

# UK GENDER PAY GAP REPORT

2023



# Foreword

At AtkinsRéalis, through our award-winning Equality, Diversity & Inclusion (ED&I) programme, Different Makes a Difference, we are committed to creating and maintaining an inclusive culture where everyone belongs, can be their true self and reach their full potential. As a key part of this, we're proud of the progress we've made so far in reducing our gender pay gap and laying down the foundations for meaningful and long-term change.

Building on last year's successes, we've continued to engage and inspire the next generation of engineers through working with schools across the UK to promote STEM subjects. Our enhanced family-friendly policies now offer even more flexibility in working opportunities and better support for parents, and our unique development programmes attract more and more women each year.

The accolades we've received for our workplace culture and wellbeing programmes underscore our unwavering commitment to driving change – not just within our business, but across the industry. We are delighted to be the first engineering consultancy to be awarded the [Clear Assured Platinum Standard](#) after just four years of working with The Clear Company, in recognition of our leading ED&I practices and their impact within our sector.

Times change, needs evolve, and so do we! The recent unification of our brands (SNC-Lavalin, Atkins, and Faithful+Gould) into one AtkinsRéalis marks an important inflection point in our company journey. By harmonising our brands, we've established one company, one strategy, and one integrated offering to solve the world's biggest and most complex challenges as well as created a business that better reflects who we are, what we do, and where we're heading.

In this report, we share the results of the latest gender pay gap analysis for three legal entities that AtkinsRéalis operates in the UK. We confirm that this information and data is accurate as of the snapshot date of 5 April 2023.



**Richard Robinson**  
President,  
UK & Ireland



**Jilly Calder**  
SVP Human Resources,  
UK & Europe



# About the gender pay gap statistics

In response to regulations introduced in 2017, every UK organisation with 250 employees or more must publish its gender pay data annually.

In accordance with these guidelines, AtkinsRéalis is reporting data for the following employment entities in the UK as of the snapshot date of 5 April 2023: AtkinsRéalis UK Limited (formerly Atkins Limited), AtkinsRéalis PPS Limited (formerly Faithful+Gould Limited) and AtkinsRéalis Rail & Transit Limited (formerly SNC-Lavalin Rail & Transit Limited).

Gender pay is different to equal pay. Equal pay is about paying men and women the same salary for the same or similar roles. Paying our people fairly and equitably relative to their role, experience, skills and performance is a fundamental principle of AtkinsRéalis' approach to determining pay and reward. We ensure our policies and practices are fair and actively scrutinise decisions around our annual performance, pay and bonus activities.

## The mean

The mean gender pay gap is the difference between the average hourly rate of pay of women compared with men in a company. This is expressed as a proportion of men's hourly rate of pay.

## The median

The median gender pay gap is determined by ordering the individual hourly rates of pay for all men and women from the lowest to the highest and then calculating the difference between the middle number in the male and female range for each entity. This is expressed as a proportion of the men's median hourly rate of pay.

A legal entity employs 9 engineers and an MD.



**Engineers:**  
£50,000



**MD:**  
£100,000

**Female**  
Average (mean) salary:  
 $£50,000 \times 8 / 8 =$   
**£50,000**

**Male**  
Average (mean) salary:  
 $£50,000 + £100,000 / 2 =$   
**£75,000**

Therefore the Mean Gender Pay Gap is **33%**  
 $75,000 - 50,000 / 75,000$

So despite paying all the engineers equally,  
we still see a significant gender pay gap.

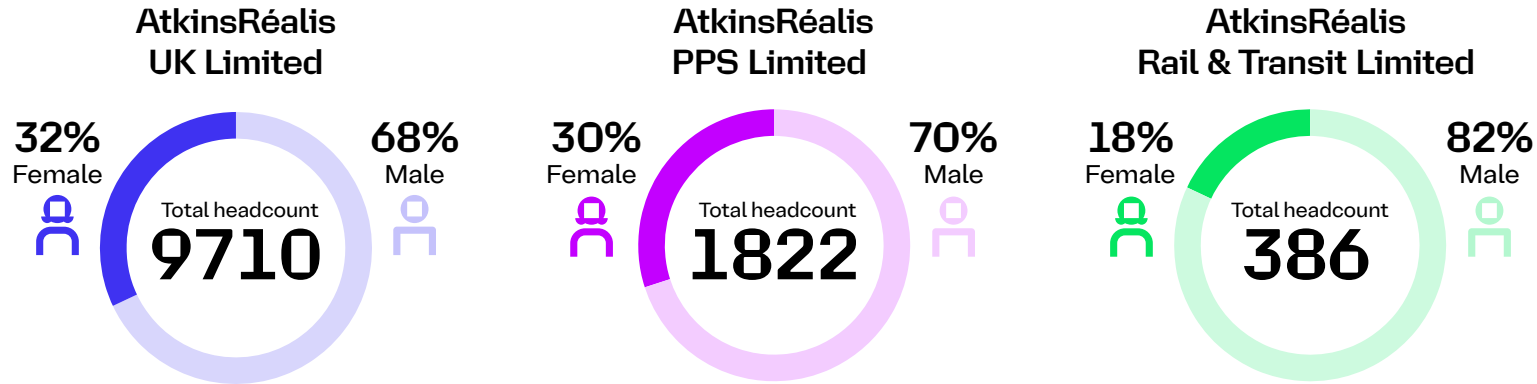


# Our organisational context

Like most companies in the engineering and construction sector, our gender pay gap is largely a reflection of the disproportionate ratio of men to women in our business, particularly within our senior population.

Just under three quarters of our combined UK workforce is male and in senior positions; men outnumber women by more than four to one. Senior roles command higher salaries and more variable pay at risk, with bonus payments and share awards often linked to these salaries.

In addition, a greater proportion of women work part-time hours under our flexible working arrangements. As salaries of part-time workers are pro-rated based on their working pattern, this contributes to the gender bonus gap figures that we have reported.



# Different makes a difference – our continued progress towards sustainable long-term change

At AtkinsRéalis, as part of our award-winning Equality, Diversity & Inclusion (ED&I) programme, Different Makes a Difference, we are passionate about creating long-term, sustainable change to reduce our gender pay gap – and we continue to shift the dial through our three strategic pillars: **weaving ED&I into everything that we do, breaking down barriers every step of the way and being a leading voice for change** in the industry.

Each one of us has a significant role to play in creating an inclusive working environment where every individual feels valued, respected, and supported. That's why we've been putting the spotlight on allyship within our business: engaging our people to get involved and act as a support system, speak up against discrimination or bias, and advocate for inclusive policies and practices.

We've been actively challenging biases through our workshops and training programmes for both employees and line managers; improving how we collect ED&I data; amplifying marginalised voices with the help of our Employee Resource Groups (ERG); and fostering psychological safety by providing ongoing support, resources, and safe spaces to share experiences.

As a result of a broad suite of activities – across our company and throughout the employee lifecycle – we've continued to make encouraging progress towards closing our gender pay gap and have received wide-spread industry praise for our achievements.

In 2023, we were listed in [The Times' Top 50 Employers for Gender Equality](#) for the second time, highlighting our successes with our progressive HR policies on flexible working and parental leave, and our positive impact within the industry.

We're also proud of achieving the [Clear Assured Platinum Standard](#) for the transformational ED&I work within our sector, after just four years of working with The Clear Company. We're the first engineering consultancy and one of only three companies in the UK (out of more than 450 participating organisations) to hold it.

The awards and nominations we have proudly received for our progressive workplace culture and wellbeing programmes – and the exceptional achievements of individual employees – provide testament to our continued focus and dedication at every level within our business.



# Our results

Although the demographics of our organisation and the wider industry continue to be the main driver of our gender pay gap – specifically, the under-representation of women and particularly within senior roles that attract higher salaries and higher value bonus plans – we continue to make encouraging progress.

Over the last year, we've increased our female representation to 32% within AtkinsRéalis UK Limited (+1% vs 2022), and 30% in AtkinsRéalis PPS Limited (+1% vs 2022), and we continue to make positive progress towards achieving our goal of 33% female representation globally by 2025.

We've also successfully grown or maintained the proportion of women within our top two pay quartiles through inclusive approaches to recruiting, developing talent, and promoting more women into more senior positions. This higher female representation within the upper pay quartiles has enabled us to achieve reductions in our pay gaps across all three entities.

Since 2017, when reporting began, we are pleased to report a reduction in our mean gender pay gap within AtkinsRéalis UK Limited (our largest entity) from 21% down to 16.2%. We have also reduced our mean bonus gap within the same entity from 52% to 42%.

Our bonus gap is a direct result of fewer women than men being eligible for our senior bonus plans due to our demographics, which is then further impacted by the gender imbalance in part-time working – a greater proportion of women than men choose to work part-time hours through our flexible working arrangements and bonuses are based on a percentage of salary, which is pro-rated for time worked.

For 2023, we have made changes to the bonus scheme within our AtkinsRéalis PPS Limited entity to achieve greater equity in budget allocation – and we should see the impact of this in our 2024 report.

We now continue to focus on increasing female representation within our early careers population (lower pay quartiles) to support our talent pipeline. However, we recognise that this will slow our progress in reducing our pay gap over the short-term, and this impact is acknowledged across our industry.



# Our key achievements in the past year

## A voice for change – influencing the future of engineering

We understand that by influencing the future of STEM (Science, Technology, Engineering, and Mathematics) we're also investing in the future of our society, and we're committed to playing our part in making that future as bright and exciting as possible by engaging the next generation of engineers.

In 2022, we proudly announced our industry-first and multi-award winning [Governors for Schools programme](#), working with schools across England to promote STEM subjects and raise the profile of engineering as a career path in a direct response to the sector's skills and diversity challenges. So far, we have 83 volunteers (governors) partnering with 142 schools and academy trusts – and we have also influenced Network Rail and Heathrow to follow our lead.

Since its introduction, we are proud to say that our programme has won the 'Inspiring Change in Education' Award from the Supply Chain Sustainability School and intends to be the blueprint for effective school engagement for the industry.

Our attendance at the Bright Network Internship Experience, Big Bang Fair and Teen Tech Festival has further given us the opportunity to ignite enthusiasm for STEM subjects in thousands of young students in a fun and educational setting. This year, we increased our female representation at these events to help us engage better with all genders and challenge stereotypes.

## Weaving ED&I into everything we do

Data informs and it allows us to identify patterns and make better decisions on where to focus our efforts: the more we understand about our people, the more we can focus on the things that make a difference. With this in mind, we launched an internal campaign in 2023 encouraging employees to disclose their full diversity data – this will be invaluable in informing future strategies for talent attraction, development, and retention to support our increasingly diverse workforce.

We've put equality at the heart of our ED&I programme and our line managers are responsible for ensuring that gender equality is embedded throughout the employee lifecycle – from recruitment, to pay and performance, flexible working, learning and development, and opportunities to gain experience and career progression.

We also support line managers with a wealth of learning and continuous development - our inclusive leadership, mitigating unconscious bias and conscious inclusion modules are a critical success factor in creating systemic gender equality change in our organisation.



## Removing barriers every step of the way

### Early careers

Last year, we introduced non-engineering 'STEM-aligned' routes into the business in recognition that more female students are studying subjects such as Geography, Maths and Physics than industry-specific subjects such as engineering. We have a non-technical careers page [on our website](#) with graduate profiles highlighting the diverse career paths we offer.

We've also reviewed our job descriptions to ensure inclusive language throughout, and we review all applications on an anonymous basis up until the interview stage. As part of our social media campaign, we [produced a short video](#) in which our employees from different backgrounds talk about why they thrive at AtkinsRéalis.

As a result of the improvements we've made, we've achieved 33% female hires within our latest graduate and apprentice intake versus 18% of female engineering graduates across the UK.

### Learning and development

Our suite of learning and development programmes is designed to provide tools and techniques for employees at all career stages, including mentoring, reverse-mentoring, sponsorship, coaching, and development programmes.

Our highly successful women's development programme, **INSPIRE**, was attended by more than 200 participants in 2023 – and over 1,400 since its launch ten years ago – with 24% of our 2023 cohort moving into new roles and having subsequently been promoted.

To date, 790 employees have registered on our **mentorship** platform – of which 26% of mentors and 43% of mentees are female – with overwhelmingly positive feedback.

Our new **CATALYST** programme, which focusses on under-represented groups, by levelling the playing field and removing personal barriers to career progression, has reached 77 delegates in its first year and is expected to grow in 2024.

### Career progression

Through our talent and succession planning processes, we ensure development plans are in place to nurture and develop women into more senior roles. To ensure diversity in decision-making, we include at least one female interviewer in senior promotion panels, offer one-to-one coaching and/or mentoring in preparation, and our Senior Women's Network provides ongoing support, advice, and sponsorship across the organisation. Our actions have resulted in success: in the past 12 months, 36% of all our promotions have been female.





## Family-friendly support and flexible working

As a committed family-friendly employer, we have significantly enhanced our company maternity and adoption pay from 12 to 26 weeks' full pay for eligible employees. Our company partner leave policy (renamed from paternity leave for greater inclusion) now offers partners 4 weeks' leave at full pay (previously 2 weeks).

Our parental buddy scheme is a new initiative from our employee-run parenting network. It recognises that becoming a parent and returning to work can be a daunting time and offers fully trained 'buddies' to support colleagues through pregnancy, family leave and returning to work.

For those with caregiving responsibilities, our disability and neurodiversity networks provide support line managers to help team members be at their best through a comprehensive toolkit.

Our approach to flexible working is something we're very proud of, and recently, it has also won one of the top awards at the WM People Top Employer Awards. Following a recent online event to debunk myths around flexible working, we saw a remarkable 60% increase in flexible working applications post-event!

## Our award-winning employee-led Menopause network

To help employees feel more confident talking about menopause, our network has supported the launch of our new menopause e-learning module and promoted this with a train-a-thon for managers on World Menopause Day. To ensure continuous education and conversation, our menopause champions deliver lunch and learn sessions and 'coffee stops'.

These activities are all directly supporting our goal of achieving Henpicked's Menopause Friendly Accreditation in 2024 as well as contributed towards the industry recognition the network received in 2023: they were awarded the National Highways ED&I Award and were highly commended for the RIA RISE ED&I Award.



# Different makes a difference – looking ahead to our new action plan

Creating an inclusive working environment that allows individuals to thrive, feel confident in challenging discrimination and bias, and advocating for inclusivity across the organisation, remains a paramount business commitment.

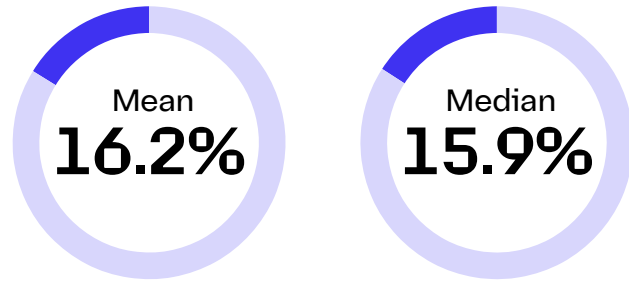
Our encouraging gender pay gap results and the industry-wide recognition we've received in the past year are clear indicators that we're taking the right approach to influencing the future of engineering through our global programme.

We're proud of our achievements to date, and we're excited about what we have planned for the year ahead through our new two-year action plan (launching later in 2024) that builds on the work we started when we launched Different Makes a Difference, with a particular focus on accessibility and intersectionality.



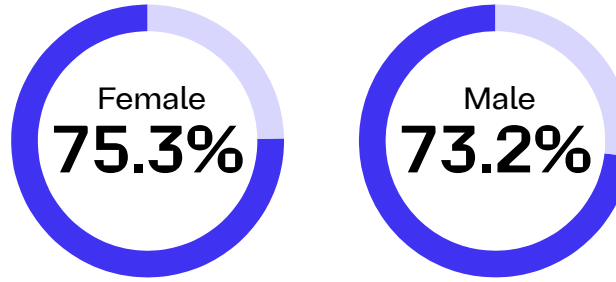
# Our results at a glance – AtkinsRéalis UK Limited

## Gender pay gap analysis



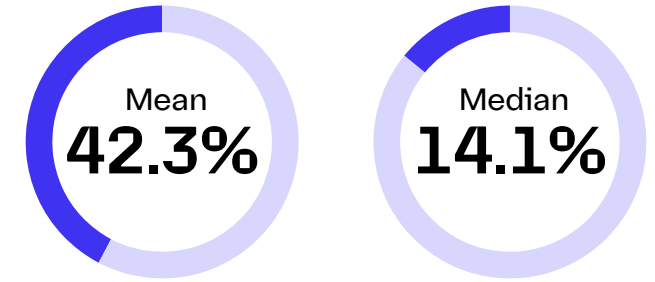
The **mean pay** of women is **16.2% lower** than that of men.  
The **median pay** of women is **15.9% lower** than that of men.

## Proportion of staff receiving a bonus



**75.3%** of all **women** and **73.2%** of all **men** received a bonus.

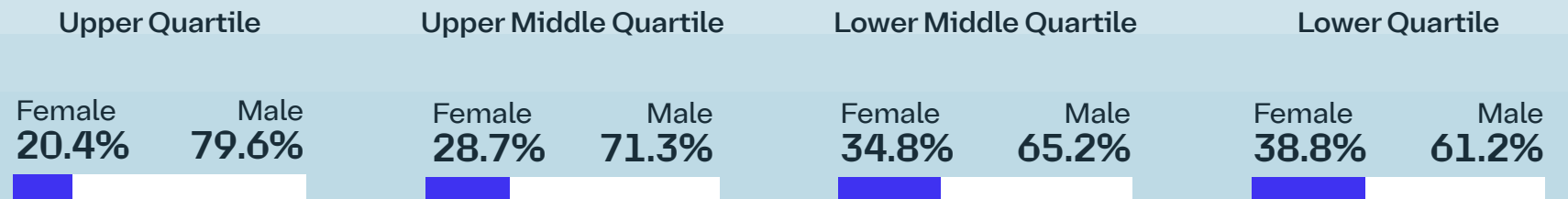
## With a bonus gap of



The **mean bonus pay** of women is **42.3% lower** than that of men.  
The **median bonus pay** of women is **14.1% lower** than that of men.

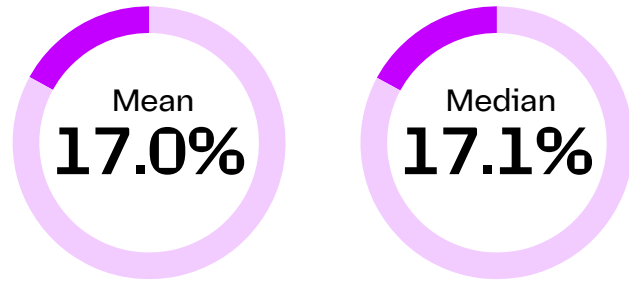
## Proportion of employees in each pay quartile

Quartiles represent the pay rates from the lowest to the highest for our UK employees, split into four equal sized groups with the percentage of men and women in each quartile.



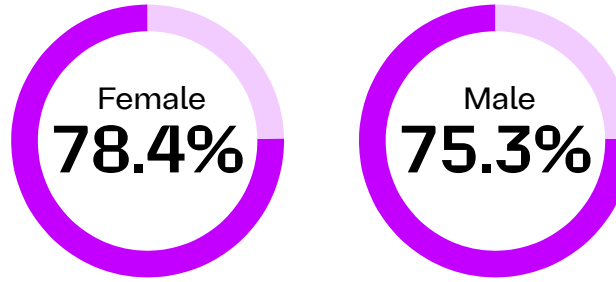
# Our results at a glance – AtkinsRéalis PPS Limited

## Gender pay gap analysis



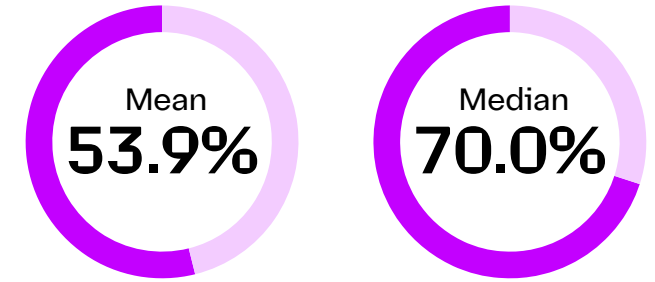
The **mean pay** of women is **17.0% lower** than that of men.  
The **median pay** of women is **17.1% lower** than that of men.

## Proportion of staff receiving a bonus



**78.4%** of all **women** and **75.3%** of all **men** received a bonus.

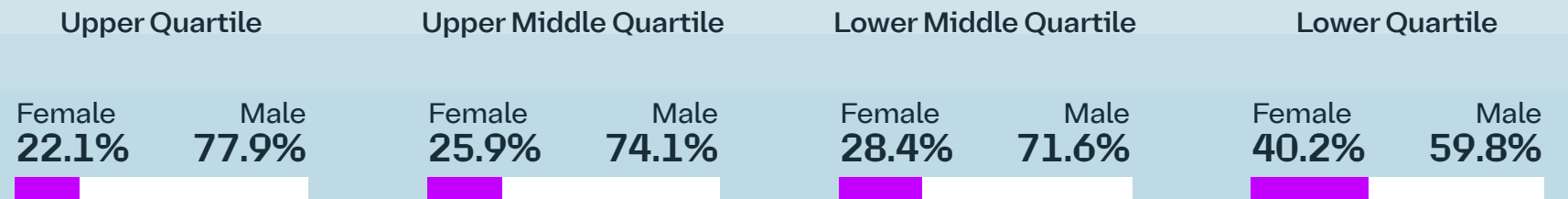
## With a bonus gap of



The **mean bonus pay** of women is **53.9% lower** than that of men.  
The **median bonus pay** of women is **70.0% lower** than that of men.

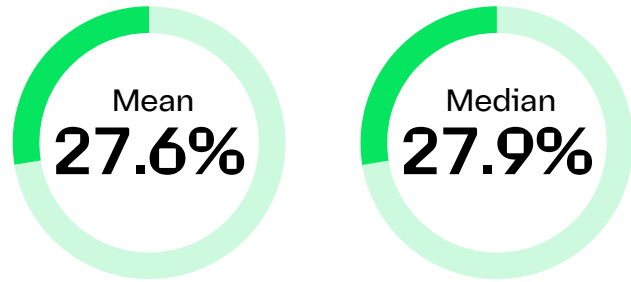
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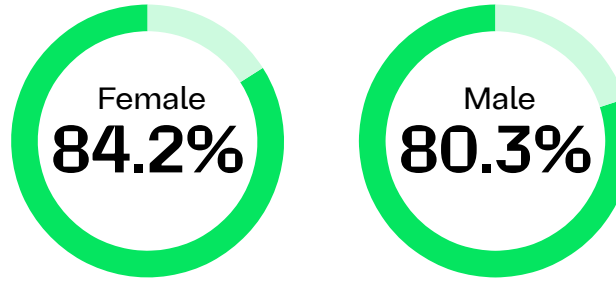
# Our results at a glance – AtkinsRéalis Rail & Transit Limited

## Gender pay gap analysis



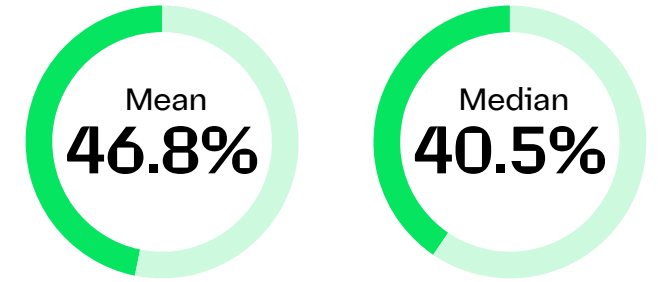
The **mean pay** of women is **27.6% lower** than that of men.  
The **median pay** of women is **27.9% lower** than that of men.

## Proportion of staff receiving a bonus



**84.2%** of all **women** and **80.3%** of all **men** received a bonus.

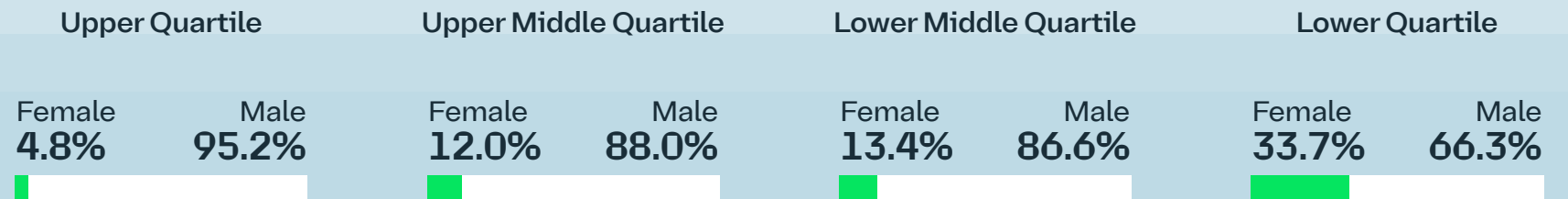
## With a bonus gap of



The **mean bonus pay** of women is **46.8% lower** than that of men.  
The **median bonus pay** of women is **40.5% lower** than that of men.

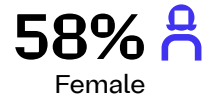
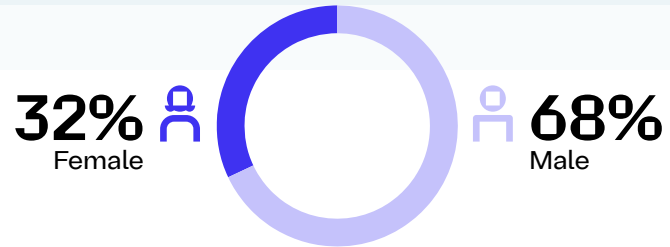
## Proportion of employees in each pay quartile

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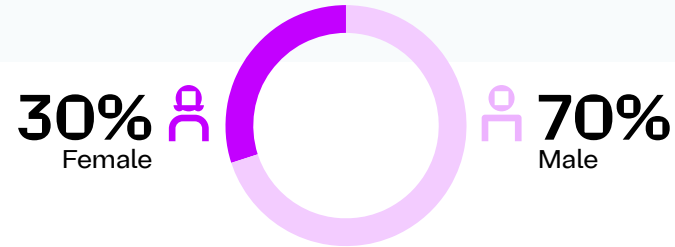


# Demographics of our organisation

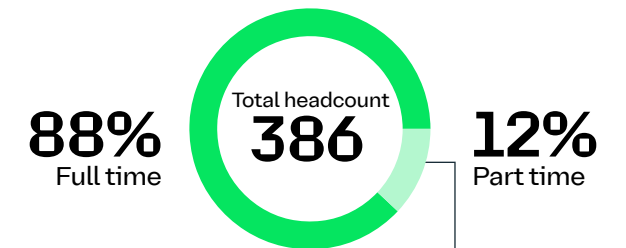
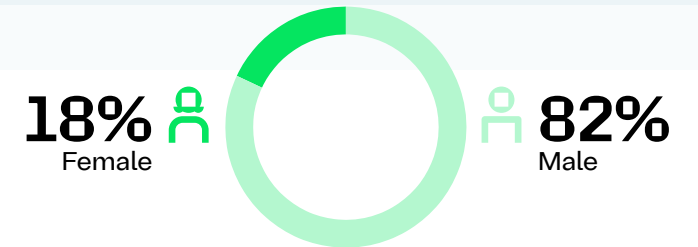
## AtkinsRéalis UK Limited



## AtkinsRéalis PPS Limited

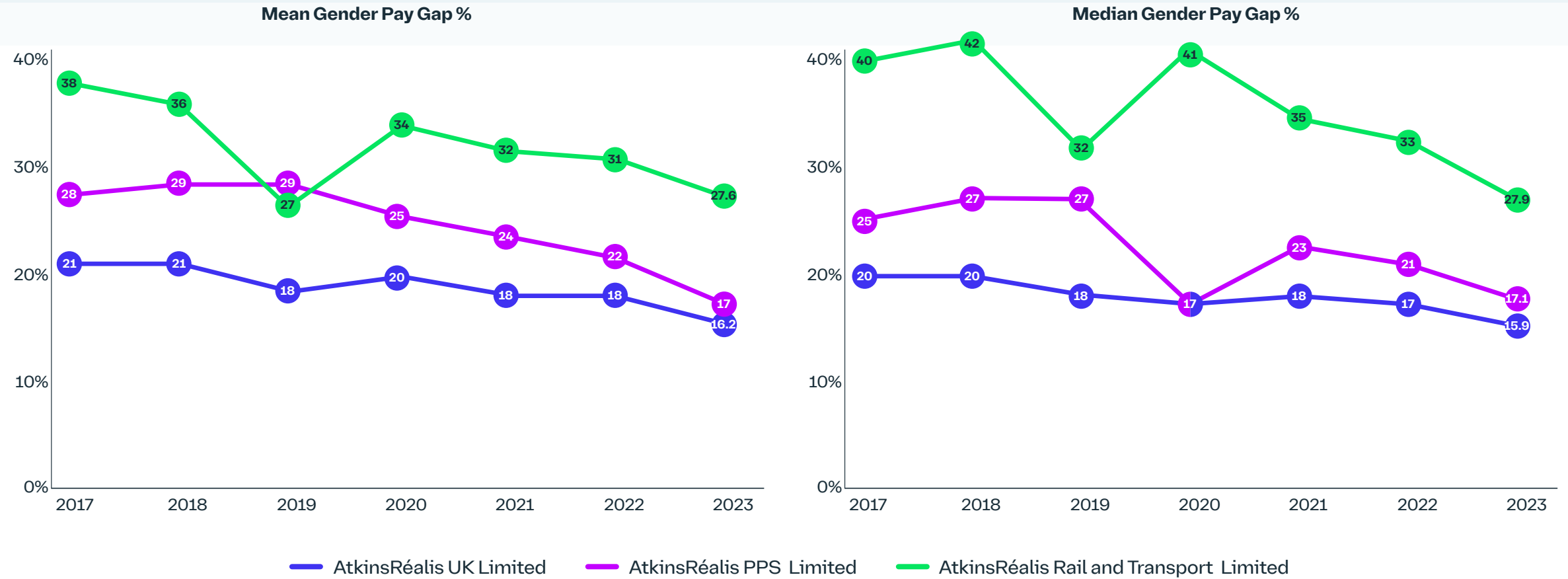


## AtkinsRéalis Rail & Transit Limited



# Year on year progress

## In closing our gender pay gap



# DIFFERENT MAKES A DIFFERENCE

We're not all the same, and that's our greatest strength. Different views and opinions enhance our ability to provide value-added performance and better services. That's why we believe... Different makes a difference.