



Delivering Excellence, Driving Growth

2024 Annual Integrated Report

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About this Report


Created by the integration of long-standing organizations dating back to 1911, AtkinsRéalis is a world-class engineering services and nuclear company dedicated to engineering a better future for our planet and its people. We create sustainable solutions that connect people, data, and technology to transform the world's infrastructure and energy systems.


This report (“Report”) covers the activities of AtkinsRéalis (as defined below) from January 1, 2024 to December 31, 2024. This Report relates to the activities, brands, products, and services associated with AtkinsRéalis. Reference to the “Company” or to “AtkinsRéalis” means, as the context may require: AtkinsRéalis Group Inc. and all or some of its subsidiaries or joint arrangements or associates, or AtkinsRéalis Group Inc. or one or more of its subsidiaries, joint arrangements, or associates.

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

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

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

Deloitte LLP (Deloitte), the independent auditor, performed an independent limited assurance engagement, in accordance with ISAE 3000 Revised (Assurance Engagements Other than Audits or Reviews of Historical Financial Information). These select performance indicators should be read in conjunction with Deloitte’s assurance report, available in [Appendix A](#) of this report. In the present report, these indicators are denoted by this symbol: 

Other indicators that were reviewed by AtkinsRéalis’ Internal Audit team are marked with this symbol: 

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Independent Practitioner’s Limited Assurance Report

Total of Segments Measures, Supplementary Financial Measures, and Non-Financial Information

The Company reports its financial results in accordance with IFRS® Accounting Standards as issued by the International Accounting Standards Board (“IFRS Accounting Standards”). However, the following total of segments measures, supplementary financial measures, and non-financial information used by the Company to analyze and evaluate its results are included in this report: certain measures for various reportable segments that are grouped together such as revenue, Segment Adjusted EBIT, backlog, and the various segments that comprise Engineering Services Regions and the AtkinsRéalis line of business, as well as revenues from sustainable projects, revenues from clean tech, and disaggregated backlog. Additional details for	these total of segments measures, supplementary financial measures, and non-financial information can be found below and in Sections 4, and 13 of the Company’s Management’s Discussion and Analysis dated March 13, 2025 (the “2024 MD&A”) and are incorporated by reference into this report. The MD&A was filed with the securities regulatory authorities in Canada and is available on SEDAR+ at www.sedarplus.com and on the Company’s website at www.AtkinsRéalis.com under the “Investors” section. Total of segments measures, supplementary financial measures, and non-financial information do not have any standardized meaning as prescribed by IFRS Accounting Standards and therefore may not be comparable to similar measures presented by other	issuers. Management believes that, in addition to conventional measures prepared in accordance with IFRS Accounting Standards, these total of segments measures, certain supplementary financial measures, and non-financial information provide additional insight into the Company’s financial results, and certain investors may use this information to evaluate the Company’s performance from period to period. However, these measures and non-financial information have limitations and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS Accounting Standards.
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About AtkinsRéalis

AtkinsRéalis is a world-class engineering services and nuclear company with offices around the world. Built on the legacy of proud organizations that date back to 1911, we design and deliver major solutions in the built and natural environments around the world.

AtkinsRéalis delivers innovative solutions that integrate people, technology, and data, and in doing so we help revolutionize infrastructure and energy systems worldwide.

At AtkinsRéalis, we believe that digital engineering and other innovative approaches to the world's great challenges will continue to radically improve the way we are all housed, connected, powered, and protected.





At AtkinsRéalis, we lead with purpose:

Engineering a better future for our planet and its people

OUR VALUES

Safety

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

Integrity

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

Collaboration

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

Innovation

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

Excellence

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

INTEGRATED REPORTING

We believe that Integrated Reporting, whereby financial metrics are reported alongside – and directly tied to – sustainable outcomes, is the best way to capture how deeply ingrained this complementarity is to our business model. In this pursuit, last year we released our first Annual Integrated Report (for 2023), and we are proud to follow up here with our 2024 year-in-review.



Accelerating AtkinsRéalis

A message from the Chair of the Board **William L. Young**

As I reflect on 2024, it is clear to me that the year represented a pivotal moment for AtkinsRéalis. It marked the transition from a period of transformation to a more enduring stage in the Company's journey.

AtkinsRéalis has firmly established its identity as a world-class engineering services and nuclear organization and is entrenched as a major player in global infrastructure development and energy production. The International Business Leader of the Year title awarded to President and CEO Ian L. Edwards by the Canadian Chamber of Commerce is just one reflection of the Company's well-regarded status on the global stage and acknowledges the extraordinary transformation he has led over the past five years.

In 2024, AtkinsRéalis expanded and solidified its presence in key existing markets, laying the groundwork for continued growth. With consistent and substantial year-over-year growth across both its Engineering Services Regions¹ and its Nuclear segment, the future remains exceptionally bright. As the world seeks more secure, affordable, and lower-carbon energy and infrastructure solutions, AtkinsRéalis is well positioned to continue to deliver on its purpose: "Engineering a better future for our planet and its people." This purpose drives the Company to achieve its ambitious goals.



AtkinsRéalis’ business success is the result of developing critical infrastructure that benefits communities, while contributing to the global energy transition.

SUSTAINED GROWTH

2024 was an excellent financial year for AtkinsRéalis. The Company achieved significant organic revenue growth across most of its regions and portfolios, underscoring its operational excellence. Moreover, AtkinsRéalis ended the year with positive free cash flow, reflecting the cash-generating potential of the business as legacy lump-sum turnkey (LSTK) contracts continue to wind down.

To do this, AtkinsRéalis maintained a sharp focus on core activities with high value-creation potential. These included profit-enhancing projects in critical infrastructure markets and ambitious nuclear projects. Meanwhile, AtkinsRéalis’ work on legacy LSTK projects has greatly diminished.

With a strong balance sheet, AtkinsRéalis now possesses the financial flexibility to deploy capital to create additional shareholder value. In 2024, the Company reduced its debt, renewed its Normal Course Issuer Bid (NCIB) program, and repurchased shares. Going forward, the Company will actively pursue strategic M&A initiatives to drive future growth.

ENGINEERING SERVICES

In 2024, AtkinsRéalis further cemented its place as a premiere engineering services firm.

The world’s infrastructure is at an inflection point. Across industries and geographies, aging systems require urgent modernization, while new investments must be built to withstand the challenges of a changing environment. Governments and businesses alike are prioritizing

resilience, efficiency, and sustainability in infrastructure projects—from transportation networks to smart cities to water systems. As a leading engineering services firm, AtkinsRéalis is at the forefront of this transformation. The company’s expertise positions us to help clients navigate complex engineering challenges, ensuring that critical infrastructure is not only replaced but also improved to meet the demands of the future.

Public and private investment is flowing into infrastructure at an unprecedented scale, creating significant opportunities for firms with the right capabilities. Government initiatives, from incentive programs to direct funding, are accelerating upgrades in key sectors, and we are well equipped to support this momentum. Our ability to manage large, technically complex projects, combined with deep regulatory expertise, enables AtkinsRéalis to capitalize on these funding mechanisms while delivering projects efficiently. By leveraging these tailwinds, the Company is strengthening our market position and creating long-term value for shareholders.

NUCLEAR IN FOCUS

Simply put, AtkinsRéalis has become an increasingly integral player to help meet the world’s energy transition goals. As one of the few global companies supporting governments’ growing energy needs, AtkinsRéalis plays a critical role in life-extension work for existing nuclear power plants and can deliver on nuclear new builds. And as the steward of CANDU reactor technology, with end-to-end expertise in nuclear engineering, design, and project management, AtkinsRéalis is

positioned as a global leader in this space for many years to come. In fact, toward the end of 2024, the Company announced the building of two new CANDU reactor plants at Cernavodă in Romania, the first since Unit 2 came online in 2007.

The upward revisions of future energy needs and the concurrent global push for secure, affordable, and low-carbon energy sources reinforce the importance of nuclear power and of AtkinsRéalis’ role in helping the world meet these needs. AtkinsRéalis is the original equipment manufacturer of CANDU nuclear technology, which powers some of the most efficient, safe and reliable nuclear plants globally. In politically polarized times, nuclear power continues—with good reason—to enjoy broad support as a lower-carbon baseload energy source. As the world strives to achieve the COP28 pledge to triple nuclear capacity by 2050, and individual countries set and meet their own energy goals, AtkinsRéalis’ can play a critical role in the future global energy mix.

FOR ATKINSRÉALIS, SUSTAINABILITY MEANS BUSINESS

AtkinsRéalis’ purpose inherently supports sustainable principles. And it is much more than a slogan: in practical terms, the Company’s business success is the result of developing critical infrastructure that benefits communities, while contributing to the global energy transition. Its commitment to integrated reporting demonstrates the tangible ways in which sustainability-related achievements align with bottom-line success.



THE BOARD – MOVING FORWARD

In 2024, we were pleased to welcome two new Board members, both with crucial experience in the engineering industry, including with the provision of services related to nuclear power.

Sam Shakir, who joined the Board in September, has led businesses focused on both utility and infrastructure markets and environmental and plant services. Sam has specific expertise in the nuclear industry as well, including operating and decommissioning plants and the sourcing and provision of inputs required for nuclear power. Nathalie Marcotte, who also joined in September, also has extensive experience in the engineering industry. Throughout her career, Nathalie’s roles have focused on project and services business growth, investment recommendations, strategy and marketing programs, sales readiness, and other growth

strategies. Nathalie’s and Sam’s insights will be invaluable as AtkinsRéalis continues to grow its engineering and nuclear services.

The Board remains highly committed to Good Governance—a necessary foundation for any thriving business—which includes adapting to rapid advancements in nuclear technology, AI, global infrastructure needs, and evolving investor and customer expectations related to efficiency, reliability, and positive social impact. As AtkinsRéalis continues to expand its nuclear activities, the Board will continue to closely assess related risks within its broader Enterprise Risk Management (ERM) framework for the business.



POWERING INTO THE FUTURE

As AtkinsRéalis looks ahead, I want to extend my deepest gratitude to you, our shareholders, for your trust and support.

I also want to thank the thousands of incredible people who make up the AtkinsRéalis team. You are unparalleled in your fields in terms of skill, commitment, and achievement.

Together, we who support AtkinsRéalis are building a brighter future, and I am excited about the opportunities that lie ahead.

Thank you for joining us on this journey.

Yours truly,

A handwritten signature in black ink, appearing to read 'W. Young'.

William L. Young
Chair of the Board

Delivering Excellence, Driving Growth

A message from the President and CEO
Ian L. Edwards

2024 was a remarkable year for AtkinsRéalis. Thanks to the dedication and talent of our nearly 38,500 team members, we delivered exceptional results, meeting or exceeding our ambitious revenue growth, margin, and cash flow targets for the year.

AtkinsRéalis achieved record-setting financial performance in 2024, underpinned by robust organic revenue growth and margin enhancements.

Our organic revenue growth was strong in our Engineering Services Regions and our Nuclear segment. These results reflect the way in which we continued to proactively align our value proposition with evolving global market needs.

Additionally, our Engineering Services Regions' backlog reached a new end-of-the-year record high, positioning us at the forefront of the next generation of industry developments. Meanwhile, our Nuclear backlog grew 72.8%

year-over-year to \$3.2 billion—also an end-of-the-year record, highlighting the near- and long-term growth trajectory of this business for AtkinsRéalis.

We generated positive free cash flow for the year, which improved significantly in the second half of 2024. Our strong financial performance, including our cash generation, resulted in a reduction of our net limited recourse and recourse debt to Adjusted EBITDA ratio, and to benefits to shareholders through share repurchases and dividends of more than \$50 million.

POWERED BY OUR PEOPLE

At our Investor Day in June 2024, we introduced our new strategy of “Delivering Excellence, Driving Growth.” This focus reflects our substantial ongoing expansion, not only financially but also in the realm of human capital. In 2024, the Company added 1,384 ✓ employees to its global workforce. This continued growth reflects our market leadership and ability to attract and retain some of the best talent in the industry.

At AtkinsRéalis, we foster an environment where interactions based on respect and collaboration can take place, where we can harness the power of teamwork, where everyone has a voice, and where relationships can be based on trust and openness.

We are proud of the results of our VOX Employee Engagement Survey, which saw record participation and far exceeded industry averages in terms of both engagement and individual positive responses to questions asked.

Employees on average rated AtkinsRéalis very highly, with year-over-year improvements in key areas—even where our 2023 baseline was already exceptionally strong. Notably, metrics such as “I am proud to work for our Company” and “I would recommend AtkinsRéalis as a great place to work” achieved outstanding scores and improved from already high baselines. At the same time, because we know that fostering employee wellbeing and satisfaction is a continuous





“At AtkinsRéalis, we foster an environment where interactions based on respect and collaboration can take place, where we can harness the power of teamwork, where everyone has a voice, and where relationships can be based on trust and openness.”

and evolving journey, we will continue to strive for maximal employee engagement and satisfaction and to effectively respond to feedback.

OPTIMIZING FOR OPERATIONAL EFFICIENCY

To me, excellence is the cycle of optimizing our business, delivering outstanding value to customers, securing more work, and continuously improving performance. While early indications are very encouraging, we have a runway of opportunities in front of us to continue operating more efficiently across the organization. This will lead to stronger margins for our business, and, importantly, to even healthier relationships with our customers.

Through process improvements and digital transformation initiatives, we also maintained and improved upon our high standards of quality, safety, and wellbeing.

In 2024, AtkinsRéalis transitioned to a regional financial reporting structure for our Engineering Services, which allowed us to capitalize on internal

synergies and to present a clearer picture of our global operations to shareholders as we expand in many existing markets and open new ones.

ENGINEERING SERVICES REGIONS

In 2024, we delivered a Segment Adjusted EBIT of \$657.2 million in our Engineering Services Regions*, representing a 16.2% year-over-year increase. AtkinsRéalis continues to be at the forefront of the global push for improved infrastructure.

Among our notable achievements in 2024 was the expansion of our presence in Ireland through a new contract for the DART+ public transport railway electrification project. Meanwhile, we continue to support the US’s ambitious infrastructure improvement plans and have won awards to rebuild the Broad Causeway Bridge in Florida and to partner with the state of Georgia to assist with its Statewide Resilience Improvement Plan. Additionally, we secured contracts in Canada for the extension of the Surrey-Langley Skytrain in British Columbia and the new Île d’Orléans Bridge in Quebec.

In Asia-Pacific, we were awarded project management services for the Formula 1 Singapore Grand Prix and a 30-year contract to support the development of a Bioprocessing center in South Korea.

NUCLEAR

In 2024, we delivered a Segment Adjusted EBIT of \$184.1 million in our Nuclear segment, representing a 26.6% year-over-year increase. AtkinsRéalis is proud to play a key role in the global nuclear revival, which is providing secure, affordable, and reliable energy. Our unique value proposition as the Original Equipment Manufacturer (OEM) for CANDU nuclear technology grants us exclusive rights to this proprietary technology. We are globally recognized for asset performance and have over 60 years of expertise in this highly regulated industry, which gives us significant competitive advantages and comprehensive nuclear lifecycle capabilities.

In 2024, AtkinsRéalis secured contracts for two new CANDU nuclear reactors in Cernavodă, Romania, a life extension project in Qinshan, China,² and an owner’s engineer contract for small modular reactors (SMRs) in Washington State in the US. We continue to

collaborate with governments worldwide—including in Canada, the US, the UK, and the European Union³—to enhance the capabilities and efficiency of nuclear power sources as a key component of the global energy transition.

For example, we launched the Canadians for CANDU campaign to promote the deployment of CANDU nuclear technology at home and abroad in support of Canadian and global efforts to reduce carbon emissions. We were also awarded an operations and maintenance contract for the US Department of Energy’s (DOE) Paducah and Portsmouth Gaseous Diffusion Plants, and we signed an MoU with partners to deliver SMRs in the UK to help the country meet its goals.⁴

A VISION FOR THE FUTURE

In short, 2024 was an excellent year, and we ended it looking ahead to 2025 with confidence in our go-forward strategy of “Delivering Excellence, Driving Growth”.

Our priorities in the coming months include deepening our leadership in nuclear power and exploring new growth opportunities in both existing and emerging markets.

AtkinsRéalis’ opportunities to contribute to the world’s current and future needs are vast. We see significant sustainable growth opportunities in our markets, driven by factors such as aging infrastructure, urbanization, and increasing energy demand.

To do this, we will continue to strategically position our people and services in the right markets, coupled with the right capabilities, the right leadership, and the right culture to succeed.

I am deeply grateful to our employees for their constant hard work and commitment, which form the foundation of our success

I remain, as ever, thankful to our customers, who continue to entrust us with their most critical goals and ambitious visions.

Finally, I want to thank our Board of Directors for their important guidance, and our valued shareholders for their trust and belief in AtkinsRéalis’ vision.

As we build on the momentum of 2024, I am excited about what lies ahead for AtkinsRéalis. Together, we will continue to innovate, grow, and fulfill our mission to engineer a better future for the planet and its people.

Thank you for your trust and partnership in those pursuits.

Ian L. Edwards
President and Chief Executive Officer
AtkinsRéalis

* Segment Adjusted EBIT for Engineering Services Regions is a total of segments measure. Please refer to Note 1 under the “References and notes” section of this Report for details on total of segments measures.

The AtkinsRéalis Leadership Team

As of March 2025



Ian L. Edwards
President and Chief
Executive Officer



Chris Ball
President, United Kingdom
& Ireland



Jeff Bell
Chief Financial Officer



Andrée-Claude Bérubé
General Counsel



James Cullens
Chief Human
Resources Officer



Philip Hoare
Chief Operating Officer



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



Richard Robinson
President, Asia, Middle
East & Australia (AMEA)



Joe St. Julian
President, Nuclear



Joël Taché
Chief Risk Officer



Stéphanie Vaillancourt
President, Canada

The Dawn of a New Strategy



2024 marked the successful culmination of AtkinsRéalis’ 2022-2024 Pivoting to Growth strategy, which delivered robust results across all key metrics, reinforcing the Company’s position as a leader in addressing the energy transition and global infrastructure needs.

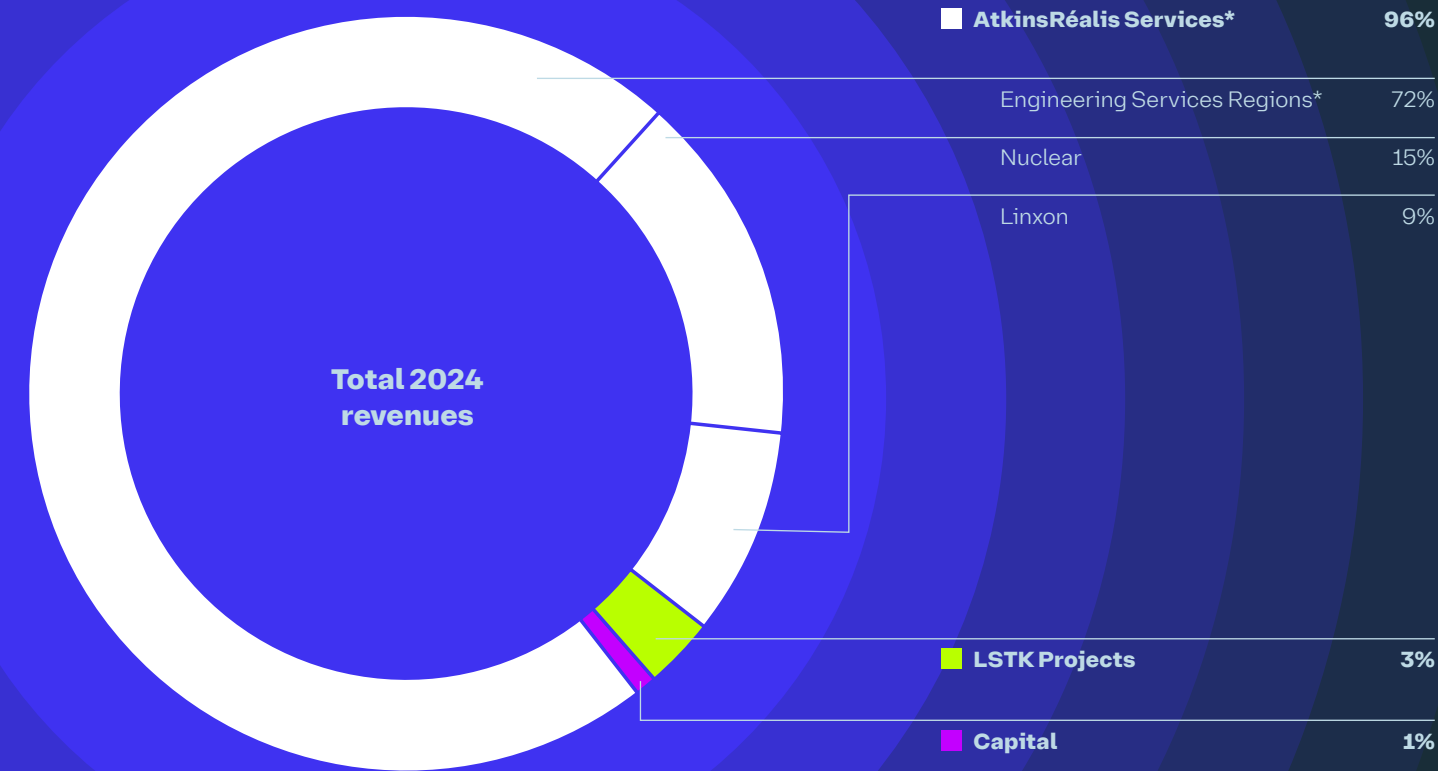
Over the past three years, the Company consistently met or exceeded all of the commitments set as part of the Pivoting to Growth strategy—on revenue, margins, and balance sheet strength.⁵ This momentum set the stage for AtkinsRéalis’ current phase:

Delivering Excellence, Driving Growth.

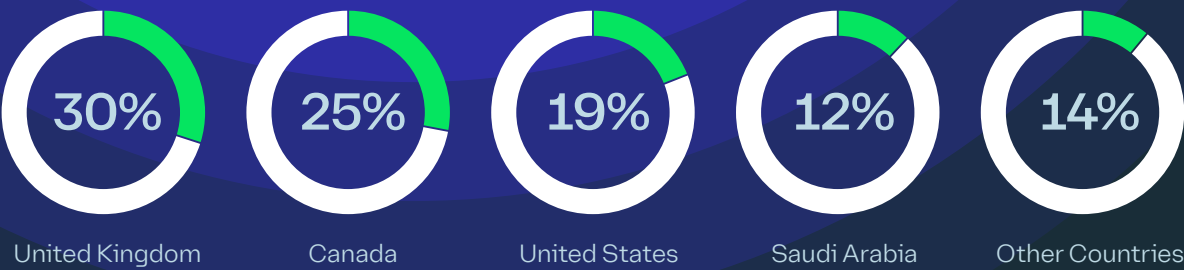
This new strategy is built on three core pillars—Optimizing the Business, Accelerating Value Creation, and Exploring Untapped Potential.

From 2025-2027, AtkinsRéalis will focus on reducing portfolio risk, expanding share of high-value projects, leveraging global talent centers, and pursuing strategic growth opportunities in high-potential markets.

Financial Highlights



Total 2024 revenues by geographic area



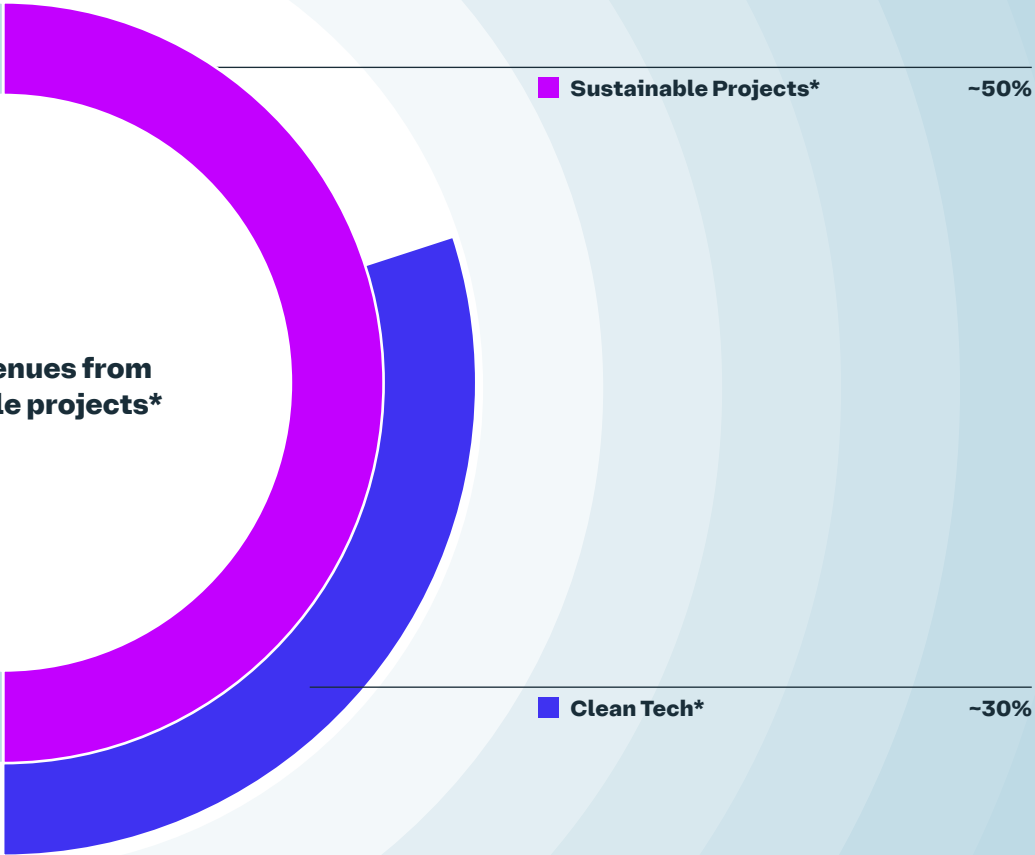
Our 2024 performance (in millions \$, except as otherwise noted)

Total revenues	9,668	2023 8,634	↑ 12%
Total Segment Adjusted EBIT	845	2023 766	↑ 10%
Net income attributable to AtkinsRéalis shareholders	284	2023 287	↓ -1%
Diluted EPS	1.62 (IN \$)	2023 1.64	↓ -1%
Net cash generated from operating activities	526	2023 66	↑ 697%
Total backlog	17,455	2023 14,133	↑ 23%
Total employees ⁶	~38,500 (EMPLOYEES)	2023 ~37,500	↑ ~4%

* Revenues from AtkinsRéalis Services and Engineering Services Regions are total of segments measures. Please refer to Note 1 under the "Reference and notes" section of this document for further details.

Sustainability Highlights

2024 Revenues from Sustainable projects*



~50%

Overall Revenues from sustainable projects ✓

~30%

Sustainable projects involving clean tech ✓

~80

Projects seeking a multi-attribute sustainability standard certification ✓

* Revenue breakdowns presented are each a disaggregation of total revenue and are considered supplementary financial measures. Please see p.23 for details and methodology.

In 2024, approximately 50% of our revenues are estimated to have been generated by sustainable projects.

Revenues from Sustainable projects * ✓	~50%	2023 ~50%			
Employee Engagement score ** ✓	87%	2023 87%			
Total Recordable Incident Frequency (TRIF) † †	0.06	2023 0.10			
Lost Time Incident Frequency (LTIF) † †	0.030	2023 0.037			
GHG Emissions Reduction Since 2019 ‡	675,918 (CO ₂ E)	2023 625,922			
Total Environmental Incident Frequency (TEIF) § †	0.01	2023 0.01			

* Please see p. 23 for details and methodology.
** Please see p. 64 for details: carried out by the independent firm Ipsos.
† Please see p. 60 for details and calculation methodology.
‡ Total of Scopes 1, 2, and 3. Base year (2019) adjusted to reflect current organization. Please see p. 32 for details.
§ Please see p. 45 for details.



In 2021, we began categorizing our revenues depending on whether the associated projects could be deemed sustainable.

These are projects that either reduce global greenhouse gas (GHG) emissions, have a positive impact on the environment, and/or have a strong social purpose. We reviewed our methodology in 2022.

Since then, we strengthened our internal controls for this process with the support of the Financial Controls and Governance team.

For AtkinsRéalis, revenues from Sustainable Projects are defined as revenues from a project where either its Market, Sub-Market or Sub-Service is considered Sustainable under AtkinsRéalis’ classification, and/or if the project contains a component of one or more of the eleven Company-identified Sustainability Attributes. The Market and Services classifications considered Sustainable and the Sustainability Attributes were determined and developed internally by AtkinsRéalis.

Based on our existing definition, approximately 50% of our revenues in 2024⁷ are estimated to have been generated by sustainable projects, in line with our 2023 percentage.

In 2024, we also started tracking revenues from projects associated with “clean tech.”⁸ These projects represent a subset of the projects we deem sustainable and include specific nuclear projects, smart grids, high-tech manufacturing, and carbon capture ventures, to name a few. The markets and service types considered to fall in this category are denoted in a separate table below.

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

Revenues from Sustainable Projects

Markets considered as Sustainable	<ul style="list-style-type: none">▪ Rail and Transit▪ Environmental Protection, Regulation and Resilience▪ Hydropower and Dams▪ Social Building and Places▪ Oil and Gas Decommissioning
Services considered as Sustainable	<ul style="list-style-type: none">▪ Future of Transport Consultancy▪ Strategy & Advisory, including Environmental Resilience Consultancy
Sustainable attributes include projects that:	<ul style="list-style-type: none">▪ Support the development of low-carbon transit such as bike paths and electric vehicle infrastructure▪ Contribute to infrastructure resilience▪ Aim at repurposing brownfield▪ Relate to the conservation of marine habitat▪ Relating to the protection of terrestrial habitat▪ Support sustainable agriculture▪ Support or enhance social value▪ Provide environmental science services▪ Have client RFPs with scoring systems that include the aforementioned attributes, or similar.

~30%*

Revenues from clean tech ✓

- Advanced / Hi-Tech Manufacturing
- Water and Wastewater Utilities – Treatment and Resources
- Alternative Energies and Technologies
- Power Grids
- Nuclear New Build
- Reactor Support and Life Extension
- Environmental Remediation

- Seek a sustainability-related certification, such as BREEAM, LEED, or Envision
- Develop carbon capture and storage
- Improve energy efficiency, energy audits, or retrofitting upgrades

* Revenue breakdowns presented are each a disaggregation of total revenue and are considered supplementary financial measures.

Partnering for the Common Good

AtkinsRéalis is proud to participate in the following initiatives

- Net Zero Challenge Canada
- UN Global Compact
- OECD Global Initiative to Galvanize the Private Sector (GPS) as Partners in Combatting Corruption
- Business at OECD (BIAC) Anti-Corruption Committee - World Economic Forum Global Future Council
- Ethisphere's Business Ethics Leadership Alliance (BELA)

- World Economic Forum Partnering Against Corruption Initiative (PACI)
- World Economic Forum Global Parity Alliance (a cross-industry group committed to Equality, Diversity, and Inclusion)
- Business for Nature's 'Make it Mandatory' campaign

HUMAN RIGHTS

At AtkinsRéalis, we aspire to help prevent forced labor, child labor, modern slavery, and human trafficking, including in our supply chain, and to protect individuals working directly or indirectly for AtkinsRéalis from any form of forced labor, child labor, modern slavery, or human trafficking.

Our Human Rights Policy⁹ and Modern Slavery and Human Trafficking Statement¹⁰ are available on the Company's website.



Sustainability: Our Focus Areas

Internal



Our Own GHG Emissions / Energy Usage

As we help our clients decarbonize, we are leading by example. That starts with a net zero target that aligns with the Paris Agreement.



Employee Engagement

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



Everyone Belongs

Fostering a culture where everyone feels they truly belong and are valued for their unique contributions.

External



Business Mix that Addresses Climate Change

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



Managing Impacts of Projects

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

CORE PILLARS ENABLING OUR SUSTAINABILITY ACTIVITIES



Integrity



Health and Safety



Digital



Education on Sustainability

Operational Highlights

AtkinsRéalis' leadership in the engineering services and nuclear sectors continues to yield major contract wins and operational milestones.

In addition to nuclear life extension projects, the Company is leading several projects related to new nuclear power plants, including Hinkley Point C in the UK, two new CANDU reactors in Romania, and the Darlington New Nuclear Project in Canada. In parallel, strategic Engineering Services expansions in the US, including key Department of Energy contracts and major infrastructure projects, further solidify the Company's market presence.





Engineering Services Regions

The Engineering Services Regions registered a revenue increase of 9.4% in 2024 and an end-of-year record backlog, driven by robust demand for the Company's services in its end-markets.

In 2024, AtkinsRéalis won contracts in Canada for the extension of the Surrey-Langley Skytrain in British Columbia and for the new Île d'Orléans Bridge in Québec. AtkinsRéalis remains a partner of choice to the UK rail system and secured and made progress on critical infrastructure projects in Canada, the US, the UK, and elsewhere.

At the beginning of 2024, AtkinsRéalis implemented a new operational structure to unify and simplify the Company in the regions where it operates. Under the new structure, Engineering Services Regions was formed and is now managed by region.

Harnessing digital technologies, including Artificial Intelligence (AI), to reduce project costs, lower carbon emissions, and enhance project efficiency remained a central focus across many of Engineering Services Regions' projects and achievements. From using 3D modeling to optimize construction schedules and improving airport runway safety with advanced digital geometry to digitally mapping the intricate network of cities' underground pipes and cables, we are uniting people, data, and technology to deliver the innovative solutions our clients rely on.

72%*
share of AtkinsRéalis
total 2024 revenues

Engineering Services Regions include the following reportable segments: i) Canada, ii) United Kingdom and Ireland ("UKI"); iii) United States and Latin America, including the global activities of Minerals & Metals ("USLA"); and iv) Asia, Middle East, and Australia ("AMEA").

	Share of AtkinsRéalis total 2024 revenues	2024 revenues	2024 Segment Adjusted EBIT	Backlog as at Dec 31, 2024
Canada	15%	\$1,461M (2023: \$1,426M)	\$86M (2023: \$81M)	\$7,271M (2023: \$5,935M)
UKI	26%	\$2,481M (2023: \$2,383M)	\$290M (2023: \$240M)	\$1,748M (2023: \$1,402M)
USLA	18%	\$1,708M (2023: \$1,541M)	\$152M (2023: \$156M)	\$1,576M (2023: \$1,551M)
AMEA	14%	\$1,318M (2023: \$1,017M)	\$128M (2023: \$88M)	\$1,269M (2023: \$1,565M)
Total - Engineering Services Regions*	72%	\$6,967M (2023: \$6,367M)	\$657M (2023: \$566M)	\$11,864M (2023: \$10,453M)

* Total of segments measure. Please refer to Note 1 under the "References and notes" section of this Report for further details on total of segments measures.

Nuclear

AtkinsRéalis continues to significantly grow its nuclear business. In 2024, the Company recorded Nuclear revenue of \$1.5 billion, a 42.6% year-over-year increase. In addition, Nuclear backlog at year-end increased 72.8% from 2023.

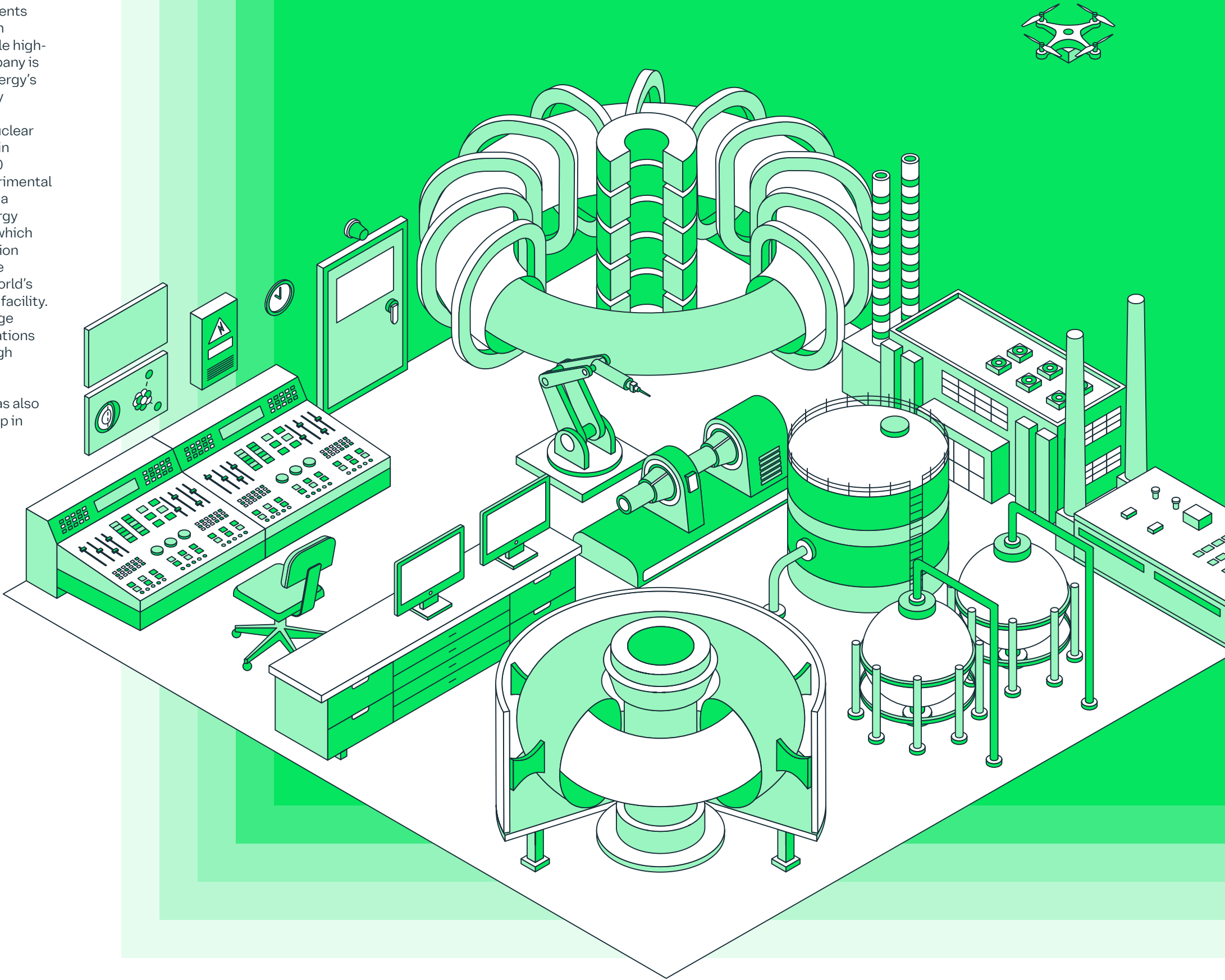
We continue to win new mandates to help countries and jurisdictions transition to secure, affordable, and lower-carbon energy through the new build of large and small modular reactors (SMRs), refurbishments, and the deployment of related technologies. We are also increasingly active in life extension projects, which ensure that CANDU facilities already in existence can serve well beyond their original planned lifespans.

In 2024, AtkinsRéalis secured contracts for two new build CANDU nuclear reactors in Cernavodă and an owner’s engineer contract for small modular reactors in Washington State in the US. We continue to collaborate with governments worldwide—including those in Canada, the US, the UK, and the European Union—to enhance the capabilities and efficiency of nuclear power sources as a key component of the global energy transition.

15%
share of AtkinsRéalis total 2024 revenues

\$1,489M	\$184M	\$3,203M
2024 revenues	2024 Segment Adjusted EBIT	Backlog as at Dec 31, 2024
2023: \$1,044M	2023: \$145M	2023: \$1,854M

AtkinsRéalis is pioneering advancements in nuclear power, particularly in fusion energy, by playing a key role in multiple high-profile projects worldwide. The Company is supporting the US Department of Energy’s Princeton Plasma Physics Laboratory in upgrading fusion experiments and assisting the International Thermonuclear Experimental Reactor (ITER) project in France, where it has designed over 30 buildings for the world’s largest experimental fusion reactor.¹¹ The Company is also a central partner in the UK Atomic Energy Authority’s (UKAEA) STEP program, which aims to demonstrate commercial fusion energy by 2040, and is developing the Isotope Separation System for the world’s first industrial-scale tritium research facility. These initiatives leverage cutting-edge digital tools like Virtual Reality simulations to optimize fusion technology. Through the conversion of Depleted Uranium Hexafluoride (DUF₆) and reactor life extension initiatives, the Company has also continued to strengthen its leadership in nuclear innovation.



Capital

Capital is AtkinsRéalis' investment, financing, and asset management arm, mainly responsible for arranging financing and investing equity. The Capital segment includes AtkinsRéalis' 6.76% ownership interest in 407 International Inc. ("Highway 407 ETR"), for which we signed—in 2025—agreements to sell, subject to certain closing conditions.

\$126M
2024 revenues

2023: \$139M

LSTK Projects

In the Lump Sum Turnkey LSTK Projects segment, the Company has continued to make substantial strides in de-risking its operations by significantly progressing toward completion on the remaining projects. By the end of 2024, the backlog had decreased by a further 36% (after decreasing 47% in 2023), with the Réseau express métropolitain (REM) project accounting for the majority of the remaining backlog and demonstrating strong progress.

For the O-Train South Extension of the Trillium Line in Ottawa, substantial completion of the project was achieved in 2024, with the Line opened to the public at the start of 2025. For the Eglinton Crosstown project, testing and documentation is progressing well toward project completion.

\$249M
2024 revenues

2023: \$507M

\$(134)M
2024 Segment
Adjusted EBIT

2023: \$(59)M

\$234M
Backlog as at
Dec 31, 2024

2023: \$365M

Linxon

Linxon, a subsidiary held in part by Hitachi Energy that specializes in providing turnkey electricity substation solutions, achieved over \$800 million in revenue in 2024, reflecting a remarkable 45% revenue growth.

The company's bookings for the year reached \$1.5 billion, with backlog growth of 48%. This significant achievement serves as a strong testament to Linxon's progress this year, underscoring the trust established with customers and highlighting the robust expansion of the transmission market.

\$836M
2024 revenues

2023: \$578M

\$31M
2024 Segment
Adjusted EBIT

2023: \$1M

\$2,131M
Backlog as at
Dec 31, 2024

2023: \$1,439M

13%*

Capital, Linxon, and LSTK Projects share of AtkinsRéalis total 2024 revenues

* Total of segments measure. Please refer to Note 1 under the "References and notes" section of this Report for further details on total of segments measures.

Engineering a better future

AtkinsRéalis is delivering solutions that meet the demands of a changing society—advancing how we live, move, and power our societies. The Company's engineering and nuclear expertise is driving real-world impact, from modernizing infrastructure to contributing to the global energy transition.

We explore the technologies, capabilities, and partnerships that are positioning AtkinsRéalis at the forefront of our industry. Whether it's through digital innovation, resilient design, or lower-carbon power sources, AtkinsRéalis is shaping outcomes that endure.



Policy and Thought Leadership in Decarbonization

True leadership in reaching a lower-carbon economy means not only delivering innovative engineering services and nuclear solutions, but also shaping the dialogue around what's possible.

By actively bidding for and executing projects that promote thought leadership on decarbonization, AtkinsRéalis helps drive progress across industries, influence policy, and elevate standards for impact. We see it as both a responsibility and a strategic advantage to share our insights, challenge assumptions, and inspire action.

RAIL DECARBONIZATION PLAYBOOK

AtkinsRéalis, in partnership with SYSTRA, was commissioned by Midlands Connect to develop a Playbook designed to help local transport authorities quantify the carbon reduction impacts of different transport policies.¹² This initiative addresses a critical gap in evidence-based decision-making, as there is currently limited data on the effectiveness of various transport measures in reducing emissions.

The Playbook serves as an accessible, user-friendly resource for local authorities across England, allowing them to model different scenarios and assess the potential emissions reductions from policies such as active travel and public transport enhancements. By providing a centralized, evidence-backed tool, it facilitates informed decision-making and supports the UK's Transport Decarbonisation Plan in achieving net zero aspirations.

Despite delays in government guidance on Local Transport Plans and Quantified Carbon Reductions, the Playbook remains a valuable tool, empowering local governments to develop robust, data-driven strategies for sustainable transport.

NET ZERO TARGETS IN THE UK: WHAT'S NEEDED

In 2024, AtkinsRéalis' published its Countdown to 2035 report,¹³ highlighting the urgent need to accelerate the UK's build rate of new energy generation to meet net zero aspirations and ensure energy security.

The analysis revealed that the UK must connect 15.5GW of new generating capacity annually until 2035, a significant increase from the 4.5GW achieved in 2022. Without rapid progress, the UK faces unprecedented challenges, with required peak-build rates potentially reaching 40GW per year if deployment remains sluggish. The report emphasizes the necessity of planning reforms, supply chain strengthening, and sustained investment to support a realistic growth trajectory.



SUSTAINABLE RAIL IN QUEBEC, CANADA

In 2024, AtkinsRéalis partnered with Alstom and Polytechnique Montréal to develop specialized training programs to enhance local expertise in rail mobility.¹⁴ This initiative will help build a highly skilled workforce to meet the increasing demands of North America's growing rail industry, particularly in addressing decarbonization challenges in mobility. By providing hands-on experience, supporting student projects, and fostering industry-academic collaboration, AtkinsRéalis is actively shaping the next generation of railway and public transit engineers in Quebec and beyond. This contribution is especially vital given the projected shortage of 52,000 engineering professionals in the province by 2033,¹⁵ with high demand in electrical and transportation-related fields. Through this partnership, AtkinsRéalis reinforces its dedication to sustainable infrastructure and the development of innovative solutions for the future of mobility in Quebec.

NUCLEAR RESEARCH HUB IN THE US

AtkinsRéalis has opened the AtkinsRéalis Technology Center (ATC) in Richland, Washington, reinforcing the Company's leadership in nuclear innovation, environmental cleanup, and lower-carbon energy advancements.¹⁶ The facility, adjacent to the existing AtkinsRéalis Engineering Laboratory and the Washington State University Tri-Cities campus, will serve as a hub for research and collaboration in robotics, hydrogen energy, and digital solutions. This investment strengthens AtkinsRéalis' nearly 20-year presence in the Pacific Northwest and deepens partnerships with institutions like the US Department of Energy and Pacific Northwest National Laboratory.¹⁷

The ATC's state-of-the-art testing facilities, including a high-bay area and specialized workshops, will accelerate the deployment of safer and more efficient decommissioning and waste management solutions. Through this expansion, AtkinsRéalis continues to drive technological progress, support lower-carbon energy goals, and enhance US nuclear infrastructure.

Carbon Footprint Management

At AtkinsRéalis, we tackle large-scale, complex, and mission-critical infrastructure projects across the globe. Many of these initiatives are driven by the imperative to achieve lower emissions and bolster climate resilience.

However, all major projects inevitably have impacts on both communities and the environment. Our aim is to manage these effects responsibly, leveraging cutting-edge technology to enhance outcomes while generating long-term value. We also implement mitigation measures to limit our own impact and foster continuous improvement.

STRENGTHENING OUR APPROACH TO GREENHOUSE GAS EMISSIONS REPORTING

In 2022, recognizing the need for transparency and an exhaustive emissions profile, we committed to set science-based targets that meet the criteria set by the Science Based Targets initiative (SBTi). Accordingly, in 2024 we recalculated and obtained limited assurance for our 2019 base year and for our 2023 greenhouse gas (GHG) emissions inventory.¹⁸

We have also now expanded our reporting to include all relevant categories of emissions. This change means we are now capturing indirect emissions previously unaccounted for.

One finding from our expanded inventory is that two categories—purchased goods and services, and investments—now account for most of AtkinsRéalis’ total emissions. This is not surprising given the nature of our business and supply chain dynamics. By focusing on supplier engagement and responsible investment strategies, we will continue to seek meaningful ways to reduce our overall GHG Emissions.

As methodologies and industry standards for emissions accounting continue to evolve, we will adapt as necessary.

Our Net Zero target

AtkinsRéalis announces its aspiration to reach net zero greenhouse gas emissions across the value chain by 2050.

Our near-term targets, submitted to SBTi

- Reduce absolute Scope 1 GHG emissions 67.20% by 2035 from 2019 base year.¹⁹
- Reduce absolute Scope 2 GHG emissions 72.65% by 2035 from 2019 base year.
- Reduce absolute Scope 3 GHG emissions 40.00% by 2035 from 2019 base year.¹⁹

675,918

GHG Emissions Reduction Since 2019 ✓

49,994

GHG Emissions Reduction Since 2023

GHG Emissions (tCO ₂ e) ²⁰ Scope and intensities			
	2019 ²¹ ✓	2023 ✓	2024 ✓
S1 – Direct Emissions	27,872	17,589	13,131
S2 - Indirect Emissions (Market-Based) ²²	14,544	5,997	7,311
Subtotal – Scope 1 & 2	42,416	23,586	20,442
S3C1- Purchased Goods and Services	1,000,985	824,341	888,580
S3C2 – Capital Goods	39,787	42,532	46,870
S3C3 – Fuel- and Energy-Related Activities	7,645	7,192	9,263
S3C4 – Upstream Transport and Distribution	3,389	2,042	1,294
S3C5 – Waste Generated from Operations	5,126	2,625	2,333
S3C6 – Business Travel (Including Hotel Stays)	70,205	55,033	62,096
S3C7 – Employee Commuting (and Work-from-Home)	16,315	15,724	15,700
S3C8 – Upstream Leased Assets	77,201	31,872	35,854
S3C13 – Downstream Leased Assets	1,199	1,504	431
S3C15 – Investments	1,229,620	861,513	735,107
Subtotal – Scope 3	2,451,472	1,844,378	1,797,528
Total GHG Emissions Inventory	2,493,888	1,867,964	1,817,970

Energy Usage ²³			
	2019	2023 ✓	2024 ✓
Energy Use – Renewable (GJ)	0	12,206	10,706
Energy Use – Non-Renewable (GJ)	600,689	505,276	596,507
Total Energy Use (GJ)	600,689	517,482	607,213
Total Energy Use (MWh)	166,689	143,745	168,670

GHG emissions and energy usage intensities			
	2019	2023 ✓	2024 ✓
Scope 1 & Scope 2 Emission Intensity (tCO₂e per FTE)	1.7	0.7	0.5
Scope 1 & Scope 2 Emission Intensity (tCO₂e per M CA\$ Revenue)	4.5	2.8	2.1
Energy Intensity Ratio (GJ per FTE)	24.4	14.2	16.2
Energy Intensity Ratio (GJ per M CA\$)	63.1	60.7	62.8



Advancing Lower-Carbon Energy Solutions

NUCLEAR POWER NEW BUILDS AND LIFE EXTENSION

AtkinsRéalis has been awarded a contract to build two new CANDU reactors at Romania’s Cernavodă Nuclear Generating Station—the first new CANDU builds since 2007.²⁴ These reactors will nearly double Romania’s lower-carbon electricity output, aiding its coal-phase out. Backed by \$3 billion in Canadian financing,²⁵ this milestone highlights CANDU technology’s energy security benefits, including the use of unenriched uranium.

AtkinsRéalis will provide design, engineering, and procurement services while ensuring compliance with EU and Romanian regulations. Building on our history with Cernavodă, including the original Units 1 and 2 and the planned life extension of Unit 1, this project also supports medical isotope production. By driving nuclear innovation—and supporting life extensions of existing nuclear infrastructure—AtkinsRéalis strengthens energy security and decarbonization aspirations across Eastern Europe and beyond.

AtkinsRéalis has been awarded a contract to build two new CANDU reactors at Romania’s Cernavodă Nuclear Generating Station.



ACCELERATING CANADA'S DRIVE TO NET ZERO – CANDU MONARK

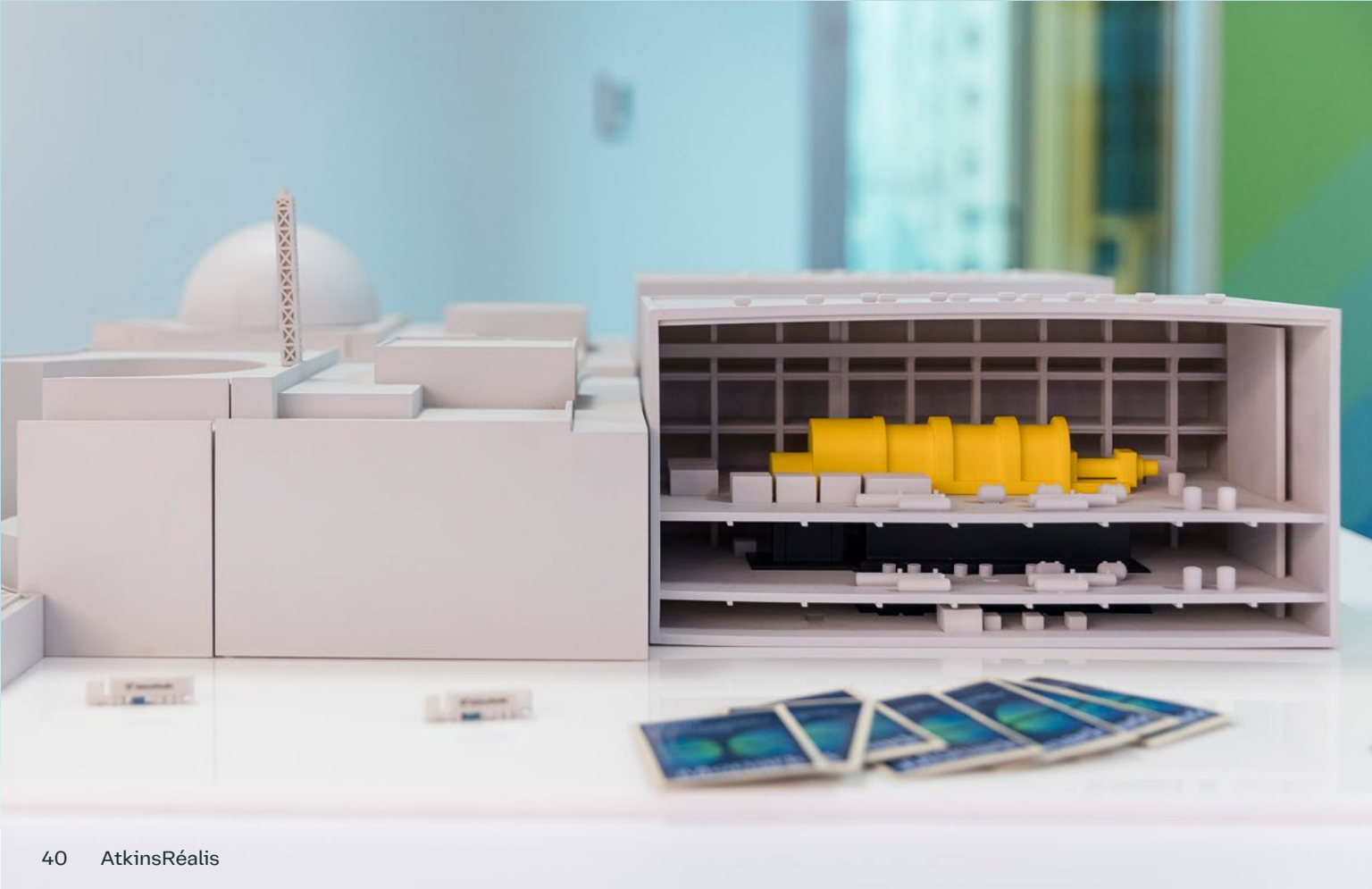
The CANDU MONARK reactor is a next-generation nuclear solution, set to deliver 1,000 MW of lower-carbon, reliable energy with enhanced efficiency and a 70-year lifespan.²⁶ Building on CANDU’s proven design, it will offer fuel flexibility, improved cost per MWh, and seamless integration with future electricity grids. Its world-class safety features include redundant shutdown systems and compatibility with hydrogen production, further boosting sustainability.

If it replaces coal, the MONARK reactor could eliminate over 17 million tons of CO₂ annually while supporting medical isotope production.²⁷ As 100% Canadian-owned technology, it has the potential to drive economic growth, creating jobs and generating billions in GDP. In 2024, AtkinsRéalis and Atomic Energy of Canada Limited expanded their partnership to accelerate CANDU reactor deployment in Canada and globally.²⁸ Development of a plan for Licensing design review with the Canadian Nuclear Safety Commission is underway, ensuring readiness for future builds. With strong government and industry backing, CANDU MONARK helps further cement Canada’s leadership in nuclear energy, addressing affordability, sustainability, and energy security.²⁹

URANIUM HEXAFLUORIDE CONVERSION

AtkinsRéalis, leading the Mission Conversion Services Alliance joint venture, has secured a 10-year contract to operate the depleted uranium hexafluoride (DUF₆) conversion facilities at the US Department of Energy’s (DOE) Paducah and Portsmouth sites in Kentucky and Ohio.³⁰ Building on a partnership that began in 2016, we will continue to transform DUF₆ into a stable uranium oxide, manage cylinder inventories, and oversee off-site disposal, while also providing site services like security, emergency management, and utilities. This contract highlights AtkinsRéalis’ commitment to safely managing legacy nuclear materials and fostering continuous improvements in safety, reliability, and production. Our team’s proven expertise and strong partnership with the DOE underscore our leadership in delivering end-to-end nuclear asset lifecycle services. This effort not only advances environmental stewardship but also supports local communities through economic growth and job creation.

As 100% Canadian-owned technology, CANDU MONARK has the potential to drive economic growth, creating jobs and generating billions in GDP.



Nuclear Fusion

PRINCETON PLASMA PHYSICS LABORATORY

AtkinsRéalis has been awarded a contract to provide multidisciplinary engineering support—in partnership with other companies—to the US Department of Energy’s Princeton Plasma Physics Laboratory.³¹ This work includes designing upgrades for the National Spherical Torus Experiment-Upgrade (NSTX-U), supporting plasma diagnostic systems for the International Thermonuclear Experimental Reactor (ITER) in France, and advancing the design of electricity-generating fusion plants. By leveraging a decade of fusion expertise and collaborations with global leaders (like the UKAEA) we aim to accelerate the commercialization of fusion energy. Fusion offers the potential for safe, limitless, and environmentally responsible energy, aligning with global goals for a sustainable energy transition. This contract positions our Company as a key player in advancing fusion technology, contributing to one of the most promising solutions for achieving net zero carbon energy production.

AtkinsRéalis is designing the Isotope Separation System for the UKAEA’s H3AT Facility, advancing tritium fuel cycle research. Using digital tools like 4D design and AR/VR simulations, we enhance system efficiency and researcher insights.

NUCLEAR FUSION CHALLENGE MAKING FUSION PRACTICAL - UKAEA STEP PROGRAM

AtkinsRéalis, a core partner in the Engage consortium, has played a key role in delivering ITER, set to become the world’s largest experimental tokamak nuclear fusion reactor upon completion, located in France.³² Since 2010, the Company has engineered more than 30 buildings, including the Tokamak complex, designed to withstand 150 million °C—ten times hotter than the sun’s core.³³ This demands cutting-edge solutions for extreme thermal conditions, nuclear safety, and compliance.

AtkinsRéalis’ work spans geotechnical evaluations, infrastructure design, contractor management, and commissioning oversight. The Company earned praise as a “world-class engineering” firm in an audit conducted on behalf of the European Commission at the end of the design phase.³⁴

In 2024, AtkinsRéalis was also selected to produce Type One Energy’s Fusion Pilot Plant Pre-Concept Design, using stellarator technology to advance commercial fusion.³⁵ The Company’s global team will provide engineering expertise, develop plant requirements, and integrate proven project delivery with fusion innovation. This builds on AtkinsRéalis’ deep experience with the US Department of Energy, UK Atomic Energy Authority, and ITER.

AtkinsRéalis is a key player in the UKAEA’s STEP program, targeting a prototype fusion power plant by 2040.³⁶ As the lead in the Tranche 1 Engineering Delivery Partner consortium, we drive plant architecture, component design, cost modeling, and commercial pathways for fusion energy. Leveraging nuclear and infrastructure expertise, we tackle regulatory challenges, maintainable designs, and safe tritium handling. Our work includes establishing a fusion skills center near the West Burton site, fostering future engineering talent and reinforcing the UK’s leadership in fusion energy.

Additionally, AtkinsRéalis is designing the Isotope Separation System for the UKAEA’s H3AT Facility, advancing tritium fuel cycle research.³⁷ Using digital tools like 4D design and AR/VR simulations, we enhance system efficiency and researcher insights. With experience spanning STEP, ITER, and the Princeton Plasma Physics Laboratory, we’re driving fusion commercialization—unlocking lower-carbon power and global technology exports.

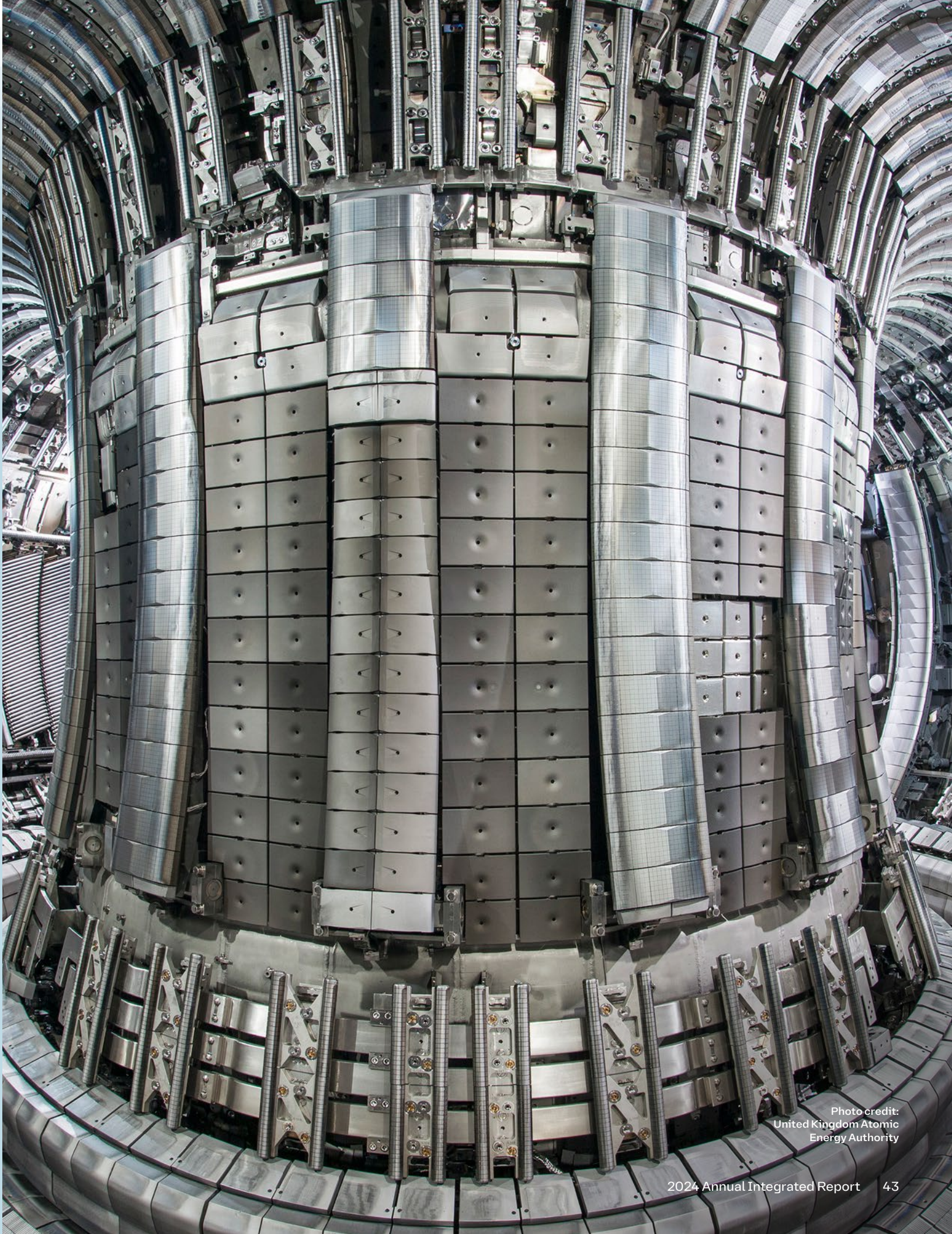


Photo credit:
United Kingdom Atomic
Energy Authority

Hydrogen Innovation



ALDBROUGH HYDROGEN PROJECT - UK

AtkinsRéalis led the feasibility study and concept design for the Aldbrough Hydrogen Pathfinder, a major hydrogen storage facility in East Yorkshire, UK. Developed by SSE Thermal and Equinor, the project will use renewable energy to produce and store hydrogen in a salt cavern, supporting the UK's Zero Carbon Humber initiative. With a capacity of 320 GWh—enough to power 860 hydrogen buses annually—it plays a vital role in achieving net zero goals by 2030.³⁸

GREEN HYDROGEN HUB - QUEBEC

AtkinsRéalis is providing front-end engineering and design for Projet Mauricie, one of Canada's largest clean hydrogen projects. Expected to produce 70,000 tons of hydrogen annually and powered by 1,000 MW of renewable energy, it is projected to reduce emissions by 800,000 tons of CO₂ per year.³⁹ In partnership with BBA, the Company is developing project plans, assessing environmental impacts, and supporting permitting and stakeholder engagement, reinforcing our leadership in lower-carbon energy solutions.

PACIFIC NORTHWEST HYDROGEN HUB - US

AtkinsRéalis is overseeing the Pacific Northwest Hydrogen Hub, which has received up to \$27.5 million from the US Department of Energy. Spanning Washington, Oregon, and Montana, the hub will replace fossil fuels in hard-to-decarbonize sectors, eliminating 1.7 million tons of CO₂ annually—equivalent to removing 400,000 gasoline cars from the road.⁴⁰ The Company's Technology Center in Richland, Washington, will lead project oversight, planning, and permitting—supporting economic growth.

SCALING HYDROGEN POWER WITH CERES

AtkinsRéalis is collaborating with Ceres to develop the front-end engineering design for a modularized hydrogen production system using solid oxide electrolysis (SOEC) technology. With 20-25% greater efficiency than conventional methods, SOEC offers a cost-effective, scalable solution for industrial hydrogen production. The partnership will create a blueprint for a 100 MW+ electrolyzer system, accelerating commercial hydrogen deployment to help advance the energy transition.⁴¹

Smart Cities and Green Infrastructure

BREAKING THROUGH ON BATTERY STORAGE

AtkinsRéalis partnered with RFC Power in 2024 to advance the development of its globally patented long-duration flow battery technology through engineering analysis and support.⁴² AtkinsRéalis will provide expertise in safety, systems design, and energy storage electrical systems as RFC Power scales its hydrogen-manganese flow battery from kWh to MWh capacity. This collaboration follows the commissioning of RFC Power's demonstration system and aims to accelerate the commercialization of its grid-scale energy storage solution. Both companies share an aspiration for lower-carbon energy innovation.

POWERING A PORT WITH LESS CARBON

Portsmouth International Port (PIP) commissioned AtkinsRéalis to design and implement a shore power solution for three of its busiest berths, supporting its goal to be net zero by 2030 and the UK's first zero-emission port by 2050.⁴³ Given PIP's high passenger and freight traffic, the solution had to minimize operational disruption while meeting strict timelines tied to Zero Emission Vessels and Infrastructure funding, requiring shore power implementation and data collection by April 2025. AtkinsRéalis has provided end-to-end project support, including procurement, civil and structural design, contractor coordination, and 3D modeling to optimize space and stakeholder engagement.

REDESIGNING ASPHALT FOR THE FUTURE

In 2024, AtkinsRéalis joined a UK National Highways trial on graphene-enhanced asphalt, leading performance analysis on the UK's A12 to assess durability, carbon impact, and lifecycle benefits.⁴⁴ Using Gipave, a graphene-enhanced additive, and 40% reclaimed asphalt, this initiative is intended to support the UK's 2040 net zero road construction goals while advancing resilient infrastructure.

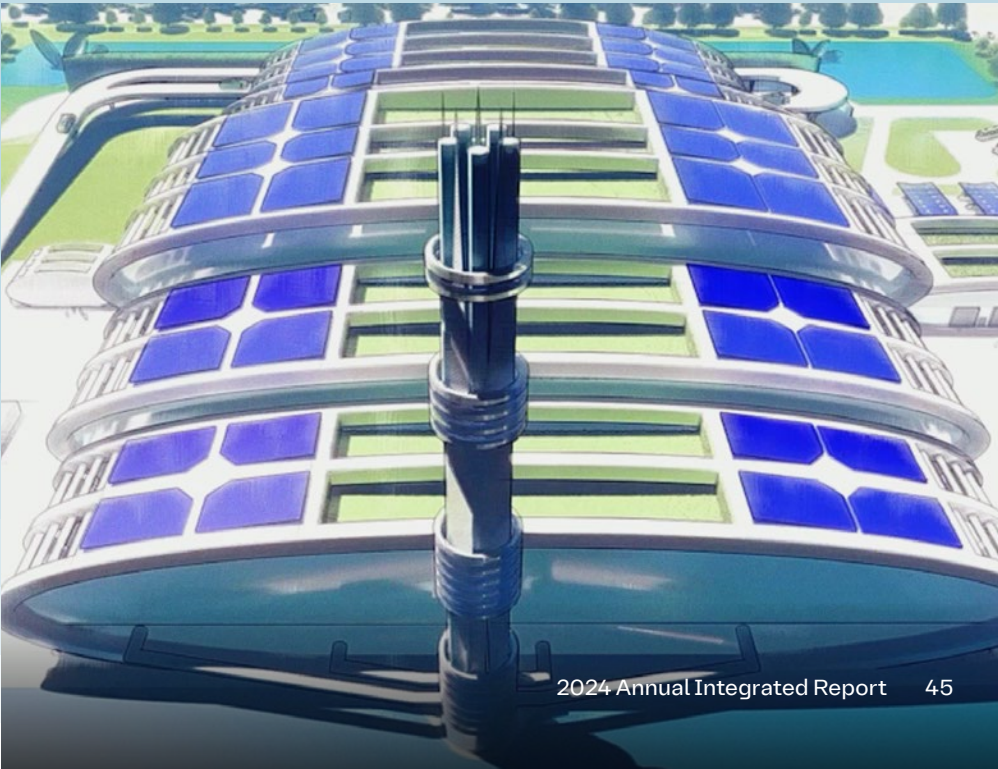
NET ZERO HIGH SCHOOL FOR STUDENTS WITH COMPLEX LEARNING NEEDS

AtkinsRéalis has designed the new Willows High School in Cardiff, a state-of-the-art, net zero carbon facility that will accommodate 900 students and include a Special Resource Base for pupils with complex learning needs.⁴⁵ The project, delivered under Cardiff Council and the Welsh Government's Sustainable Communities for Learning Program, will provide modern educational spaces, sports facilities,

and enhanced pedestrian routes, benefiting both students and the wider community. Groundbreaking for the new school was attended by local leaders, school representatives, and project partners, with completion expected in the 2026-27 academic year.

WASTE-TO-ENERGY

In 2024, AtkinsRéalis was awarded a 10-year, \$65 million Professional Services Agreement to provide engineering and advisory services for Miami-Dade County's new Waste-to-Energy (WTE) plant, set to be the largest in the US, processing 4,000 tons of waste per day.⁴⁶ AtkinsRéalis' role includes design criteria development, consulting, environmental oversight, construction supervision, and quality control. With over 60 years of experience working with Miami-Dade⁴⁷ and a strong track record in alternative fuel projects, AtkinsRéalis is well-positioned to deliver an industrial campus that addresses waste challenges and sets a precedent for future US WTE projects.





To AtkinsRéalis, digital innovation is fundamental to our way of working and has the power to transform outcomes when combined with our people, data, and technology.

AtkinsRéalis’ previous digital investments in how we deliver engineering and design and project and program management have modernized our ways of working and are becoming increasingly mature as they are embedded into our business-as-usual operations.

These investments have helped deliver improved performance on projects that use the full suite of AtkinsRéalis’ digital capacity, and, when combined with “Proof of Value and Accuracy”—our digitally-enabled investment approach—has positively contributed to our ability to win work and grow as a business.

This approach is now embedded within our business globally, allowing us to test and prove the opportunity of ideas and innovations at pace and prioritize investments where they will contribute most to shareholder value and client satisfaction.

Digital Innovation

INNOVATION AND AI

AtkinsRéalis’ AI Strategy, published in May 2024, serves as a blueprint that not only propels us forward but reinforces us as industry leaders, transforming delivery and empowering our people to tackle more of the world’s toughest challenges.

The AI Strategy guided the testing of powerful AI capabilities throughout 2024, including advanced tools that amplify how we win work, how we identify and intervene on threats to margin and overall project success, and how we assess and execute contracts. Those capabilities demonstrating real-world value are now poised to be scaled to deliver real world results, enabling growth in our core services and improving margin in our corporate functions.

In June 2024, AtkinsRéalis launched a secure, corporate-approved, generative AI chat capability to our global workforce, enhancing the efficiency and quality of our work and enabling our talented teams to focus on higher-value tasks. Feedback from these pilot tests has been highly positive and we plan on scaling the best capabilities further in our business in 2025.

To support this scaling activity, AtkinsRéalis has established a robust risk management framework and governance processes that effectively manage and mitigate the risks associated with the use of AI, including a Global AI and Data Risk Committee, comprised of senior stakeholders, which convenes regularly to address complex AI governance and compliance issues.

AtkinsRéalis is also harnessing AI, to equip our people with data to simulate cities. These simulations leverage digital twins to enable iterative scenario generation and digital consultancy services. To support our clients in addressing the growing challenges presented by climate change, we developed capabilities to prioritize environmental resilience interventions, including preventative engineering and prioritizing precious resource recovery in the aftermath of environmental disasters. We are building strong partnerships across the digital and AI supply chain to accelerate our progress and enhance the efficiency of our operations. These collaborations ensure we stay at the forefront of innovation without attempting to reinvent the wheel.

By working with trusted experts, we can focus on applying cutting-edge technologies where they add the most value for our clients. AtkinsRéalis’ work on The Mukaab—a landmark cube-shaped skyscraper at the heart of Riyadh’s transformation—shows how the Company uses digital modeling to turn visionary concepts into reality. From winning the initial design competition to creating immersive assets for the global launch in Piccadilly Circus and Times Square, AtkinsRéalis’ 3D tools have been central to realizing the project’s ambition. These tools brought the concept to life and helped optimize building systems and construction, reduce embodied carbon, and improve energy efficiency. We are also using our digital twin platform on the Canada Line—Vancouver’s autonomous railway—to optimize track inspection, manage defects, and enhance the health of the track, and power rail. This has reduced unscheduled maintenance, decreased costs, and ensured good service for commuters—the service is on time 99.72% of the time.⁴⁸

Resilient Infrastructure

Renewing infrastructure and building climate resilience offer significant opportunity for our Company to address pressing global challenges while creating tangible benefits for people, especially marginalized communities.

By modernizing infrastructure, we enhance safety, accessibility, and functionality, ensuring that essential services like transportation, energy, and water systems are reliable and accessible for intended users. Climate-resilient designs mitigate the impacts of extreme weather events

and environmental degradation, protecting vulnerable populations who are often disproportionately affected by these challenges. These projects also create jobs, stimulate local economies, and incorporate innovative, sustainable practices that reduce emissions and promote long-

term environmental health. For many communities, inclusive infrastructure ensures broad access to resources, helps bridge socioeconomic gaps, and fosters resilience against future climate risks, aligning with our commitment to engineering a better future for all.

ÎLE D'ORLÉANS BRIDGE

AtkinsRéalis has been awarded a contract by Groupe Héritage Île-d'Orléans S.E.N.C. for the new Île d'Orléans Bridge project, commissioned by Quebec's Ministère des Transports et de la Mobilité durable. In partnership with TYLin, the Company will oversee the design of roads, interchanges, approach spans,

and other infrastructure on both shores of the St. Lawrence River, while applying a comprehensive sustainability plan aligned with the Envision framework.⁴⁹ AtkinsRéalis remains committed to furthering the Company's legacy of shaping Quebec's infrastructure and honoring its dedication to sustainable engineering solutions.

BROAD CAUSEWAY BRIDGE

AtkinsRéalis is replacing Florida's aging Broad Causeway Bridge, enhancing safety, accessibility, and resilience.⁵⁰ The new 65-foot fixed bridge will ease traffic, reduce pollution, and include walkways compliant with the Americans with Disabilities Act. To protect Biscayne Bay's ecosystem, the Company conducted ecological surveys and implemented marine conservation measures. Using digital twin and VR simulations, we engaged the community, accelerating the project by six months. This modern bridge ensures long-term functionality for residents and visitors.

MAPPING AND MODELING CLIMATE CHANGE IMPACTS

AtkinsRéalis has been named a Delivery Partner for the UK Environment Agency's 2024 Mapping and Modelling Framework, providing expertise in survey, mapping, modelling, incident management, and hydrology to assess climate change impacts and flood risks across England.⁵¹ The framework aims to generate detailed insights into future flood and coastal risks, supporting informed national and local investment decisions.

This appointment builds on AtkinsRéalis' longstanding collaboration with the Environment Agency,⁵² expanding its role in delivering industry-leading digital solutions and expertise to support communities with adapting to the challenges associated with climate change.

RESILIENCE PLANNING IN GEORGIA - US

AtkinsRéalis has been awarded the Georgia Department of Transportation's (GDOT) first Statewide Resilience Improvement Plan Support Services contract, reinforcing its long-standing partnership with GDOT in hazard mitigation and resilience planning.⁵³ Over the three-year contract, AtkinsRéalis will assess risks from natural disasters, integrate vulnerability data into asset management systems, and develop strategies to protect Georgia's transportation network while optimizing resources and federal funding opportunities. Leveraging its multidisciplinary expertise, the Company will support GDOT's Resiliency Committee and apply advanced technical tools to enhance resilience planning, continuing its legacy of delivering statewide infrastructure solutions.

AtkinsRéalis has been named a Delivery Partner for the UK Environment Agency's 2024 Mapping and Modelling Framework.



Rail and Transit

Developing rail infrastructure around the world is important because it improves how people and goods move, making life easier, communities stronger, and economies more connected.

Rail systems are highly efficient, moving large numbers of passengers and freight quickly and reliably, while reducing traffic congestion on roads. They also help cut pollution and GHG emissions, since trains are more energy-efficient than cars, trucks, and airplanes, and can be electrified.

Better rail infrastructure connects people to jobs, schools, and services, improving quality of life and creating opportunities for everyone. It also supports local businesses by making it easier to transport goods, helping economies grow. By investing in modern, smart rail systems, we're building a future that's not only convenient but also cleaner, safer, and more resilient for generations to come.

By investing in modern, smart rail systems, we're building a future that's not only convenient but also cleaner, safer, and more resilient for generations to come.

HONG KONG – WORKING TOWARD 2050

In 2024, AtkinsRéalis was awarded the design and engineering services contract for the Tuen Mun South (TMS) Extension in Hong Kong, which will expand the Tuen Mun Line by 2.4km, providing faster, more efficient rail service to the Tuen Mun South community. This project, which includes new stations, viaducts, and river crossings, aims to reduce traffic congestion, improve air quality, and enhance residents' quality of life by cutting travel time from between 10 and 20 minutes to five minutes.⁵⁴ This project aligns with Hong Kong's commitment to carbon neutrality by 2050, showcasing our role in advancing smart, sustainable rail solutions globally.

UK RAIL

AtkinsRéalis has now contributed nearly 25 years of expertise to the Elizabeth Line, a transformative transport project that improves speed, capacity, and accessibility for over 200 million annual passengers in central London.⁵⁵ In October 2024, the Royal Institute of British Architects (RIBA) named the Elizabeth Line—London's new transport network—designed by Grimshaw, Maynard, Equation, and AtkinsRéalis as the winner of the 2024 RIBA Stirling Prize. Presented since 1996, the prestigious annual award recognizes the UK's best new architecture.⁵⁶ As a key design and engineering partner, we supported the Elizabeth project from inception to opening, providing innovative solutions like prefabricated station components, geographic information system (GIS) data management, and the design of iconic stations and twin-bore tunnels. The Elizabeth Line boosts central London's rail capacity by 10% and connects 1.5 million more people to the city within 45 minutes.⁵⁷

CANADA LINE & SURREY LANGLEY SKYTRAIN

Celebrating 15 years of success, AtkinsRéalis has played a key role in Vancouver's 19-km Canada Line, ensuring 99.8% availability for 120,000 daily passengers through asset management and digital twin technology.⁵⁸ In 2024, the Company was selected to deliver systems and trackwork for the 16-km Surrey Langley SkyTrain, extending the Expo Line to meet growing transit demand.⁵⁹ Partnering with Western Pacific Enterprises Ltd., AtkinsRéalis will provide trackwork, power systems, and automated controls, leveraging expertise from projects like the Millennium Line and Evergreen Extension.

PURPLE LINE - US LIGHT RAIL

AtkinsRéalis is the lead designer for Maryland's 16.2-mile Purple Line, the state's first direct suburb-to-suburb rail link.⁶⁰ This public-private partnership (P3) project will connect 21 stations, integrating with Metrorail, Amtrak, and MARC to improve regional mobility. Expected to remove 17,000 cars from roads daily and save more than 3.5 million liters of gas annually, the Purple Line enhances sustainable transit while reducing congestion and emissions. AtkinsRéalis' innovations in fleet optimization, construction impact minimization, and environmental controls ensure cost efficiency and community benefits.

Biodiversity, Water, and Air Quality

Protecting biodiversity ensures the stability of ecosystems that provide essential resources like clean air, water, and fertile soil. Companies that prioritize biodiversity enhance supply chain resilience, mitigate climate risks, and align with global sustainability goals.

This commitment strengthens reputation, attracts investors, and prepares businesses for emerging regulations, securing long-term resource access and profitability.

CLEAN RIVERS AND RELIABLE WATER SERVICE IN THE UK

AtkinsRéalis has been selected as one of three design and development partners by United Utilities for a major environmental program in North West England.⁶¹ The Company's local teams will develop scalable and future-proof designs for water and wastewater sites and bioresource and rainwater management projects, leveraging digital technology to enhance efficiency and cost-effectiveness.

This initiative forms part of United Utilities' largest environmental investment in over a century, aimed at delivering cleaner rivers, improved water reliability, and better services. AtkinsRéalis' expertise in design, engineering, and project management

will play a key role in supporting the UK's water infrastructure and addressing climate-related challenges like rising water levels.

PORTSMOUTH CITY COUNCIL

AtkinsRéalis helped Portsmouth City Council implement a Clean Air Zone (CAZ) to reduce NO₂ emissions and improve public health.⁶² The Company's expertise in transport systems, payment integration, and stakeholder coordination enabled the successful launch of a Class B CAZ for buses, coaches, taxis, and heavy goods vehicles.

The project accelerated the transition to low-emission vehicles, replacing nearly all non-compliant taxis and private hire vehicles through Clean Air Fund grants. Its success has attracted interest from other councils, reinforcing AtkinsRéalis' role in delivering impactful environmental solutions aligned with the UK's Environment Act 2021.

CONTAMINANTS AND THE ENVIRONMENT

Managing the release of harmful contaminants is crucial to protect public health, preserve environmental quality, and comply with regulatory standards, particularly in urban areas with high vehicle and industrial emissions.

Environmental Incidents⁶³ on Controlled Sites

Our Total Environmental Incident Frequency (TEIF)⁶⁴ target is determined using a three-year rolling average, a methodology implemented since 2022. Since 2023, Level 1 environmental incidents—classified as minor—have been excluded from TEIF calculations. However, all environmental incidents, regardless of severity, must still be reported at our controlled sites.⁶⁵ These environmental targets are periodically reviewed and approved by the Senior Vice President of Global Health, Safety, and Environment (GHSE).

In 2024, two Level 2 and two Level 3 Environmental Incidents occurred on AtkinsRéalis sites. These environmental incidents were thoroughly investigated, and AtkinsRéalis continues to apply preventive measures, such as pre-use inspection of equipment, to screen for any sign of leaks or deteriorations, as well as improved tank maintenance methods to prevent pipe breakage. The Company is also considering alternatives to salt brine tanks, a potential redesign of existing tanks to further reduce the risk of leaks, and improved tracking for contaminated soils management.

The above incidents did not result in any notice, violation, or fine and they did not generate any environmental impact. AtkinsRéalis did not record any other enforcement notices or legal actions taken against the company for failing to comply with environmental law during the reporting period.

We will continue to aim high to ensure compliance against policies and processes that help us deliver on our targets in the years to come.



Lagging Environmental Indicator	2024 target	2024 Results ✓
Total Environmental Incident Frequency (TEIF) ⁶⁶	0.03	0.01

Wastewater and Energy Consumption

Managing wastewater consumption is vital as it directly impacts environmental sustainability, regulatory compliance, and operational efficiency.

Proper wastewater management helps conserve water resources, reduce pollution, and mitigate the harmful effects of untreated discharge on ecosystems and communities. It promotes compliance with local and international regulations, avoiding fines, legal liabilities, and reputational damage.

Additionally, efficient wastewater management can lower operational costs through water recycling and reduced treatment expenses, while also supporting corporate sustainability goals, such as minimizing carbon footprints and contributing to circular economies.

By demonstrating environmental responsibility, companies can build stronger relationships with stakeholders, attract eco-conscious investors, and gain a competitive advantage in increasingly environmentally focused markets.



Buildings and Places: Disaster Relief and Planning

HURRICANE IDALIA RECOVERY EFFORTS

AtkinsRéalis has been awarded a multi-year contract by Florida's Division of Emergency Management to provide Public Assistance Grant Management Services for Hurricane Idalia recovery efforts, including technical assistance and funding oversight across 21 counties.⁷⁰ Leveraging over 30 years of disaster response experience and deep expertise in disaster recovery programs, the Company will help expedite relief funding, support community resilience, and facilitate future hazard mitigation.⁷¹

HURRICANES IRMA AND MARIA RELIEF

Following the devastation of hurricanes Irma and Maria, the AtkinsRéalis team also led a Permanent Housing Construction project in Puerto Rico, restoring 51 homes to meet modern safety and building codes.⁷² Our efforts provided families with safe, secure, and habitable housing, addressing critical community needs. Beyond physical repairs, our comprehensive oversight, logistical coordination, and collaboration with authorities overcame immense challenges, from supply chain hurdles to permitting complexities. This achievement not only exemplifies operational excellence but also delivered profound social impact, helping rebuild lives and fostering resilience across affected communities.

REDUCTION AND DIGITIZATION OF WASTEWATER IN THE UK

AtkinsRéalis partnered with Thames Water to develop a digital twin for Beckton Sewage Treatment Works, optimizing asset use, reducing energy consumption, and improving long-term planning.⁶⁷ The model, applied to an Activated Sludge Plant covering 20% of site capacity, integrates biological, hydraulic, and pneumatic data, enabling predictive risk management and a potential 20% energy cost reduction.⁶⁸

In collaboration with UKWIR, Cranfield University, and the Chartered Institution of Water and Environmental Management, AtkinsRéalis also developed a digital tool to transform wastewater treatment into a resource recovery system, by identifying valuable materials like biosolids and ammonia.⁶⁹



Creating Social Value and Community Benefits

BROADWAY JUNCTION DISABILITY ACCESS IMPROVEMENTS

AtkinsRéalis has been selected to provide design services for upgrades to the Metropolitan Transportation Authority’s Broadway Junction Complex in New York City, marking our first design-build project in the city.⁷³ The project will modernize this critical transit hub, used by 100,000 passengers daily,⁷⁴ by adding features compliant with the Americans with Disabilities Act (ADA), such as elevators, escalators, and improved walkways, while also enhancing lighting, signage, and mechanical systems to improve accessibility and service. Using advanced technologies like LIDAR and 3D modeling, our team will optimize design coordination, streamline construction, and minimize community disruptions. This project demonstrates AtkinsRéalis’ commitment to technical excellence and community-focused solutions, delivering transformative benefits to one of New York City’s busiest transit hubs.

EXCELLENCE IN HEALTHCARE IN QUEBEC

AtkinsRéalis designed and built the McGill University Health Centre (MUHC), one of Canada’s largest healthcare projects, under a P3 model.⁷⁵ Spanning 250,000 square meters, it integrates top-tier medical, research, and teaching facilities while achieving double LEED Gold certification. Completed in just 54 months, MUHC remains a benchmark in sustainable healthcare infrastructure, with AtkinsRéalis ensuring its maintenance until 2044.⁷⁶

AtkinsRéalis is also designing the expansion of Jubilant HollisterStier’s Montreal sterile injectable facility, doubling its fill-and-finish capacity for flexible vaccine manufacturing.⁷⁷ This project strengthens Canada’s biomanufacturing capabilities, supports Quebec’s pharmaceutical supply chain, and aims to enhance pandemic preparedness with world-class life sciences engineering.



UK CYBERFIRST SCHEME

AtkinsRéalis aspires to deliver social value by addressing the UK’s cyber security skills gap through its support of the National Cyber Security Centre’s CyberFirst scheme. For the past four years, the Company has provided eight-week summer placements where students work with expert consultants to develop innovative solutions to real-world cyber challenges.⁷⁸ These placements offer hands-on experience in consulting, project management, and technical development, helping participants from diverse academic backgrounds explore careers in cybersecurity. As a result, many have pursued careers in the field, and former participants now play a key role in organizing the program, ensuring the next generation gains critical cyber skills.

EDAROTH

EDAROTH, AtkinsRéalis’ social housing subsidiary, led the Silk Street project, delivering 69 high-quality, lower-carbon homes for affordable rent. Part of Manchester’s 10-year Housing Strategy, the development revitalized a long-term brownfield site, incorporating HAPPI-standard units for over-55s while ensuring cost-effective, timely delivery despite market challenges.⁷⁹

In Bristol, EDAROTH is designing 29 net zero homes as part of the UN Climate Smart Cities Challenge, using offsite manufacturing to transform brownfield sites into thriving communities.⁸⁰ In Surrey, a partnership with Raven Housing Trust will repurpose disused garage spaces into 12 energy-efficient homes (EPC A+).⁸¹ Both projects exemplify innovative, scalable solutions to the housing crisis⁸² while aiming to minimize environmental impact.



UK PROFESSIONAL SERVICES FRAMEWORK

AtkinsRéalis has been appointed as the lead provider for a UK professional services framework, supporting over 2,000 public sector organizations in England, Wales, and Northern Ireland.⁸³ This three-year framework enables us to deliver multidisciplinary services like project management, advisory, and engineering across sectors such as government, health, transportation, and renewable energy. Building on eight years of successful Pagabo partnerships, where we delivered 1,270 commissions, this appointment reaffirms our leadership in delivering innovative, digital-led solutions and significant social value. By creating jobs and supporting small and medium-sized enterprises, AtkinsRéalis continues to drive positive outcomes for clients, communities, and the environment.

AtkinsRéalis has formed a groundbreaking limited partnership with Indigenous-owned Shwe Miikaan to deliver critical infrastructure projects, beginning with the expansion of Highway 69 in Ontario’s Robinson Huron Treaty territory.

SKILL-BUILDING IN ONTARIO

AtkinsRéalis, through its subsidiary Candu Energy, is making a transformative impact on engineering education at McMaster University with a \$1.5-million investment in a cutting-edge learning facility.⁸⁴ This funding will support the renovation of a former manufacturing hub into the Integrated Cornerstone Design Projects Studio, providing first-year engineering students with state-of-the-art tools and collaborative spaces to develop real-world solutions.

The initiative reflects AtkinsRéalis’ commitment to fostering engineering talent in Ontario, addressing the province’s growing demand for skilled professionals in energy and infrastructure. By strengthening AtkinsRéalis’ partnership with McMaster, home to Canada’s most powerful research reactor, we reinforce our leadership in nuclear technology innovation. This investment not only enhances education in the fields of Science, Technology, Engineering, and Mathematics (STEM) but also aligns with broader efforts to sustain Ontario’s competitiveness in high-skilled, high-paying engineering jobs.

PARTNERSHIPS WITH INDIGENOUS COMMUNITIES

AtkinsRéalis has formed a groundbreaking limited partnership with Indigenous-owned Shwe Miikaan to deliver critical infrastructure projects, beginning with the expansion of Highway 69 in Ontario’s Robinson Huron Treaty territory.⁸⁵

This partnership, the first of its kind for an Anishinabek-led initiative in engineering services for the Ontario Ministry of Transportation, combines Shwe Miikaan’s construction and community engagement expertise with our Company’s global transportation capabilities. This collaboration not only improves safety and economic growth along a vital corridor but also promotes meaningful Indigenous participation in infrastructure projects.

By fostering sustainable supply chain opportunities and training for surrounding First Nations, this partnership exemplifies AtkinsRéalis’ commitment to ReconciliACTION and advancing equity and prosperity in Indigenous communities in Canada.



UNITED WAY

AtkinsRéalis has supported the United Way (Centraide) campaign for over 25 years. United Way’s mission to combat poverty and social exclusion in Canada is crucial.

In early 2025, AtkinsRéalis won the Corporate Commitment Award for the United Way’s Centraide du Grand Montréal’s donation campaign.⁸⁶ Centraide reaches over 800,000 people and supports more than 375 community organizations in the Greater Montreal region alone.⁸⁷

Excellence in 2024

AMERICA'S SAFEST COMPANIES

AtkinsRéalis US Nuclear has been named one of America's Safest Companies by EHS Today,⁸⁸ recognizing its industry-leading safety practices, continuous training, and strong employee engagement in hazard prevention.⁸⁹ This award highlights the Company's commitment to a safety-first culture, reinforcing its reputation for excellence in nuclear operations and setting a benchmark for safety across industries.

ARCHITECTURAL PRACTICE OF THE YEAR

In 2024, AtkinsRéalis was recognized for excellence and innovation in the education sector, winning Architectural Practice of the Year at the Education Buildings Wales Awards for its outstanding contributions to educational design.⁹⁰ Additionally, the Company won the Innovation in Delivering a Sustainable Education Facility award for its work on Swansea University's Centre for Integrative Semiconductor Materials (CISM).

BUILDING MAGAZINE NUMBER 1 CONSULTANT IN THE UK

In 2024, AtkinsRéalis was named top consultant by the publication, in a ranking of over 150 companies.⁹¹

CANADIAN COUNCIL FOR PUBLIC-PRIVATE PARTNERSHIPS' GOLD AWARD IN THE ESG PROJECT CATEGORY

AtkinsRéalis received this award in recognition of its environmentally-friendly work on the McGill University Health Center, which is accredited as a LEED Gold facility, and is now 35% more energy efficient⁹² due to the Company's work.

CEO OF THE YEAR AWARD

The Canadian Chamber of Commerce honored AtkinsRéalis President and CEO Ian L. Edwards with the International Business Leader of the Year Award for his leadership in engineering services, nuclear energy, innovation, and sustainability, recognizing his role in transforming the Company, strengthening Canada's business reputation, and addressing global infrastructure and energy challenges.⁹³

CLEAR ASSURED PLATINUM STANDARD ACHIEVEMENT -

In 2024, AtkinsRéalis became the first UK engineering firm to achieve the Clear Assured Platinum Standard, recognizing its industry-leading commitment to ED&I.⁹⁴ This prestigious accreditation highlights the Company's progress in allyship, inclusive recruitment, industry impact, and workplace policies, reinforcing its dedication to fostering an inclusive and progressive work environment.

CONSTRUCTION NEWS AWARDS

In 2024, AtkinsRéalis was awarded the Best Use of Technology award for our Smart Tools, and the Best Application of Technology honor for virtual site access at the Digital Construction Awards in the UK.⁹⁵

GREEN APPLE AWARDS - CARBON REDUCTION, CLIMATE CHANGE BENEFITS, AND FUEL EFFICIENCY CATEGORIES

In 2024, Linxon received three International Green Apple Environmental Awards for its use of EconiQ™ SF6-free technology in National Grid's London Power Tunnels 2 project, earning recognition in Carbon Reduction, Climate Change Benefits, and Fuel Efficiency.

As a Green World Ambassador, Linxon, in collaboration with Hitachi Energy, is helping secure London's energy future with advanced EconiQ 420-kV gas-insulated switchgear, reinforcing its leadership in sustainable power solutions.⁹⁶

NATIONAL SAFETY COUNCIL "CEOs WHO GET IT" AWARD

Jim Rugg, President of AtkinsRéalis US Nuclear, has been recognized by the National Safety Council as one of 2024's "CEOs Who Get It", honoring his leadership in risk reduction, safety management, and employee engagement.⁹⁷ This award reflects AtkinsRéalis' strong safety culture, reinforced through proactive initiatives such as open communication channels, ongoing training, and workplace safety programs that prioritize the wellbeing of its workforce.

PARTNERSHIP ACCREDITATION IN INDIGENOUS RELATIONS

AtkinsRéalis earned its first bronze-level Partnership Accreditation in Indigenous Relations from the Canadian Council for Indigenous Business, recognizing its dedication to Reconciliation.⁹⁸

Aligned with Call to Action 92, this certification reflects the Company's efforts in leadership, employment, business development, and community engagement, verified through a rigorous third-party process.

RIBA STERLING PRIZE

AtkinsRéalis, along with Grimshaw, Maynard, and Equation, won the prestigious 2024 RIBA Stirling Prize for its role in designing the Elizabeth Line, recognized as the UK's best new architecture project. The award celebrates the transformative impact of the Elizabeth Line on London's transport network, highlighting its innovative design, sustainability, and seamless user experience that sets a new benchmark for future infrastructure projects.

UK ARMED FORCES COVENANT RENEWAL

AtkinsRéalis has reaffirmed its commitment to the Armed Forces Covenant, reinforcing its long-standing support for veterans, reservists, and the wider Armed Forces Community through increased engagement, mentoring, and recruitment initiatives, as a key supplier to the UK defence sector.⁹⁹

Taking Care of People

At AtkinsRéalis, our people are the cornerstone of our success. We are committed to fostering a workplace where every employee feels safe, supported, and empowered to thrive.

In 2024, we continued to build on this foundation by investing in employee engagement, professional growth, and a culture of belonging. We also prioritized health, safety, and wellbeing across all levels of the organization.

These efforts are not only central to who we are as a company—they are essential to our ability to deliver exceptional outcomes for clients and communities. As we grow our global workforce, we remain focused on creating an environment where diverse perspectives are welcomed and teamwork drives progress.

AtkinsRéalis will continue its efforts to be an employer of choice and a company where everyone can contribute to engineering a better future.



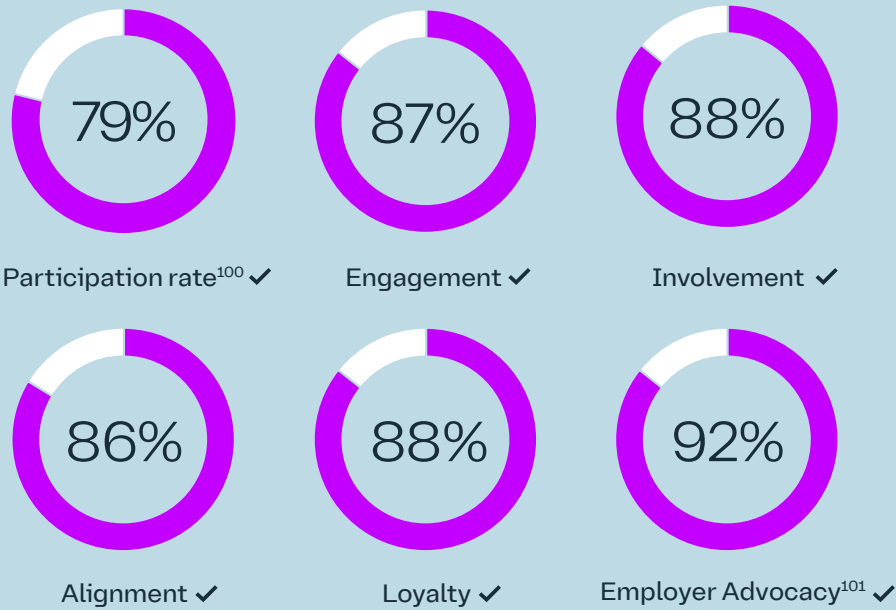
Employee Engagement

EMPLOYEE ENGAGEMENT SURVEY

At AtkinsRéalis, our dedication to our people is best demonstrated through tangible results.

In 2024, we achieved an industry-leading 87% positive employee engagement score on our fifth annual VOX employee engagement survey—conducted by independent research firm Ipsos—reinforcing our strong workplace culture.

We outperformed industry benchmarks, as compiled by Ipsos, for both the construction and professional services sectors, achieving strong results across the three core pillars of engagement: involvement, alignment, and loyalty.



86%

of surveyed employees rated the company highly for leadership, workplace culture, and corporate reputation reflecting strong engagement across key markets.



A Great Place to Work

2024 RECOGNITIONS

AtkinsRéalis has been recognized in The Times **Top 50 UK Employers for Gender Equality 2024** for the second consecutive year, reflecting its commitment to fostering an inclusive workplace through policies supporting gender balance, professional development, and family-friendly initiatives.¹⁰²

In 2024, AtkinsRéalis also won the **Employment Equity Achievements Awards**. The award, issued by the Canadian government, recognizes the Company's efforts in Indigenous Reconciliation and workplace equity.

In 2024, AtkinsRéalis earned **Great Place to Work®** certifications in the UAE, Kingdom of Saudi Arabia,¹⁰³ and Brazil. Eighty-six percent of surveyed employees rated the company highly for leadership, workplace culture, and corporate reputation, reflecting strong engagement across key markets.



Human Capital Development

LEADERSHIP DEVELOPMENT

AtkinsRéalis is proud to invest in leadership development programs, as they are essential to cultivating the visionary leaders who will drive our long-term success.

By nurturing talent from within through programs like our Executive Leadership Development Program and Senior Leadership Development Program, we ensure that our future leaders are equipped with the skills, strategic mindset, and values needed to navigate complexity, inspire others, and deliver on our strategy, now and in the future. These programs not only strengthen our leadership pipeline but also reinforce a culture of curiosity, lifelong learning, innovation, and accountability at every level of the organization.

Investing in leadership development is a smart business decision, as it fosters engagement, retention, and high performance, ensuring that we remain at the forefront of our industry. Ultimately, empowering our leaders means empowering our people, enabling us to engineer a better future for the company, our clients, and our communities.

Likewise, we are proud to prioritize career development programs, especially for early-career professionals, because investing in talent is an investment in our future. By providing opportunities for learning, mentorship, and hands-on experience, we not only help individuals build fulfilling careers but also strengthen our company with fresh ideas, diverse perspectives, and next-generation expertise.

These programs enable us to attract, retain, and develop top talent, ensuring that we have the right people to drive innovation, sustainability, and long-term growth. In a rapidly evolving world, businesses that cultivate talent from the ground up are the ones that adapt, lead, and thrive, AtkinsRéalis is shaping the future of our industry while empowering the next generation of leaders with early career development programs in places like Canada, the US, the UK, Ireland, and the Middle East. Odyssey, our Canadian early-career development program, is an 18-month program designed to facilitate the integration of our newly graduated employees into our corporate culture while allowing them to build an internal network and develop their full potential.

Investing in leadership development fosters engagement, retention, and high performance, ensuring that we remain at the forefront of our industry.



#HACKAFUTURE - TRAILBLAZING IN TALENT DEVELOPMENT AND RECRUITMENT

In October 2024 AtkinsRéalis launched “#HackaFuture,” an industry-first recruitment hackathon in the UK designed to attract top tech talent by focusing on creativity and problem-solving rather than traditional qualifications. On February 8-9, 2025, as part of the Digital Skills Festival in Manchester, the event offered eight winners permanent roles as Digital & Technology Specialists, with a competitive salary and starting bonus.¹⁰⁴

This initiative reflects AtkinsRéalis’ aspiration to expand its digital teams and to leverage cutting-edge technologies like robotics, augmented reality, and AI to drive innovation in clean energy and sustainable infrastructure while reshaping industry hiring practices.

DRIVING CANADIAN NUCLEAR POWER – CANDU ENERGY, INC.

In 2024, Ontario Premier Doug Ford visited the Company’s headquarters to highlight its role in supporting Ontario’s energy sector, with CANDU reactors supplying 60% of the province’s electricity and producing vital cancer-fighting isotopes.¹⁰⁵ Driven by ongoing global demand for nuclear power, the Company is expanding its workforce to support the creation of new reactors worldwide and life-extension projects for 19 existing CANDU reactors. Candu Energy continues to invest in early-career talent through partnerships with top Ontario universities and programs supporting women in STEM. Offering a comprehensive rewards package, flexible work options, and a strong mentorship culture, Candu Energy is actively recruiting for open roles to help shape the future of lower-carbon energy.



At AtkinsRéalis, we are fostering a culture where everyone feels they truly belong and are valued for their unique contributions.

Our Culture “Everyone Belongs”

While each region possesses unique initiatives, they are united by a common belief that differences are part of what makes our Company successful, and that all team members are entitled to a sense of welcome and belonging at AtkinsRéalis.

These are just a few of the many initiatives across the globe:

Middle East & North Africa

Partners with The Butterfly, the first advocacy and employee services organization in the UAE for people of determination.¹⁰⁶

India

Works to elevate female representation in leadership across the organization, not only through hiring but through career support, including learning opportunities.¹⁰⁷

Canada

Supports Indigenous advancement and long-term prosperity with the Indigenous E3 Partnership, and partners with the Canadian Institute on Diversity and Inclusion and Equitek, among other organizations.¹⁰⁸

UK&I

Provides mentoring with Women in Rail, works closely with Women in Science and Engineering (WISE), and promotes improved water and sanitation for women and girls in low-income countries.¹⁰⁹

APAC

Develops and works toward goals of unique APAC-specific “Everyone Belongs Action Plans,” in addition to the Company’s broader initiatives.¹¹⁰

US

In 2024, the AtkinsRéalis Foundation—an employee-funded and company-matched initiative—invested \$169K to support STEM education and scholarships for communities across the US.¹¹¹

STRENGTHENING INDIGENOUS PARTNERSHIPS

In Canada, we took a major step forward in 2023 by formalizing our ReconciliACTION Plan (RAP), a bold strategy for Indigenous Relations and Inclusion. The plan prioritizes collaboration and partnerships with Indigenous Peoples and businesses, aligning with our broader Commitment to Indigenous Peoples.

WOMEN IN STEM INTERNSHIP PROGRAM IN BRAZIL

In 2024, AtkinsRéalis launched the “Elas na AtkinsRéalis” internship program in Brazil to promote the inclusion of women in engineering.¹¹² The program offers paid internships to female students in engineering and administrative fields. The initiative aligns with the Company’s aspirations related to Everyone Belongs, as well as its support for the Women in Mining movement. With a strong track record of hiring interns into permanent roles, AtkinsRéalis believes it will further enhance gender diversity in its workforce.

DIFFERENT MAKES A DIFFERENCE

Through our global program “Different Makes a Difference,” we’re helping shape a more accessible world—designing with sensitivity to ability, language, culture, gender, age, and all forms of human diversity.

Our progress is powered by our Employee Resource Groups (ERG) which are open to all employees. These grassroots teams amplify underrepresented voices and influence policies to foster a workplace where everyone can thrive. Our initiatives like the “School of the Future” further support our mission by fostering belonging, shaping policies, and inspiring the next generation of diverse talent in engineering.

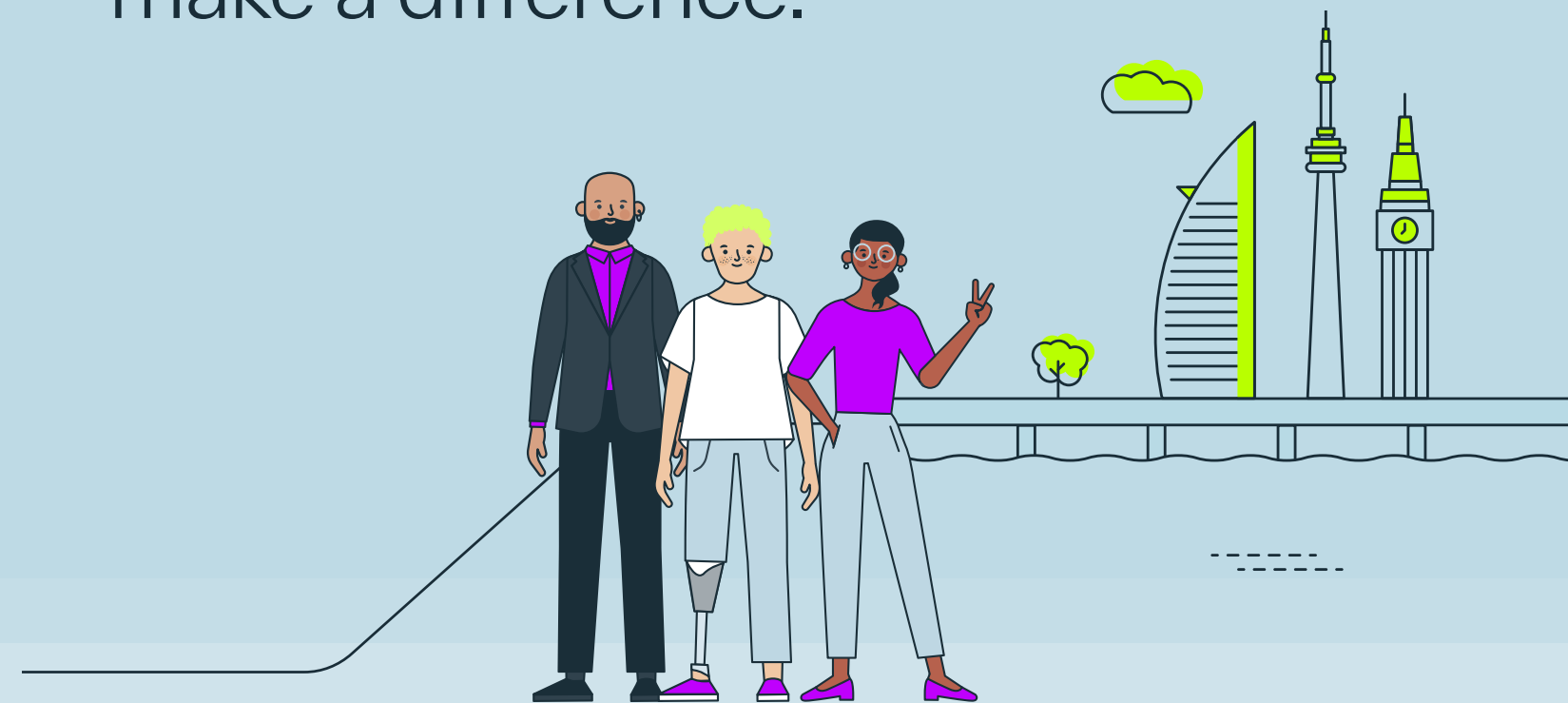
AtkinsRéalis is proud of its many ERGs supporting emerging professionals, LGBTQ+ people, Hispanic employees, Black and African American employees, and neurodiverse employees, among others. Our Employee Resource Group for women, “excELLEnce in STEM,” enjoys high levels of membership.

GENDER BALANCE

In 2020, AtkinsRéalis set out Gender Balance aspirations to be met by the end of 2025. For more information, please refer to the [2025 Management Proxy Circular and Notice of Annual Meeting of Shareholders](#), page 95, available on our website and on SEDAR+.¹¹³



Being different isn’t just what we do—it’s how we make a difference.



Health, Safety and Wellbeing

The safety and wellbeing of our workforce are non-negotiable. A safe and healthy working environment is essential—not only for our people but also for the communities we serve. It’s at the core of our purpose and fundamental to delivering projects successfully.

HEALTH & SAFETY PERFORMANCE

AtkinsRéalis' number of Recordable incidents has dropped year on year, allowing the Company to achieve its 2024 Total Recordable Incident Frequency (TRIF) target. The Company's Lost Time¹¹⁴ Incident Frequency (LTIF) also decreased compared to the previous year.¹¹⁵

COMMITMENT TO ACCOUNTABILITY & PROGRESS

Our performance on Health & Safety directly affects the compensation levels of the Company’s employees. Named Executive Officers, including the President and CEO, have a dedicated portion of annual pay tied to this performance. Half of this deidcation percentage is blocked completely in case of fatality on a Company site.

Each year, our health and safety targets undergo rigorous review and approval by the Safety, Project Oversight, and Technology Committee, as well as our Board of Directors.

Safety isn’t just a priority—it’s a core value, and we are committed to continually raising the bar to protect our people and communities.

Our unwavering commitment to safety has been a cornerstone of our operations, and we continuously strive to uphold the highest industry standards.

HEALTH AND SAFETY INDICATORS

Incident Investigations and Corrective Actions

The Company has a dedicated Incident Review Committee that includes the Senior Vice President of GHSE, Regional HSE VP/Directors, and GHSE team members. This committee meets weekly to review all recordable and High Potential (HiPo) incidents, assess corrective actions, and track investigation outcomes and closure rates. Additionally, a monthly learning call is held with the President and CEO, and Chief Risk Officer, where leaders from the relevant Region, Business Unit, and Project discuss key learnings from selected incidents.

Site Visits and Safety Engagement

Senior executives and members of the Operational Leadership Group (OLG)¹¹⁸ demonstrate visible safety leadership by conducting at least four site visits (either in person or virtual) each, contributing to a total of 324 site visits in 2024.¹¹⁹ They also actively participate in at least four Safety Enabling Activities, which include incident investigations, critical risk control protocol reviews, discussions with design teams about high-risk activities, and mental health conversations with its teams. In 2024 the OLG increased their visible safety leadership by increasing the frequency of site visits.

Corporate Audits¹²⁰

In 2024, the Company conducted seven on-site corporate HSE audits using its corporate audit tool. Any HSE findings from these audits are documented and communicated to site representatives for resolution.

Audits and Health, Safety & Environment Site Visits

7
Corporate HSE audits

324
OLG Site Visits

Lagging Indicators

	2024 targets	2024 Results		
		Employees ¹¹⁶	Contractors	Combined
TRIF: Total Recordable Incident Frequency ¹¹⁷	0.12	0.06 ✓	0.08 ✓	0.06 ✓
LTIF: Lost Time Incident Frequency	0.022	0.030 ✓	0.040 ✓	0.031 ✓
Fatalities	N/A	0	1	1 ✓
Fatality Rate	N/A	N/A	Not disclosed	0.002 ✓



SAFETY WEEK 2024

During Safety Week 2024, held in October, AtkinsRéalis organized regional events and activities to emphasize the theme of “What’s my Risk?” in the workplace. The Company wanted to recognize the risk diversity our workforce manages around the globe.

This initiative reflects the Company’s ongoing commitment to strengthening safety leadership and enhancing workplace wellbeing.

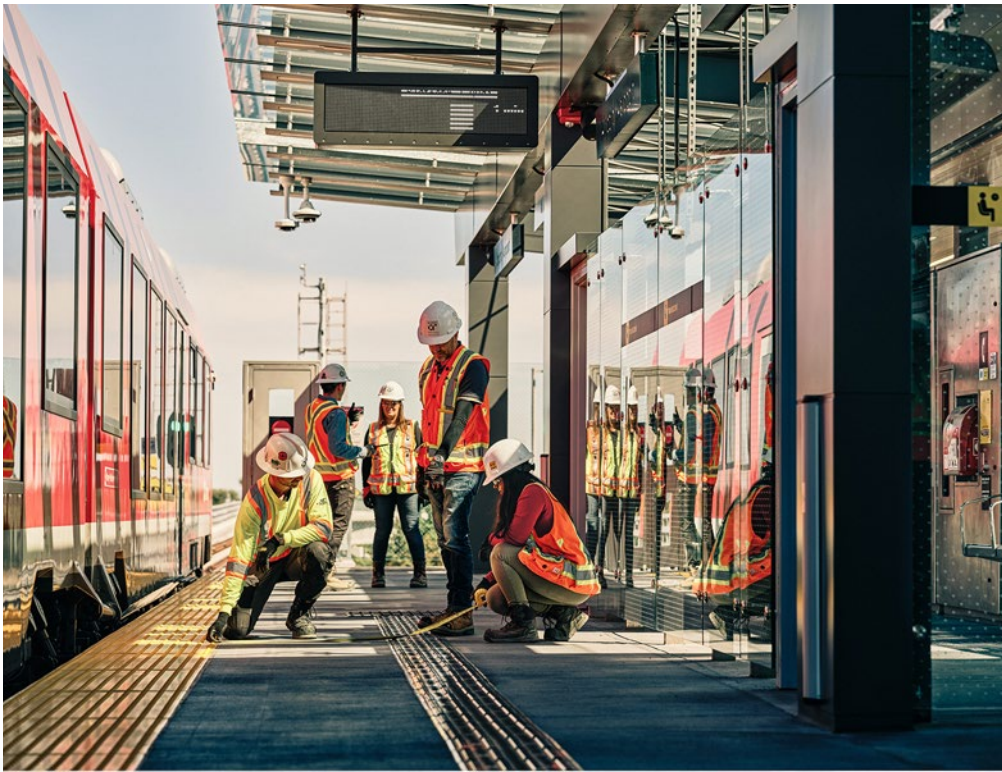
HSE-RELATED TRAINING

To elevate safety performance and achieve ambitious targets, we continued with our Thrive Program that was launched in 2023.

This initiative works closely with leaders and employees to raise awareness, provide the right tools, and drive improvements in safe work practices. At the same time, we continue to strengthen a culture of psychological safety and wellbeing while evolving our Health & Safety management system to be more proactive and effective.

In 2024, many AtkinsRéalis leaders participated in the “Thrive” program, a leadership development program. “Thrive” is a leadership development program designed to help leaders create environments where employees can safely perform in a complex world. The program focuses on four key areas:

- **Worldview** – Encouraging leaders to see themselves as champions of health, safety, and wellbeing.
- **Decision-making** – Strengthening leaders’ ability to make safety-first decisions in any situation.
- **Attention** – Shifting from reactive problem-solving to proactively creating safe and supportive work environments.
- **Tools** – Equipping leaders with practical strategies for fostering meaningful health, safety, and wellbeing conversations.



Driving improvement through the "Thrive" Leadership Program.



REPORT ON FATALITY IN 2024

At AtkinsRéalis, ensuring the health, safety, and wellbeing of every individual who works on or around our projects is our highest priority. Our unwavering commitment to safety is a cornerstone of our operations, and we continuously strive to uphold the highest industry standards. However, despite our stringent safety protocols and dedicated efforts, we deeply regret to report a tragic incident that occurred in 2024.

A subcontracted worker on one of our controlled sites¹²¹ in Saudi Arabia, lost his life. This loss is devastating, and we extend our deepest condolences to his family, colleagues, and community.

Any loss of life is unacceptable, and we recognize the profound responsibility we bear in ensuring such tragedies do not occur.

Immediately following the incident, we initiated a thorough investigation in collaboration with our subcontractor, local authorities, and independent safety experts. We recognize our responsibility in ensuring that a culture of safety permeates every level of our

operations, beyond compliance and procedural enforcement, including those of our subcontractors and their workforce.

As a result, we have taken decisive action to reinforce our safety systems. Our enhanced measures include:

- Strengthening site access controls to prevent unauthorized re-entry beyond working hours.
- Conducting additional safety training for all workers, including subcontractors, to reinforce awareness of site access protocols and hazard prevention.
- Expanding our engagement with subcontractors to ensure their employees receive the same level of safety oversight and training as our direct workforce.
- Reviewing and enhancing emergency response protocols across all our controlled sites.

In addition, 50% of the payout under the Integrity, HSE, and Gender Balance components of the Annual Incentive Plan (AIP) is reduced in the case of a fatality, including that of the CEO.

Safety is not just a corporate objective—it is a moral obligation. This incident serves as a stark reminder of the importance of vigilance, continuous improvement, and shared accountability in ensuring that every individual returns home safely. We remain steadfast in our commitment to learning from this tragedy and implementing meaningful improvements that uphold the highest standards of worker protection.

Looking ahead, we will continue to refine our health and safety protocols, invest in innovative safety technologies, and foster a culture where safety is an uncompromising priority for all. We owe this to our workforce, their families, and the communities in which we operate.

Governance, Integrity, Compliance

Strong governance isn't just a checkbox—it's the foundation of a resilient, high-performing business.

At AtkinsRéalis, we embed governance, compliance, and risk management into every layer of our operations, ensuring Sustainability oversight, data security, and enterprise risk management are proactive, not reactive.

Our award-winning Integrity Program—recognized by Ethisphere for the third consecutive time—sets the gold standard in ethical business practices.



Governance Frameworks

Governance drives impact. The Board of Directors, through the Governance, Ethics and Sustainability (GES) Committee, participates in shaping the Company’s Sustainability strategy—ensuring accountability—and aligning our sustainability framework with business goals.

To ensure alignment with business goals, performance metrics and Sustainability-driven incentives were built into our 2024 Annual Incentive Plan.

DISCLOSURE GOVERNANCE

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

CONTROL ENVIRONMENT AND OVERSIGHT

Management and the Board, through its Audit and Risk Committee, is dedicated to establishing and maintaining robust internal controls over sustainability-related disclosures. Accurate and transparent reporting is essential for maintaining stakeholder trust and ensuring compliance with evolving regulatory requirements and industry best practices. To achieve consistency, accuracy, completeness, timeliness, relevance, and alignment with our overall strategy, we are implementing the Internal Controls over Sustainability Reporting (ICSR) framework. This framework is built on the foundation of the Three Lines of Defense, mirroring the well-established principles of the Internal Controls over Financial Reporting (ICFR) framework. This approach ensures a structured and rigorous method for sustainability-related reporting

It is important to acknowledge that, due to inherent limitations, no control system, regardless of its design and operation, can eliminate the risk of misstatements. However, our goal is to minimize these risks as much as possible by continuously strengthening our control environment and ensuring accountability at all levels of the organization.

As part of our commitment to maintaining high standards of sustainability-related reporting, during 2024, our Financial Controls and Governance team conducted a comprehensive review of the control environment and the internal controls over the sustainability-related disclosures included in this Report.

This rigorous review process involved an assessment of key risk areas, control effectiveness, and data integrity measures. Additionally, this Report has undergone thorough reviews by leaders from our Sustainability & Integrity, Legal, and Finance functions, as well as by our Corporate Disclosure Committee, to ensure it meets our stringent standards of quality and transparency.

Furthermore, the Audit and Risk Committee of the Board of Directors plays a crucial role in overseeing the adequacy and effectiveness of our sustainability reporting controls. This committee reviews sustainability-related disclosures prior to their publication and evaluates the results of assurance engagements to ensure the highest standards of accuracy and reliability. Their oversight helps reinforce accountability and enhances the credibility of our reporting. We remain committed to continuously refining our control framework in response to emerging best practices, regulatory developments, and stakeholder expectations. By embedding strong governance practices and fostering a culture of integrity, we aim to uphold the highest levels of transparency and accountability.

ASSURANCE

As the Company continues to mature its sustainable development program, AtkinsRéalis' goal is to obtain the appropriate level of assurance for sustainability-related disclosures. In 2024, Deloitte LLP was engaged to provide limited assurance for GHG-related metrics, as well as health and safety related metrics for the current reporting year. These metrics in scope of Deloitte’s assurance should be read in conjunction with Deloitte’s assurance report. The limited assurance report can be found in [Appendix A](#) of this report.

Separately, our Internal Audit team was also mandated to perform a review of various metrics related to employee engagement survey results, sustainable revenues, and ESG-related scores from various rating agencies.

AtkinsRéalis takes Sustainability seriously, and our rankings reflect that.

Sustainability Rankings
As of December 31, 2024, with the exception of the CDP Climate score, which was communicated to the Company in February 2025.

AA
MSCI ESG Rating ✓

29.6%
Sustainalytics ESG Risk ✓

68%
EcoVadis Scorecard
SILVER MEDAL ✓

B
CDP Climate Score ✓

44%
S&P Global CSA Score ✓

C
ISS Rating ✓



Data Compliance & Cybersecurity

DATA COMPLIANCE: STAYING AHEAD OF THE CURVE

As data laws evolve, we don’t just adapt—we lead. AtkinsRéalis’ Data Compliance Team ensures full regulatory compliance across client, supplier, and internal data, reinforcing accuracy, security, and trust. By embedding clear policies and governance frameworks, we safeguard sensitive information, mitigate risks, and streamline decision-making.

CYBERSECURITY: DEFENSE BEYOND THE FIREWALL

Cyber threats don’t sleep, and neither do we. The AtkinsRéalis Board of Directors oversees cybersecurity strategy, ensuring continuous investment in cutting-edge security measures. A dedicated team of cybersecurity experts works around the clock to monitor, detect, and neutralize threats.

Security is about people, not technology. That’s why we prioritize cybersecurity awareness training, equipping employees with skills to protect both the Company and themselves in an increasingly digital world.

In 2024, AtkinsRéalis continued to strengthen its cybersecurity posture under the oversight of the Board of Directors, which receives regular updates through the Safety, Project Oversight and Technology (SPOT) Committee and additional briefings following any significant incidents. A dedicated team of cybersecurity experts maintained round-the-clock monitoring of systems and networks, implementing technical safeguards and proactively addressing potential vulnerabilities. Emphasis was also placed on employee awareness and training, ensuring the Company remained prepared to respond effectively to cyber threats.

The Board’s non-standing Cyber Security Crisis Committee, established in 2022, remained in place to advise management during significant cyber events and includes independent Directors with relevant expertise or experience. In 2024, the Board also reviewed cybersecurity risks, data breach mitigation measures, the Company’s Cyber Security Statement, and its broader Global Security roadmap.



Integrity Program: Ethics that Drive Performance

Integrity is a competitive advantage. Recognized by Ethisphere’s Compliance Leader Verification for the third consecutive time, our Integrity Program reinforces a company-wide culture of ethics.

RISK ASSESSMENT: SEEING AROUND CORNERS

Every 18 months, we conduct a Compliance Risk Assessment to identify and mitigate potential risks across our global operations. This proactive approach helps us prioritize high-risk areas and focus efforts where they matter most.

We also track Transparency International’s Corruption Perception Index, ensuring our operations align with global integrity standards. In 2024, we had zero confirmed incidents of corruption, reinforcing our reputation as a trusted global partner.



Incidents of Corruption¹²²

	2024 occurrences ✓
Total number and nature of confirmed incidents of corruption.	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.	0
Total number of confirmed incidents when contracts with third parties were terminated or not renewed as a direct result of an internal investigation.	0
Public legal cases regarding corruption brought against the organization or its employees during the reporting period.	0

Allegations

Reporting channels	2024 ✓
Reporting Line ¹²³	218
Email	155
Phone	5
Other	7
Total allegations received	385
Number of transmitted anonymously	164
Number of allegations closed ¹²⁴	375



Risk Management: Resilience in Action

At AtkinsRéalis, we anticipate and prevent risks so that we won't have to react to them.

The Company's Chief Risk Officer works closely with our Audit and Risk Committee to ensure a holistic approach to enterprise risk management. Simultaneously, our Safety, Project Oversight, and Technology Committee took the lead on mitigating risks tied to project execution, technology, and cybersecurity.

ENTERPRISE RISK MANAGEMENT

We take a structured, data-driven approach to risk management, integrating risk assessments into every level of our business. Sustainability-related risks—ranging from regulatory shifts to climate impact—are embedded into our enterprise risk framework (ERM), ensuring we stay ahead of challenges before they arise.

PROJECT RISK MANAGEMENT

From bid evaluation to project execution, risk management is built into every phase of our project lifecycle:

- Understanding project risks upfront
- Identifying and mitigating vulnerabilities early
- Proactive monitoring to prevent escalation
- Independent project reviews for accountability

Our decision to exit high-risk markets and phase out LSTK projects has strengthened our financial position and de-risked our business, ensuring a more predictable and sustainable future.

Recommended Disciplinary Actions Following Integrity-related Investigations ✓

	Fraud	Conflicts of Interest	Competition	Earnings Management	Other ¹²⁵	Total
Terminations	0	1	0	0	0	1
Written warnings	0	1	0	1	1	3
Verbal warnings	0	1	0	0	0	1
Verbal reminders	1	0	0	0	4	5
Total	1	3	0	1	5	10

Active Projects and Backlog in Countries with low corruption perception scores¹²⁶

	2024 ✓
Active projects in countries with the 20 lowest TICP score	3 ¹²⁷
Total backlog* in countries with the 20 lowest TICP score	~279,000\$

Tax Strategy

We see taxation as more than just compliance—it's part of our aspiration to conduct responsible business. Our Global Tax Strategy emphasizes transparency, governance, risk management and ethical tax practices, reinforcing our long-term business stability.

Our Global Tax Strategy can be found here:

www.atkinsrealis.com/tax-strategy

Transparent,
Responsible,
and Ethical



* Backlog breakdown presented is a disaggregation of total backlog and is considered a supplementary financial measure.

References and Notes

1.

Total of segments measure. Regulation 52-112 Non-GAAP and Other Financial Measures Disclosure ("Regulation 52-112") defines a "total of segments measure" as a financial measure disclosed by an issuer that is a subtotal or total of two or more reportable segments of an entity, is not a component of a line item disclosed in the primary financial statements of the entity, is disclosed in the notes to the financial statements of the entity, and is not disclosed in the primary financial statements of the entity. Revenues, Backlog and Segment Adjusted EBIT for each of Engineering Services Regions and AtkinsRéalis Services are total of segments measures, as defined in Regulation 52-112. Further details, including calculations and reconciliations to the most directly comparable IFRS Accounting Standards, are provided at Sections 4 and 13 of the Company's 2024 Annual MD&A, available on SEDAR+ at www.sedarplus.com, from which sections are incorporated by reference into this Report.

2.

<https://www.atkinsrealis.com/en/media/press-releases/2024/08-08-2024>

3.

<https://www.atkinsrealis.com/en/media/press-releases/2024/2024-06-28>

4.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-09-09a>

5.

<https://www.atkinsrealis.com/en/media/press-releases/2025/2025-03-13>

6.

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

7.

Based on internal assumptions and judgment of management, as of December 31, 2024.

8.

Inspired by MSCI methodology/ definition; more at: https://www.msci.com/eqb/methodology/meth_docs/MSCI_Global_Environment_May2011.pdf

9.

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

10.

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

11.

<https://www.atkinsrealis.com/en/media/press-releases/2024/25-01-2024>

12.

<https://www.atkinsrealis.com/en/projects/decarbonisation-policy-playbook>

13.

<https://www.atkinsrealis.com/~media/Files/A/atkinsrealis/download-centre/en/whitepaper/enz-countdown-to-2035-can-we-meet-net-zero-energy-system-targets-whitepaper.pdf>

14.

"New partnership between Polytechnique Montréal, Alstom and AtkinsRéalis to develop Québec's expertise in sustainable rail mobility," Cision, 11 April 2024, <https://www.newswire.ca/news-releases/new-partnership-between-polytechnique-montreal-alstom-and-atkinsrealis-to-develop-quebec-s-expertise-in-sustainable-rail-mobility-818882069.html>

15.

"Main-d'œuvre en génie : 52 000 nouveaux professionnels et professionnelles en génie seront requis d'ici 2033", Ordre des ingénieurs du Québec, November 2023, available at: <https://www.oiq.qc.ca/publication/genie-52000-requis-2033/> (in French).

16.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-04-17-na>

17.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-09-26-na>

18.

AtkinsRéalis' GHG emissions inventory is calculated in accordance with the Greenhouse Gas Protocol Corporate Standard, developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), and its associated standards and technical guidance. The GHG emissions calculation methodology used by AtkinsRéalis is detailed within the Greenhouse Gas (GHG) Emissions Methodology document, available at: <https://ghgprotocol.org/corporate-standard>

19.

The target boundary includes land-related emissions and removals from bioenergy feedstocks.

20.

AtkinsRéalis chose to restate only 2019 as the base year and 2023 as the most recent reporting year and the moment of redesign for the Company's GHG emissions calculation methodology. Applying the revised methodology and restating the interim years 2020, 2021, and 2022 is not considered to provide value to the Company's strategy and is therefore not reported.

21.

2019 and 2023 GHG emissions were restated to account for all relevant categories of Scope 3 emissions (C1, C2, C3, C4, C5, C6, C7, C8, C13, C15) in addition to material divestment. These figures supersede all previous disclosures made by the Company.

22.

AtkinsRéalis' location-based Scope 2 emissions are disclosed within our annual CDP disclosure (available at: <https://www.atkinsrealis.com/~media/Files/A/atkinsrealis/download-centre/en/report/cdp-report-2024.pdf>

23.

Market-based energy usage was used to calculate figures associated with energy use and intensities. For 2024, the energy consumed was separated into within and not-within AtkinsRéalis control, in line with the GRI reporting requirements. This has resulted in the energy associated with our employees driving their own cars on business-related journeys being categorized as not-within AtkinsRéalis control; therefore, the energy reported in this table for 2024 excludes this sub-set of energy usage, whereas in 2019 and 2023, the reported values include this subset of energy usage.

24.

<https://www.atkinsrealis.com/en/media/press-releases/2024/2024-11-15>

25.

<https://www.canada.ca/en/natural-resources-canada/news/2023/09/3-billion-in-federal-export-finance-to-support-canadian-businesses-while-providing-clean-energy-security-for-romania.html>

26.

<https://www.atkinsrealis.com/en/projects/monark>

27.

Ibid

28.

<https://www.atkinsrealis.com/en/media/press-releases/2024/2024-02-22>

29.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-10-31-a>

30.

<https://www.atkinsrealis.com/en/media/press-releases/2024/2024-11-13>

31.

<https://www.atkinsrealis.com/en/media/press-releases/2024/25-01-2024>

32.

<https://www.atkinsrealis.com/en/projects/iter-fusion-for-energy>

33.

Please see ITER's website at: <https://www.iter.org/machine/supporting-systems/external-heating-systems>

34.

<https://www.atkinsrealis.com/en/projects/iter-fusion-for-energy>

35.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/10-07-2024>

36.

<https://www.atkinsrealis.com/en/projects/step>

37.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-05-21>

38.

<https://www.atkinsrealis.com/en/projects/sse-thermal-aldbrough-hydrogen-pathfinder>

39.

<https://www.atkinsrealis.com/en/media/press-releases/2024/25-03-2024>

40.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-07-25-na>

41.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/27-02-2024>

42.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/30-05-2024-a>

43.

<https://www.atkinsrealis.com/en/projects/shore-power-at-portsmouth-international-port>

44.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-09-23>

45.

"'Desperately needed' new school to be built on site of former Cardiff market," Wales Online, 11 May 2024, <https://uk.news.yahoo.com/desperately-needed-school-built-former-143603993.html>

46.

Global Waste-to-Energy Research and Technology Council (WtERT), available at: <https://wtert.org/wp-content/uploads/2023/02/WtE-facilities-2018-directory.pdf>

47.

<https://www.atkinsrealis.com/en/media/press-releases/2024/06-08-2024>

48.

<https://www.atkinsrealis.com/en/projects/the-canada-line>

49.

The Envision Sustainable Infrastructure Framework is a comprehensive tool developed by the Institute for Sustainable Infrastructure (ISI) to help infrastructure professionals plan, design, and deliver more sustainable infrastructure projects across a broad range of indicators that address environmental, social, and economic dimensions of sustainability.

50.

<https://www.atkinsrealis.com/en/projects/the-broad-causeway-bridge>

51.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-05-02>

52.

<https://www.atkinsrealis.com/en/projects/southsea-coastal-scheme>

53.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-06-06-na>

54.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-03-27>

55.

"The Elizabeth Line," Mayor of London and London Assembly homepage, <https://www.london.gov.uk/programmes-strategies/transport/rail-and-underground/elizabeth-line>

56.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-10-17>

57.

<https://www.atkinsrealis.com/en/projects/crossrail>

58.

<https://www.atkinsrealis.com/en/media/press-releases/2024/2024-08-15-b>

59.

<https://www.atkinsrealis.com/en/media/press-releases/2024/20-08-2024>

60.

<https://www.atkinsrealis.com/en/projects/maryland-purple-line>

61.

<https://www.atkinsrealis.com/en/media/press-releases/2024/2024-10-02>

62.

<https://www.atkinsrealis.com/en/projects/supporting-local-authorities-to-improve-air-quality>

63.

An environmental incident is defined as any unplanned release of a liquid, solid, or gaseous contaminant, regardless of the quantity to the uncontrolled environment; as damage to protected flora, fauna, or habitat; or as damage to cultural heritage. Environmental incidents can be classified as a Level 1, Level 2, or Level 3 based on the classification criteria presented in the Company's HSE indicators guidelines, available at: https://www.atkinsrealis.com/~media/Files/A/atkinsrealis/download-centre/en/policy/blue-book_en.pdf

64.

The Company does not track noncompliance with permits, standards, and regulations unless they result in an environmental incident, and the following figures do not directly capture permit violations for environmental events.

65.

A "controlled site" (office, project, operation) is where AtkinsRéalis has full and contractual HSE responsibility.

66.

The Total Environmental Incident Frequency (TEIF) is calculated by adding all Level 2 and Level 3 incidents, multiplying the result by 200,000 hours, and dividing it by the total number of hours worked.

67.

<https://www.atkinsrealis.com/~media/Files/A/atkinsrealis/download-centre/en/brochure/digital-twin-services-2024.pdf>

68.

<https://www.atkinsrealis.com/en/projects/optimising-performance-at-beckton-wastewater-treatment-works-with-a-digital-twin>

69.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-10-31>

70.

<https://www.atkinsrealis.com/en/media/press-releases/2024/2024-03-20>

71.

<https://www.atkinsrealis.com/en/projects/prpb-hazard-mitigation-plan>

72.

<https://www.atkinsrealis.com/en/projects/fema-permanent-housing-construction>

73.

<https://www.atkinsrealis.com/en/media/press-releases/2024/2024-06-25>

74.

["East New York transit hub to get \\$500M upgrade," Crains New York, 2 May 2023, https://www.craigslist.com/en/media/press-releases/2024/2024-06-25](https://www.craigslist.com/en/media/press-releases/2024/2024-06-25)

75.

<https://www.atkinsrealis.com/en/projects/mc-gill-university-health-centre>

76.

<https://www.atkinsrealis.com/en/media/press-releases/2024/05-03-2024>

77.

<https://www.atkinsrealis.com/en/media/press-releases/2024/2024-08-29>

78.

<https://www.atkinsrealis.com/en/projects/developing-the-next-generation-of-cyber-professionals>

79.

<https://www.atkinsrealis.com/en/projects/silk-street-newton-heath>

80.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-01-11>

81.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-10-29>

82.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-05-09-na>

83.

<https://www.atkinsrealis.com/en/media/press-releases/2024/17-04-2024>

84.

["\\$1.5 million gift from Candu Energy transforms McMaster University design studio for the next generation of engineers in Ontario," McMaster University, 17 December 2024, https://dailynews.mcmaster.ca/articles/1-5-million-gift-from-candu-energy-transforms-mcmaster-university-design-studio-for-the-next-generation-of-engineers-in-ontario/](https://dailynews.mcmaster.ca/articles/1-5-million-gift-from-candu-energy-transforms-mcmaster-university-design-studio-for-the-next-generation-of-engineers-in-ontario/)

85.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/06-06-2024-a>

86.

<https://www.centraide-mtl.org/en/events/solidaires/>

87.

[Centraide of Greater Montreal, available at: https://www.centraide-mtl.org/en/](https://www.centraide-mtl.org/en/)

88.

["America's Safest Companies 2024: AtkinsRéalis US Nuclear," EHS Today, 30 July 2024, https://www.ehstoday.com/americas-safest-companies-awards/article/55125863/](https://www.ehstoday.com/americas-safest-companies-awards/article/55125863/)

89.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-08-28-na>

90.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-06-28>

91.

["Top 150 Consultants 2024: The main table," Building, 13 September 2024, https://www.building.co.uk/top-150-consultants-2024-the-main-table/5131195](https://www.building.co.uk/top-150-consultants-2024-the-main-table/5131195)

92.

[article?utm_medium=email&utm_campaign=Daily%20Building%20Daily%20news&utm_content=Daily%20Building%20Daily%20news+CID_7865bc4c8e51ebe68719787629254f5d&utm_source=Campaign%20Monitor%20emails&utm_term=Top%20150%20Consultants%202024%20The%20main%20table](https://www.muhc.ca/news-and-patient-stories/news/muhc-wins-gold-excellence-environmental-social-and-governance)

93.

["MUHC wins gold for Excellence in Environmental, Social, and Governance," McGill University Health Center, 7 Nov 2024, https://muhc.ca/news-and-patient-stories/news/muhc-wins-gold-excellence-environmental-social-and-governance](https://www.muhc.ca/news-and-patient-stories/news/muhc-wins-gold-excellence-environmental-social-and-governance)

94.

["AtkinsRéalis exec named International Business Leader of the Year," Canadian Consulting Engineer, 12 December 2024, https://www.canadianconsultingengineer.com/atkinsrealis-exec-named-international-business-leader-of-the-year](https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-02-19)

95.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-02-19>

96.

["Linxon receives esteemed Green Apple Environment Award for London Power Tunnel 2 substation project," Linxon, 2 November 2024, https://linxon.com/press-release-linxon-receives-esteemed-green-apple-environment-award-for-london-power-tunnel-2-substation-project](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-02-02-na)

97.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-11-05>

98.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-10-22a>

99.

[Employees included in this process: regular and contractual employees who are in the reporting lines of the President and Chief Executive Officer, including parental leaves and employees with over three months of service prior to survey launch. Exclusions: long-term leaves and employees and individuals in the reporting lines of joint ventures not reporting to the President and Chief Executive Officer, even though the Company may have interests in those joint ventures.](https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-10-22a)

100.

[The Employer Advocacy index aggregates positive answers to questions such as "I would recommend AtkinsRéalis as an employer" and "I am proud to work for AtkinsRéalis".](https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-06-20-b)

101.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-10-15-a>

102.

<https://www.atkinsrealis.com/en/media/trade-releases/2024/2024-10-21>

103.

<https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-10-02>

104.

<https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-10-02>

105.

[Site visits are tracked through self-declared participation records.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-10-02)

106.

<https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-10-02>

107.

<https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-10-02>

108.

<https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-10-02>

109.

<https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na>

110.

[Available at: https://www.sedarplus.ca/csa-party/viewInstance/view.html?id=0c11f8b7998bcd9607c4bc9d6e55e52def0c42359adf6a85#scrollTop](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

111.

[A lost time incident \(LTI\) is defined as any occupational injury that results in at least one full day absent from work following the day of the incident \(this does not include time traveling off-site for injury diagnosis or treatment\).](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

112.

[It should be noted that the number of hours worked in 2024 is comparable to 2023, meaning that LTIF and TRIF decreased because the absolute number of incidents decreased as well.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

113.

[Including regular and temporary employees.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

114.

[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. AtkinsRéalis aligns its calculation of these frequencies with Sustainability Accounting Standards Board \(SASB\) definitions.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

115.

["Employees" work at "controlled sites" \(offices, projects, operations\) where AtkinsRéalis has full and contractual HSE responsibility.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

116.

[The number of site visits performed by Senior Leadership \(OLG\) is defined as the number of virtual or in-person visits by an OLG member to a workplace to observe HSE \(Health, Safety & Environment\) practices on-site or discuss HSE related matters with individuals on site, for the year ending December 31, 2024.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

117.

[Site visits are tracked through self-declared participation records.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

118.

[The number of corporate HSE audits is defined as the number of audits conducted by the Global HSE team to validate compliance with AtkinsRéalis' requirements, and to define risk exposure and project risk profile, by using AtkinsRéalis' corporate global assurance audit tool, for the year ending December 31, 2024. An audit is considered completed when the global assurance audit tool has been completed. Audits of non-controlled workplaces may also be conducted using the corporate global assurance audit tool or as otherwise directed by the Senior Vice President of Global HSE. A workplace is generally considered to be "non-controlled" if contractually under a joint venture agreement and if HSE management for the project is performed using the partner's programs and processes.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

119.

["Employees" work at "controlled sites" \(offices, projects, operations\) where AtkinsRéalis has full and contractual HSE responsibility.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

120.

[Incidents of corruption are defined as incident that have been found to be substantiated, and does not include incidents of corruption that were still under investigation in the reporting period \(in alignment with the GRI standard\). On February 19, 2015, the Royal Canadian Mounted Police and the Public Prosecution Service of Canada \("PPSC"\) laid charges \(the "Charges"\) against the Company and its indirect subsidiaries SNC-Lavalin International Inc. and SNC-Lavalin Construction Inc. On December 18, 2019, the Company announced it had reached a settlement with the PPSC regarding the Charges \(the "federal charges settlement \[PPSC\]"\). As part of the federal PPSC, SNC-Lavalin Construction Inc. was required to pay a fine in the amount of \\$280 million, payable over five years, and was subject to a three-year probation order. The Company estimated the net present value of these installments at \\$257.3 million as of October 18, 2019, the date of the PPSC. This amount was paid in full as of December 31, 2024.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

121.

[Operated by a secured third-party provider.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

122.

[Includes allegations closed in 2024 \(and initiated in 2023\).](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

123.

[Other categories include issues that do not fall within the existing major categories, and may include non-compliance with policies and procedures, retaliation, failure to report, etc.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

124.

[The TICP index can be accessed on the organization's website at: https://www.transparency.org/en/cpi/2023. For the purposes of this assessment, the countries considered are the countries where the building or structure will be erected, without regard to the countries where the workers assigned to the project are based.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

125.

[These projects are located in Tajikistan and Eritrea. Backlog is defined as the value of the remaining Legally Enforceable obligation/revenue that is expected to be realized from work to be performed on contracts with customers.](https://careers.atkinsrealis.com/en/media/trade-releases/2024/2024-07-01-na)

126.

127.

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Caution regarding forward-looking statements

Statements made in this report that describe the Company's or management's budgets, estimates, expectations, forecasts, objectives, predictions, projections of the future, or strategies may be “forward-looking statements”, which can be identified by the use of the conditional or forward-looking terminology such as “aims”, “anticipates,” “assumes,” “believes,” “cost-savings,” “estimates,” “expects,” “forecasts,” “goal,” “intends,” “likely,” “may,” “objective,” “outlook,” “plans,” “projects,” “should,” “synergies,” “target,” “vision,” “will,” or the negative thereof or other variations thereon. Forward-looking statements also include any other statement that do not refer to historical facts. Forward-looking statements include statements relating to the Company's future economic performance and financial condition, as well as the Company's objectives and commitments, including with respect to the Company's greenhouse gas emissions reduction forecast and commitments, and the Company's diversity commitments.

All such forward-looking statements are made pursuant to the “safe-harbour” provisions of applicable Canadian securities laws. The Company cautions that, by their nature, forward-looking statements involve risks and uncertainties, and that its actual actions and/or results could differ materially from those expressed or implied in such forward-looking statements, or could affect the extent to which a particular projection materializes. Forward-looking statements are presented for the purpose of assisting investors and others in understanding certain key elements of the Company's current objectives, strategic priorities, expectations, and plans, including with respect to sustainability and Everyone Belongs and in obtaining a better understanding of the Company's business and anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes. Forward-looking statements made in this report are based on a number of assumptions believed by the Company to be reasonable on the date hereof. The Company's sustainability aspirations 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 and policies to contribute to decarbonizing current infrastructure and fostering a new culture of lower-carbon behavioural change and choices across the Company's workforce; the Company not undertaking or pursuing

any new corporate or business initiatives, business acquisitions, investments, joint ventures, or technologies that would materially increase the Company's anticipated levels of greenhouse gas (“GHG”) emissions; future earnings and the Company continuing to have a solid or adequate financial position that can support or justify such aspirations and actions; the availability of comprehensive and high-quality GHG emissions and other third party data, including data-driven solutions to decarbonize the built environment; the ability of the Company to develop and maintain indicators to effectively monitor its advancements; projections with respect to renewable electricity generation and the built environment; there being no negative impact on the calculation of the Company's GHG emissions from refinements in or modifications to international standards or the methodology the Company uses for the calculation of such GHG emissions or from the control framework that the Company puts in place in relations thereto; sufficient collaboration with, and active and continued participation of stakeholders (including the employees, clients, suppliers, partners in joint ventures and other main agents of the Company and the communities in which it is present), including by reducing their own GHG emissions; the ability of the Company to purchase sufficient credible carbon credits and renewable energy certificates to offset or further reduce GHG emissions, if and when required; the development and deployment of new technologies and sustainable products; the ability of the Company to identify climate-related opportunities as well as assess and manage climate-related risks;

Forward-looking statements made in this Report are based on a number of assumptions believed by the Company to be reasonable as at May 14, 2025. Other assumptions are also set out throughout the Company's 2024 Management's Discussion and Analysis dated March 13, 2025 (the “2024 MD&A”) as updated in the first quarter 2025 Management's Discussion and Analysis (the “Q1 2025 MD&A”) filed with the securities regulatory authorities in Canada, available on SEDAR+ at www.sedarplus.com or on the Company's website at www.atkisinrealis.com under the “Investors” section (particularly in the sections entitled “Critical Accounting Judgements and Key Sources of Estimation Uncertainty” and “How We Analyze and Report Our Results”). If these assumptions are inaccurate, the Company's actual results could differ materially from those expressed or implied in such forward-looking statements. In addition, important risk factors could cause the Company's assumptions and

estimates to be inaccurate and actual results or events to differ materially from those expressed in or implied by these forward-looking statements. For more information on risks and uncertainties that could cause the Company's actual results to differ from current expectations, please refer to the sections “Risks and Uncertainties”, “How We Analyze and Report Our Results” and “Critical Accounting Judgments and Key Sources of Estimation Uncertainty” in the Company's 2024 MD&A as updated in the Q1 2025 MD&A.

The Company cautions that the foregoing such risk factors is not exhaustive. The Company may, from time to time, make oral forward-looking statements. The Company advises that the above paragraphs and the risk factors described in the 2024 MD&A as updated in the Q1 2025 MD&A should be read for a description of certain factors that could cause the actual results of the Company to differ materially from those in the oral forward-looking statements. The forward-looking statements herein reflect the Company's expectations as at the date hereof, and they are subject to change after this date. The Company does not undertake to update publicly or to revise any written or oral forward-looking information or statements whether as a result of new information, future events, or otherwise, unless required by applicable legislation or regulation. The forward-looking information and statements contained herein are expressly qualified in their entirety by this cautionary statement.



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Independent Practitioner’s Limited Assurance Report

To the Board of Directors of
AtkinsRéalis Group Inc.

We have undertaken a limited assurance engagement of the accompanying selected metrics of AtkinsRéalis Group Inc. (“AtkinsRéalis” or the “Company”) for the year ended December 31, 2024 (collectively referred to as the “Subject Matter Information”), as reported in Appendix A.

Management’s Responsibility

Management is responsible for the preparation of the Subject Matter Information in accordance with the applicable criteria, as defined in Appendix A (the “applicable criteria”). Management is also responsible for selecting the applicable criteria used and for such internal control as management determines necessary to enable the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Subject Matter Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (“ISAE”) 3000 Revised, *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement.

A limited assurance engagement involves performing procedures (primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical and other procedures) and evaluating the evidence obtained. The procedures also include assessing the suitability in the circumstances of AtkinsRéalis’ use of the applicable criteria as the basis for the preparation of the Subject Matter Information. The procedures are selected based on our professional judgment which includes identifying areas where the risks of material misstatement of the Subject Matter Information are likely to arise, whether due to fraud or error.

Our engagement included the following procedures, among others:

- Making inquiries of relevant management and staff responsible for the preparation and reporting of the Subject Matter Information;
- Obtaining an understanding of the underlying data that is used as an input into the calculations, including emissions factors and conversion factors;
- Obtaining an understanding of the process used to prepare and report the Subject Matter Information;
- Performing preliminary analytical procedures related to the Subject Matter Information;
- Agreeing, testing and re-calculating the underlying data related to the Subject Matter Information on a sample basis; and
- Assessing the appropriateness of the GHG emissions factors applied.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement conducted in accordance with the International Standards on Assurance Engagements. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information has been prepared, in all material respects, in accordance with the applicable criteria.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the relevant rules of professional conduct/code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Canadian Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Significant Inherent Limitations

Non-financial information, such as the metrics in Appendix A, are subject to inherent limitations of accuracy given the nature and the methods used for determining such data. The selection of different acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information of the Company for the year ended December 31, 2024, is not prepared, in all material respects, in accordance with the applicable criteria.

Specific Purpose of Applicable Criteria

The Subject Matter Information has been prepared in accordance with the applicable criteria to assist AtkinsRéalis in reporting the selected metrics in Appendix A. As a result, the Subject Matter Information may not be suitable for another purpose.

Deloitte LLP

May 14, 2025

¹CPA auditor, public accountancy permit No. 118581

Appendix A

AtkinsRéalis Group Inc.
Subject Matter Information
For the year ended December 31, 2024

GHG and Energy Related Metrics

Applicable Criteria	In-scope metric (for the year ended December 31, 2024)	Unit	Value
GHG Protocol ¹	Scope 1 GHG Emissions	tCO2e	13,131
GHG Protocol ¹	Scope 2 GHG Emissions (market-based)	tCO2e	7,311
GHG Protocol ¹	Total Scope 3 GHG Emissions, including:		
	- Category 1 (Purchased goods and services)	tCO2e	888,580
	- Category 2 (Capital goods)	tCO2e	46,870
	- Category 3 (Fuel and Energy-Related Activities not included in Scope 1 or Scope 2)	tCO2e	9,263
	- Category 4 (Upstream Transportation and Distribution)	tCO2e	1,294
	- Category 5 (Waste generated in Operations)	tCO2e	2,333
	- Category 6 (Business Travel)	tCO2e	62,096
	- Category 7 (Employee Commuting) ²	tCO2e	15,700
	- Category 8 (Upstream Leased Assets)	tCO2e	35,854
	- Category 13 (Downstream Leased Assets)	tCO2e	431
GRI 302-1	Energy Usage (from Scope 1 and Scope 2) ³	GJ	607,213
		Mwh	168,670
GRI 302-1	Energy usage from renewable and non-renewable sources ³	GJ	Renewable: 10,706 Non-Renewable: 596,507
GHG Protocol ¹	Carbon intensity ⁴ per full time employee	tCO2e/FTE	0.5
GHG Protocol ¹	Carbon intensity ⁴ per \$M revenue	tCO2e/\$M CAD	2.1
GRI 302-1	Energy intensity ³ per full time employee	GJ/FTE	16.2
GRI 302-1	Energy intensity ³ per \$M revenue	GJ/\$M CAD	62.8
GHG Protocol ¹	GHG Emission Savings (Reductions) ⁵	tCO2e	675,918

¹ GHG Protocol refers to the World Resources Institute and World Business Council for Sustainable Development Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), World Business Council for Sustainable Development GHG Protocol: Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard), World Business Council for Sustainable Development Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard, World Business Council for Sustainable Development Greenhouse Gas Protocol: Technical Guidance for Calculating Scope 3 Emissions (A supplement to the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard). Standards apply as applicable to the in-scope metric.

² The calculation for Scope 3 Category 7 - Employee Commuting emissions data is estimated through voluntary survey data collected from employees in a 2023 global survey, carried out by AtkinsRéalis. The survey data is utilized to create proxies for average commuting distance and mode of travel. This 2023 data is supplemented with updated 2024 commuting frequency data that updates the frequency of travel into our offices and 2024 headcount data that are all incorporated within the calculation model. Further assumptions and adjustments used in the estimation for the emissions calculation includes:

- Correcting for identified outliers based on calculated medians;
- Average number of working days in a year for employees is assumed to be 230 days based on an average of 46 working weeks, with 5 working days per week, globally;
- Responses indicating behaviour of infeasible daily commuting distances (e.g. 1,500km round trip distances) were omitted due assumed inaccuracy;
- An average of global data was applied where country specific averages were not available (i.e., no survey responses in the specific country);
- 2023 commuting frequency data has been used as a proxy for 2024 calculations where updated commuting frequency data is not available.

Appendix A

AtkinsRéalis Group Inc.
Subject Matter Information
For the year ended December 31, 2024

³ Energy usage is related to Scope 1 and 2 (market-based) GHG emissions.

⁴ Based on total Scope 1 and 2 (market-based) GHG emissions.

⁵ Calculated for savings (reductions) between the 2019 and 2024 reporting years.

HSE Related Metrics

Applicable Criteria	In-scope metric (for the year ended December 31, 2024)	Unit	Value
IF-EN-320a.1	Total Recordable incident frequency (TRIF) ⁶	N/A	Combined: 0.06 Employee: 0.06 Contractor: 0.08
Appendix B	Lost time injury frequency (LTIF) ⁶	N/A	Combined: 0.031 Employee: 0.030 Contractor: 0.040
IF-EN-320a.1	Number of fatalities	N/A	1
IF-EN-320a.1	Fatality rate ⁶	N/A	0.002
Appendix B	Total environmental incident frequency (TEIF) ⁶	N/A	0.01
Appendix B	Number of site visits performed by Senior Leadership (OLG)	N/A	324
Appendix B	Number of corporate HSE (Health, Safety, and Environment) audits	N/A	7

⁶ Frequencies and rates are calculated using reported working hours for the year ended December 31, 2024, that were extracted as of March 21, 2025, from internal databases.

Appendix B

AtkinsRéalis Group Inc.
Management-developed criteria for the Subject Matter Information
For the year ended December 31, 2024

AtkinsRéalis has specifically developed criteria for the lost time injury frequency (LTIF), total environmental frequency (TEIF), number of site visits performed by Senior Leadership (OLG), and number of corporate HSE audits as the definition of the metrics does not reference a specific established standard, law or regulation. Management has outlined the following definitions:

Environmental incident *is defined as any unplanned release of a liquid, solid or gaseous contaminant, regardless of the quantity to the uncontrolled environment or damage to protected flora, fauna, or habitat or to cultural heritage. Environmental incidents can be classified as a level 1, level 2, or level 3 incident based on the below classification criteria:*

Level 1	Environmental incident involving ALL of the following: No health risk determined. Can be controlled immediately. Minimal effect on soil or air quality. Limited effect on local ecosystem. No risk of contamination of sensitive areas or protected species. No effect on water well or extraction point for human consumption. No significant cleanup required other than removal of contaminated material using spill kit and resources available at the <i>workplace</i> . Hydrocarbon or hazardous substance spill or leak of less than 25 litres to soil.
Level 2	Environmental incident ANY of the following: Poses minor health risk or necessitates precautionary evacuation or fire department intervention. Effect on water even if minimal. Significant but local effect on soil or air quality. Significant but localized damage to aquatic or terrestrial ecosystem. Risk of contamination of sensitive areas or protected species. Effect on water well or extraction point for human consumption which does not result in closure (based on analytical results). Cleanup by specialized external resources (excavation, pumping, etc.). Prosecution unlikely. Hydrocarbon or hazardous substance spill or leak equal or greater than 25 litres and less than 200 litres to soil; Hydrocarbon or hazardous substance spill or leak less than 100 litres to water.

Appendix B

AtkinsRéalis Group Inc.
Management-developed criteria for the Subject Matter Information
For the year ended December 31, 2024

Level 3	Environmental incident ANY of the following: Poses immediate threat to human life / security or necessitates <i>workplace</i> evacuation or fire department intervention. Persistent or extensive effect on water, soil, or air quality. Major damage to aquatic or terrestrial ecosystem. Contamination affects sensitive areas or protected species. Closure of an extraction point/ water well for human consumption. Water or soil contamination that spreads outside <i>workplace</i> boundaries. Extensive decontamination required by specialized external resources. Persistent and significant breach of permit / license or consent conditions. Enforcement action ¹ from regulatory authorities. Potential prosecution or prosecution by regulatory authorities. Hydrocarbon or hazardous substance spill or leak equal or greater than 200 litres to land. Hydrocarbon or hazardous substance spill or leak equal or greater than 100 litres to water.
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¹ Any breach of permit or other environmental operating condition, but not including purely administrative provisions, issued by an external enforcement agency.

Hours worked *is defined as the number of hours that an AtkinsRéalis company’s employees and contractors are performing his or her work-related duties for the year ended December 31, 2024. This is the number of worked hours reported to payroll and applies to all employees (supervisory, professional, production, service, etc.) whether full-time or part-time.*

Lost time incident (LTI) *is defined as any occupational injury that results in at least one full day absent from work following the day of the incident (this does not include time traveling off-site for injury diagnosis or treatment).*

Lost time incident Frequency (LTIF) *is calculated as follows:*

$$\frac{LTI^1 \times 200,000^2}{Hours\ worked}$$

¹ Count of LTIs that occurred for the year ended December 31, 2024

² The OSHA (Occupational Safety and Health Administration) standard for safety frequencies is to multiply the number of Incidents by 200,000 (the approximate base number of hours worked by 100 full-time workers for one year).

Number of site visits performed by Senior Leadership (OLG) *is defined as the number of virtual or in-person visits by an OLG member to a workplace to observe HSE (Health, Safety & Environment) practices on-site or discuss HSE related matters with individuals on site, for the year ended December 31, 2024. Site visits are tracked through a self-declared participation record.*

Appendix B

AtkinsRéalis Group Inc.
Management-developed criteria for the Subject Matter Information
For the year ended December 31, 2024
Number of corporate HSE audits *is defined as the number of audits conducted by the Global HSE team to validate compliance with AtkinsRéalis’ requirements as well as define risk exposure and projects risk profile that are set out through AtkinsRéalis’ corporate global assurance audit tool, for the year ended December 31, 2024. An audit is considered completed when the global assurance audit tool has been completed.*

Audits of non-controlled workplaces may also be conducted using the corporate global assurance audit tool or as otherwise directed by the Senior Vice-President of Global HSE. A workplace is generally considered to be non-controlled if contractually under a joint venture agreement that HSE management for the project is performed using the partner’s programs and processes.

Total environmental incident frequency (TEIF) *is calculated as follows:*

$$\frac{\text{Level 2 \& 3 EI}^3 \times 200\,000^4}{\text{Hours worked}}$$

³ EI = Environmental incidents
⁴ The OSHA (Occupational Safety and Health Administration) standard for safety frequencies is to multiply the number of Incidents by 200,000 (the approximate base number of hours worked by 100 full-time workers for one year).



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