 2021 Professional Services worldwide benchmark - Ipsos

7

POSITIVE LEADERSHIP

Managing impacts of projects
Business mix addressing
climate change



MANAGING IMPACTS OF PROJECTS

Enhancing the resilience of water supply

Hampshire, UK

We were commissioned to design, and secure planning consent for, the Havant Thicket Reservoir and associated pipeline in Hampshire to ensure that there will be adequate provision to meet water supply needs and to secure sub-regional supplies in the medium and longer term, including bulk supplies to Southern Water.

The proposed reservoir and pipeline will provide improved resilience for existing Portsmouth Water customers, support additional housing growth in the Portsmouth Water supply area and enable additional water to be supplied to Southern Water to meet its forecast deficit.

Complementary to its infrastructure resilience function, the reservoir will provide a new recreational resource in South Hampshire which will include a visitor centre with education facilities, accessible open space, a network of trails linking to the wider area and a new wetland habitat and associated area for nature conservation. Opportunities for local employment will be maximised during the reservoir's construction, as well as the development of skills locally to leave a positive legacy in the local communities.

Reducing the release of contaminants at Hanford

Hanford Nuclear Reservation, USA

During the effort to support World War II, Hanford was built in southeastern Washington State to build nuclear reactors and processing facilities to extract plutonium for atomic weapons.

Post-World War II tensions drove the continued production of plutonium and electricity until 1987. However, plutonium production generated liquid and solid waste that posed a risk to the local environment, including the Columbia River. In 1989, the US Department of Energy (DOE), the Environmental Protection Agency (EPA) and the Washington State Department of Ecology signed the Tri-Party Agreement to clean up the Hanford Site, one of the largest nuclear cleanup efforts in the world.

We are part of the joint venture Washington River Protection Solutions, the prime contractor managing retrieval and treatment of Hanford's radioactive and hazardous waste. Hanford currently stores 56 million gallons of high-level waste, which will eventually be transformed into a stable, glass product through a process known as vitrification. Once the waste has been vitrified, it will be put into stainless steel canisters and safely dispositioned. Our technology provides the highest production rate for large quantities of waste and is the most widely adopted technology for HLW vitrification across the world.



Environmental incidents on controlled sites and TEIF

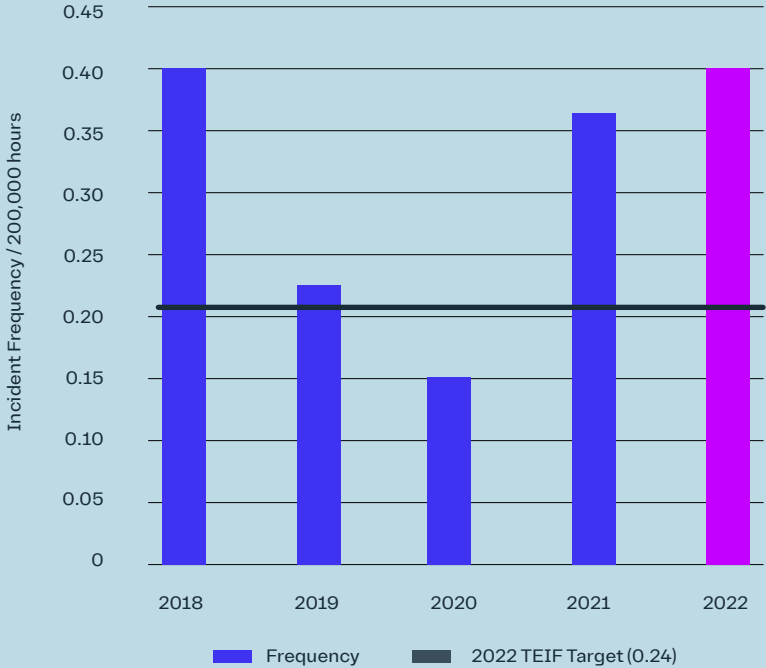
Similar to our Health and Safety targets, our environmental targets are reviewed and approved by the Safety, Project Oversight and Technology Board Committee and the Board of Directors.

To better support the principle of continual improvement, our 2022 Total Environmental Incident Frequency (TEIF) target was determined based on a three-year rolling average, rather than based solely on the previous year's results. Hence, from 2021 to 2022, our TEIF target went from 0.26 to 0.24.

In 2022, no significant environmental incident was recorded. In the same period, AtkinsRéalis has not been issued any environmental enforcement actions. It should be noted that our controlled sites are required to report all environmental incidents regardless of their significance.

Lagging Environmental Indicator	2022 Target	2022 Actual
Total Environmental Incident Frequency (TEIF) ¹	0.24	0.40

2018 - 2022 Total Environmental Incident Frequency



¹All 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.

Protecting biodiversity: Hann Lux Lifestyle Resort Master Plan

Luzon, Philippines

‘Hann Lux Lifestyle Resort’ comprises a 450-hectare site within the mountainous landscapes of Luzon, approximately 100km north of Manila.

Located along the extended foothills of the mountain ridge that holds Mount Pinatubo, the site accommodates a unique volcanic landscape typically known for its rich ecology. The 450ha development area has been carefully selected by the design team, out of the 722ha of land made available at the first phase of the study.

A sensitive landscape planning methodology has been adopted to outline the project boundaries and to conceptualize a Master Plan. This comprises intensive

terrain assessments, topographical and hydrological studies, mapping of GIS data, VR studies and 3D printing to fully capture the terrain morphology.

The Master Plan brief includes the proposal of an Integrated Golf Resort, which comprises 54 holes, 3 five-star branded resorts, outdoor leisure activities, public amenities, and an efficient circulation system.

As a model for sustainability and eco-tourism the development is linked both to the local ecosystem and into regional awareness and strong environmental stewardship.

Community consultations: Elevate Denver Bond Program

Denver, USA

Denver is five years along its ambitious program of capital infrastructure improvements. This broad program comprises nearly 500 separate projects, such as roads and recreation facilities, as well as renovating and improving existing infrastructure, all aimed at helping Denver meet its rapid growth forecasts for the coming decade.

The scale and diversity of 500 individual projects presented a complex project management challenge, which required a new, unified destination for information from multiple sources and diverse systems, both across the program as a whole and for each project. And when it came to getting the approval for all these projects, the public was asked to vote on the seven different taxation

mechanisms – one for each portfolio – that would provide the budget in its entirety. Widespread visibility of finance, benefits and status was paramount, so communities knew how their money was being spent and could check on the progress of any element.

Drawing on our wealth of global knowledge, we created a customized Program Management and Reporting solution, with complete monitoring capability on finance, scope and progress. Several dashboard wireframes and development roadmaps for each portfolio area were created with phased releases. The full public-facing Program Dashboard launched in August 2022.

[Find out more →](#)

Adding Social Value: Indigenous E3

Canada

In 2022, we launched Indigenous E3, a special purpose limited partnership formed between AtkinsRéalis and Indigenous Community and Engagement (ICE), a leading firm in Indigenous stakeholder engagement that specializes in developing Reconciliation-rooted approaches to advance Indigenous socio-economic development in Canada.

“E3” refers to “Earth, Environmental and Engineering”. Indigenous E3 (IE3) will work to identify and deliver projects that support Indigenous advancement and long-term prosperity. IE3 will enable Indigenous communities to access AtkinsRéalis’ unique end-to-end capabilities on projects that include Indigenous ownership set-asides for bidders, while also strengthening AtkinsRéalis’ ability to successfully win and deliver Indigenous-endorsed projects

where ownership considerations are not a requirement, but where the specialized expertise of an Indigenous-engagement firm will be materially additive to the Company’s ability to win and execute work for Canada’s Indigenous peoples.

While Indigenous E3 will initially focus on assisting communities on mandates falling within the delivery of AtkinsRéalis’ Engineering Services group, the partnership will bring the expertise of the entire Company to both where and how Indigenous groups need it, across all of AtkinsRéalis’ business lines.

[Find out more →](#)

BUSINESS MIX ADDRESSING CLIMATE CHANGE

Strategy

There is undoubtedly an international momentum towards net zero, but to decarbonize the world's economies represents an unprecedented engineering challenge. There is no one universal roadmap to net zero: from climate and available resources to existing infrastructure and economic factors, each country will set its own targets and each must then seek to find the optimal way to achieve them.

We recognize that significant opportunities exist across all market sectors to support clients to decarbonize and transition their businesses to be net zero and climate resilient. And we have identified six "hotspots", industries or markets where we can have the most impact by partnering with clients:

- Buildings and Cities
- Energy Systems

- Greenhouse Gas Removals
- Industry and Infrastructure
- Strategic Carbon Advisory
- Transportation

[Find out more →](#)



Barakah Nuclear Energy Plant

Al Dhafra region, United Arab Emirates

The Barakah Nuclear Energy Plant is the first nuclear power plant in the Arab world, located in the Al Dhafra region of the UAE. It consists of four pressurized water-cooled reactor units, each with a capacity of 1,400 MW net electrical output. Once all four units are up and running, the plant will supply 25% of the power needs of the UAE.

We have been supporting this nuclear project continuously since 2011. The local team is headquartered in Abu Dhabi, though benefits from reach-back into our immense presence of more than 3,500 nuclear professionals around the world.

On the project, we have been involved in a number of aspects of financing, construction, commissioning and operations, mainly in the areas of engineering, training and project management.

Champlain Hudson Power Express

Canada and USA

We were awarded an Owners Engineering mandate from Transmission Developers Inc. for the Champlain Hudson Power Express project, a high voltage direct current (HVDC) transmission line that will be deployed from Canada to the United States. In the services contract, AtkinsRéalis will provide the HVDC cable and converter station's technical oversight and design coordination for the U.S. portion of the project.

The project consists of approximately 339 miles (545 km) of buried cable transmission line, of which more than half will be installed underwater. The transmission line will start from the province of Quebec, cross into the U.S. under Lake Champlain and then travel south to connect to converter stations in Astoria, Queens, and New York City.

The carbon footprint reduction objective of this project emphasizes AtkinsRéalis' commitment to net zero targets and demonstrates the major role of the Company in the electrification and decarbonization of economies worldwide. AtkinsRéalis' centre of excellence in HVDC located in Canada has been active in the field for half a century and has delivered landmark projects throughout the globe.

[Find out more →](#)



Offshore Wind Technical Due Diligence

North Sea, United Kingdom

AtkinsRéalis was appointed by an international investor to undertake technical due diligence on a fully operational offshore wind farm located in the UK North Sea.

The international investor required a team of subject matter experts to review the condition and status of the wind farm, including:

- remaining asset life
- energy yield
- operations and maintenance arrangements
- associated costs and risks.
- performance and availability

Our experts quickly identified a number of key risks / red flag focus areas, which were shared with the international investor and became the focus for a more detailed review.

SSE Thermal Aldbrough Hydrogen Pathfinder

East Yorkshire, United Kingdom

We supported SSE Thermal's end-to-end, fully integrated hydrogen production, storage, and power generation project, named the Aldbrough Hydrogen Pathfinder.

We were involved in the feasibility and concept design of an electrolyzer system, underground hydrogen storage solution and a hydrogen-fired Open Cycle Gas Turbine (OCGT) at the East Yorkshire site. The project will produce hydrogen using renewable energy in a 35-MW electrolyzer which will be stored in an underground salt cavern. The stored hydrogen will then be used to fire an OCGT which can export power to the grid when demand is high.

The project, delivered in exceptionally short timescales to achieve the Department for Business, Energy & Industrial Strategy's Net Zero Hydrogen Fund deadline, will demonstrate the integration, scale-up and operation of the technology to inform the development and execution of other large projects that would require similar infrastructure.

Crossrail – Elizabeth Line

London, United Kingdom

AtkinsRéalis' business has worked on the Crossrail project for almost 25 years, from its inception to its opening. It has been one of our largest projects in the UK since the London 2012 Olympic Games, with hundreds of people contributing thousands of hours of expertise and advice over the decades. The Crossrail project is a prime example of our values of innovation and collaboration in action. Our work has created a lasting legacy with careers made, skills transferred globally and new technologies tried and tested.

The Elizabeth line will be run by Transport for London as part of the city's integrated transport network. When fully operational, the line will serve 41 accessible stations, 31 of them upgraded, including all three terminal rail stations at Heathrow and

services to Reading. It will boost central London's rail capacity by 10%, bringing an additional 1.5 million people within 45 minutes' commute of central London.

Although the carbon emissions generated from the construction will be close to 1.7 million tCO₂e, annual savings of up to 225,000 tCO₂e a year could be generated, both from a reduction in car journeys and from replacing diesel trains on the existing network, meaning the new Elizabeth line should be carbon neutral between 9 to 13 years after opening.

[Find out more →](#)

Supporting the Go Electric Strategy

Solihull, United Kingdom

Solihull Metropolitan Borough Council (SMBC) developed its Go Electric strategy with the central aim of ensuring that it helps support the replacement of petrol or diesel-powered vehicles by addressing current barriers to electric vehicle adoption.

The strategy supports the future transition to electric vehicles and will deliver reductions in carbon emissions and improvements in air quality.

SMBC asked AtkinsRéalis, working in partnership with Field Dynamics, to conduct a study to help them determine a deployment strategy and assess the implications on the current action plan concerning EV charging points across the SMBC region.

The objective was to help them determine the optimal number, type, location and prioritisation of charge points across the region whilst also taking into consideration the impacts of local business strategies and Council and Community housing fleets.

8

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

INTRODUCTION TO THE UN'S SDG

In September 2015, the General Assembly of the United Nations adopted the 2030 Agenda for Sustainable Development, including 17 Sustainable Development Goals (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 have created a Sustainable Business Strategy aligned with the UN SDGs.

We have selected three goals on which we will focus our improvement initiatives between 2020 and 2025:

GOAL 7
Affordable and Clean Energy

GOAL 11
**Sustainable Cities
and Communities**

GOAL 13
Climate Action

These are the goals we consider to be most material both to our business strategy and to our stakeholders.

OUR PRIORITY GOALS



UN SDG 7 - Affordable and Clean Energy

AtkinsRéalis combines decades of expertise, engineering capabilities and an understanding of the entire energy system to deliver solutions for nuclear, hydro, renewables, transmission, energy storage and transmission and distribution applications. As organizations become increasingly digital, we build and utilize intelligent networks and cybersecurity systems to enhance power plants' capacity to create cleaner energy. As the steward of CANDU® technology, we've developed and licensed nuclear technology for over 60 years. With our knowledge of global policy and regulatory frameworks across four continents, we've expanded to new geographies across a wide range of reactor technologies, including SMRs.



UN SDG 11 - Sustainable Cities and Communities

We design towns, cities, and communities to meet the needs of modern populations throughout the world. Our work includes planning and project managing infrastructure projects across transport, energy, water and environment, building design, industry, communications, health, justice, and education sectors. For every project, we use our insights and knowledge of local community issues – including the political and socio-economic climate – to help determine the importance of providing urban development which can create a lasting legacy for future generations. We weave environmental, economic, and social sustainability into every project to develop a vibrant ecosystem of people, programs, and places. By working in close partnership with local government organizations, developers, and local communities, we plan, design, and enable projects that add value for all stakeholders.



UN SDG 13 - Climate Action

We need to act now to achieve net zero carbon and avoid catastrophic climate change. We consider it our mission to lead the engineering industry in achieving net zero as rapidly as possible. Our expertise, commitment and global experience means we are uniquely placed to address the challenges ahead and identify opportunities in pursuit of a carbon-free economy. We channel our low-carbon engineering experience into pioneering solutions for faster decarbonization of businesses, sectors and regions at scale, for more sustainable economic growth. As the global movement towards a more sustainable future gathers momentum in a post-COVID world, we are committed to making a profound impact on climate change and leading the world towards net zero carbon.

UN GOALS WHERE WE CAN HAVE A HIGHER IMPACT

Although SDG 7, 11, and 13 are our priority, we consider that our activities and the way we conduct our business can also have a significant impact on the following UN goals.



UN SDG 3 - Good Health and Well-being

Our clients thrive on our ability to create the healthcare facilities of tomorrow, all built on the foundations of more than five decades in the healthcare sector. The success of our clients' healthcare and research projects are driven by the desire to put patients' needs at the centre of everything. As the world around us changes, we deliver facilities primed for the very best levels of healing and care possible. We're constantly adapting to empower the latest and greatest models of healthcare, regardless of location or procurement method, whether that means integrating mechanical-electrical services, controlling cutting-edge equipment, or creating masterplans for major hospital redevelopments.



UN SDG 5 - Gender Equality

As an industry, we have long recognized our responsibility to attract as wide a pool of talent as possible into the world of engineering. Working together with the industry, we've succeeded in increasing the proportion of female engineering and technology undergraduates in the UK by five percentage points over the last decade (2011-2021). However, the most significant challenge facing our industry is the disproportionate number of men to women across all levels of the career spectrum, particularly in senior roles. Moreover, women are also leaving the engineering profession at twice the rate of men. To increase the number of our female workforce in roles related to science, technology, engineering, and math (STEM), we are actively recruiting more women into the business and increasingly retaining them by providing development opportunities for progression into more senior positions.



UN SDG 6 - Clean Water and Sanitation

Protecting community health starts with ensuring access to clear drinking water. That's why our water specialists have one of the most important—and rewarding—jobs in the engineering industry. Every completed project is a solution that directly impacts human health, while also advancing industry best practices.

We supply all types of drinking water solutions to our clients, from installing wells in rural communities to engineering and building sophisticated seawater desalination complexes in dry climates. While creating safe drinking water is always the goal, how we get there is specifically tailored to each project. Our deep understanding of treatment technologies—such as desalination, reverse osmosis, membrane filtration, sand filtration, disinfection, ozonation, and biological or physicochemical treatments—means every project benefits from the best expertise available.



UN SDG 10 - Reduced Inequalities

We have always recognized the important role youth, especially those of Indigenous heritage, play in the success of our global workforce. Their unique perspectives, expertise, experience, and knowledge are critical to developing and sustaining an innovative workforce and corporate culture. We continue to support the success of the next generation of Indigenous youth by awarding bursaries through various academic institutions and initiatives. Five CA\$5,000 scholarships are awarded each year to Indigenous students enrolled in a post-secondary Canadian institution who have demonstrated their commitment to education, volunteer work, and their desire to help Canada's Indigenous, First Nations, Metis and Inuit communities thrive.



UN SDG 12 - Responsible Consumption and Production

We deploy our global capabilities locally to our clients and deliver unique end-to-end services across the whole life cycle of assets. We leverage our capabilities to meet the demands of the future for our clients in decarbonization and sustainable solutions. This means that we can: examine multiple scenarios at the design phase to choose the project which minimizes impacts while maximizing benefits; create a digital twin of the client's asset to optimize resource management through construction; apply building life cycle management approaches to monitor and react to critical data, facilitating maintenance; extend the operational life of facilities and, at the end of the life cycle, dismantle buildings and infrastructure; and finally, rehabilitate and restore properties so that the location can be used again.



UN SDG 16 - Peace, Justice and Strong Institutions

AtkinsRéalis has a deep commitment to continued excellence in integrity and compliance and we consider responsible business practices critical to achieving our purpose. Beyond the fight against bribery and corruption, integrity is about doing the right thing. We believe ethics and business success go hand-in-hand. We are now harnessing our knowledge gained from our experience to help others, share lessons learned and shape the future of our industry. This includes supporting global anti-corruption organizations, such as:

- World Economic Forum's Partnering Against Corruption Initiative (PACI)
- United Nations Global Compact
- OECD Trust in Business Integrity Initiative
- TRACE International
- Ethisphere's Business Ethics Leadership Alliance (BELA)
- Coalition for Ethical Operations
- Institute of Corporate Directors (ICD)

Appendix A

2022 ESG REPORT

FORWARD LOOKING / CAUTIONARY STATEMENTS

Statements made in this report that describe the Company's or management's estimates, expectations, 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", "goal", "intends", "may", "plans", "projects", "forecasts", "should", "target", "vision", "will", "likely", or the negative thereof or other variations thereon. Forward-looking statements also include any other statements that do not refer to historical facts. This report includes certain forward-looking statements, including statements regarding (i) 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 to maintain at least 30% representation by women), and (ii) 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. There is a risk that one or more of the initiatives and objectives described in this report may be materially delayed or terminated, in whole or in part. Forward-looking statements are presented for the purpose of assisting investors and others in understanding certain key elements of the Company's current plans,

including with respect to sustainability and ED&I, and in obtaining a better understanding of the Company's business and anticipated operating environment and 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 as at the date hereof. Although the Company believes that the expectations reflected in such forward-looking statement are reasonable, it can give no assurance that such expectations will prove to have been correct. Forward-looking statements for periods beyond 2023 involve longer-term assumptions and estimates and are consequently subject to greater uncertainty. The Company will continue to assess its assumptions to ensure that its approach to reaching Net Zero carbon emissions from corporate activities by 2030 is reflective of market conditions.

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 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; sufficient collaboration with, and active and continued participation of stakeholders (including the employees, clients, suppliers



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 socio-political 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 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. Forward-looking statements made by the Company in this report are also based on a number of additional assumptions which are set out throughout the Company's 2022 annual Management Discussion and Analysis ("MD&A") (particularly in the sections entitled "Critical Accounting Judgments and Key Sources of Estimation Uncertainty" and "How We Analyze and Report our Results") as updated in the first and second quarters 2023 MD&A available on SEDAR+ at www.sedarplus.ca and on the Company's website at www.atkinsrealis.com under the "Investors" section. If any of the assumptions mentioned above proves to be inaccurate, the Company's actual results could differ materially from those expressed or implied in the forward-looking statements made in this report. There is a possibility that the Company's express or implied predictions, targets, projections, expectations, or conclusions will not prove

to be accurate, that its assumptions may not be confirmed, and that its vision, strategic objectives, and performance targets will not be achieved. The Company recommends that readers not place undue reliance on forward-looking statements contained in this report. 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. These risk factors are set out in the Company's 2022 annual MD&A as updated in the first and second quarters 2023 MD&A.

FOR QUESTIONS ABOUT
ESG OR HOW WE CAN
HELP YOUR BUSINESS,
PLEASE CONTACT:

Marie-Michèle Bleau

Sustainability Manager

marie-michele.bleau@atkinsrealis.com

atkinsrealis.com/ESG

