

 Different Makes  
A Difference

# UK GENDER PAY GAP REPORT

2025

 AtkinsRéalis



# Foreword

Each year, our gender pay gap report has reflected who we are, what we value and the progress we are determined to make. This year, it is clearer and more honest than ever.



**Chris Ball**  
President,  
UK & Ireland



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

Over the past year, we've seen teams across our organisation investing real energy into building a culture where people feel they can contribute, grow and be themselves. And this matters, because a sense of belonging shapes confidence, opportunity and, ultimately, the strength of our business.

This year's narrative reflects how our approach is evolving. We're thinking more deeply about the different experiences people bring, how our systems support or hold people back, and what it means to lead in a way that creates fairness rather than relying on it to appear.

These steps won't solve everything overnight, but they put us on solid ground for the progress we want to make.

We're proud of the progress we've made so far and grateful to everyone who is helping to push us forward. Our ambition is clear: a workplace where talent is recognised, barriers are removed and every colleague has the chance to thrive.

That's how we turn progress into something that lasts.

In this report, we share our latest gender pay gap results for three legal entities that AtkinsRéalis operates in the UK: AtkinsRéalis UK Limited, AtkinsRéalis PPS Limited, and AtkinsRéalis Rail & Transit Limited. We confirm that this information and data is accurate as of the snapshot date of 5 April 2025.

**Whilst we are legally required to report based on male and female data, within our UK company we recognize people of all genders. We are dedicated to fostering a culture where everyone feels they truly belong and is valued for their unique contribution.**



# Terminology

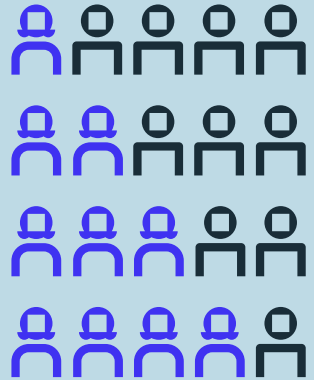
## Equal Pay

The principle of **equal pay for equal work** on an **individual basis**. It is unlawful not to comply with this.

Paying our people fairly and equitably is a fundamental principle of our approach to pay and reward. We ensure our policies and practices are fair, and we actively monitor decisions on performance, pay and bonuses, including through the lenses of gender and ethnicity.

## Gender Pay Gap

The difference in **average** pay for **all men** compared with **all women** within an organisation, regardless of their roles or seniority levels.



£ AVERAGE  
Male Pay

£ AVERAGE  
Female Pay

## Mean

All individual hourly rates for men are added together, then divided by the total number of men. We do the same for women, then calculate the difference between the two figures as a percentage of men's pay.

## Median

All individual hourly rates for men are sorted from lowest to highest. We do the same for women, before taking the middle number from each list. The difference between these figures is shown as a percentage of men's pay.

## Pay Quartiles

All individual rates of pay are sorted from lowest to highest, including men and women on the same list. The list is split into four equal parts or "quartiles" and we report on the percentage of men and women within each one.

## Example Calculation: Mean Gender Pay Gap

Company X employs 9 engineers and 1 director:



£ FEMALE  
mean hourly pay  
 $(£25 \times 8) / 8$   
**= £25.00**

£ MALE  
mean hourly pay  
 $(£25 \times 1) + (£50 \times 1) / 2$   
**= £37.50**

**So, despite paying all the engineers equally, there is still a significant gender pay gap.**



# Building an Inclusive Future: Our Commitment to Gender Equality in the UK

## Closing the gap by deepening belonging

We're committed to closing our gender pay gap through culture and policy, as we know that meaningful change comes from rethinking how we work, lead and support one another.

Over the past year, we've strengthened our pipeline, improved transparency and embedded inclusion more deeply into how we operate. We've also continued modernising our language and taking bold steps towards a workplace where everyone feels they truly belong.

## Everyone Belongs: Why language matters

We've made a deliberate shift to a new phrase: [Everyone Belongs](#). It's intentionally inclusive and reflects our belief that people do their best work when they feel safe, seen and supported. This mindset helps us unlock the full potential of our people and supports our ambition to be the go to partner for clients.

At the same time, our commitment to our global [Different Makes a Difference programme](#) remains unchanged. It continues to guide how we embed inclusive actions in our leadership, operations and impact.

## Intersectionality: Understanding the complexity of equity

We recognise gender doesn't exist in isolation and identity is complex; factors such as race, age, disability, sexuality, and socio economic background all shape how people experience opportunity. That's why intersectionality is now central to our action plan in the UK and Ireland, helping us design policies and experiences that reflect real lives.



## Inclusive Design: Removing barriers to equity

Inclusive design is a powerful way to bring our values to life across our client work, tools and workplaces – from human-centred design and accessible digital solutions to PPE that fits all bodies, we're removing barriers that disproportionately affect women and underrepresented groups.

By designing roles, environments and systems that support flexibility, visibility and progression, we're creating workplaces where everyone can thrive.

## Inclusive leadership: Embedding equity in daily practice

Inclusive leadership is critical to closing the gender pay gap. Through reverse mentoring, leaders are gaining insights that challenge bias, while behavioural nudges at key decision points support fairer outcomes.

We've also introduced behaviour-led interviews to help all talent shine and expanded targeted training and career workshops that support more women into senior roles.

## Leading with purpose in a changing industry

Across our industry, organisations are embedding intersectionality and inclusive design into their strategies. We're proud to be part of that shift and we're determined to lead the way.

This year, we were named in [The Times Top 50 Employers for Gender Equality](#), recredited as a [Disability Confident Leader](#), celebrated wins at the WISE Awards and continue to be a [Menopause Friendly Employer](#). We also proudly achieved the [Clear Assured Platinum Standard](#) once again, recognising how consistently we integrate inclusion into our work.



## What comes next: Turning momentum into measurable change

Closing the gender pay gap remains a long term commitment – and guided by our regional action plan, we will focus on actions that shift systems, not just sentiment:

- Evolving recruitment and promotion practices using behaviour-led interviews and targeted development.
- Embedding inclusive design in roles, workplaces and career pathways.
- Deepening our focus on intersectionality and psychological safety, guided by richer diversity data.
- Expanding our data-driven approach to inclusion to target actions and measure progress.
- Strengthening leadership accountability through tools and training that embed daily inclusive practice.
- Driving industry collaboration and supporting suppliers through shared learning.
- Growing future talent through programmes such as [STEM Governors for Schools](#) and Net Zero Superheroes.

These actions will help dismantle systemic barriers, build a culture where everyone belongs and support our ambition to lead the industry in equity and inclusion.



# Organisational Context and Progress in Closing Our Gap

As for many companies in the engineering and construction sector, our gender pay gap reflects the disproportionate number of men to women within our organisation – especially at a senior level where salaries and bonus payments are higher. Men outnumber women by three to one in our most senior roles – the single biggest reason for our pay gap.

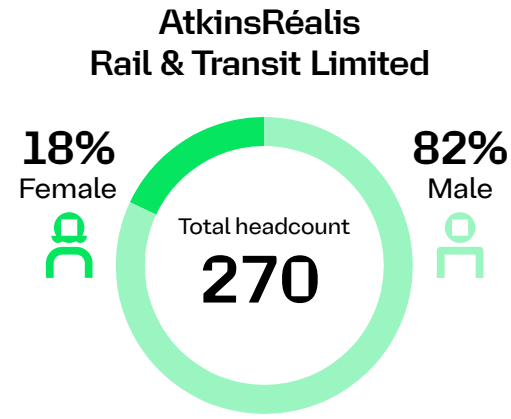
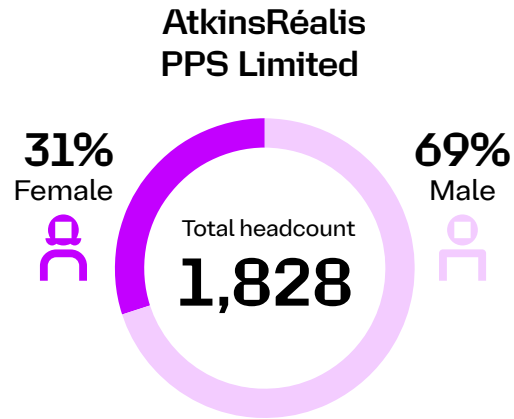
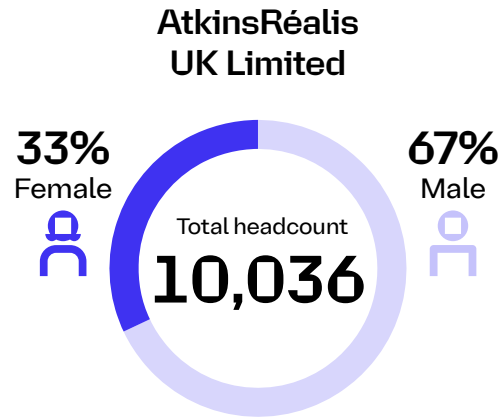
Reducing this imbalance continues to be our most effective lever for closing the gap over time – and we continue to make meaningful progress. Female representation across our UK organisation has increased to 33% (up by 1% since 2024), driven by our inclusive recruitment and development practices.

Pleasingly, our mean and median gender pay gaps have reduced across almost all our UK entities this year. The AtkinsRéalis UK Ltd mean pay gap has reduced to 13.9% and the median to 13.1%, bringing us within 0.3% of the UK national median pay gap of 12.8% (ONS, April 2025).

We've achieved this through a continued shift in the distribution of women towards higher paid roles. Since 2017, within our UK entity, we've increased the percentage of women in the upper pay quartile and upper middle pay quartile by 6% and 10% respectively.

Our gender bonus gaps have also reduced across all entities this year – although we recognise that bonus gaps are highly variable as they are significantly impacted by company financial performance and budgets. Our bonus gap largely reflects that fewer women are currently eligible for our senior bonus plans, and that more women than men work part time (bonuses are paid as a percentage of salary and pro rated for part time hours, further impacting our gap).

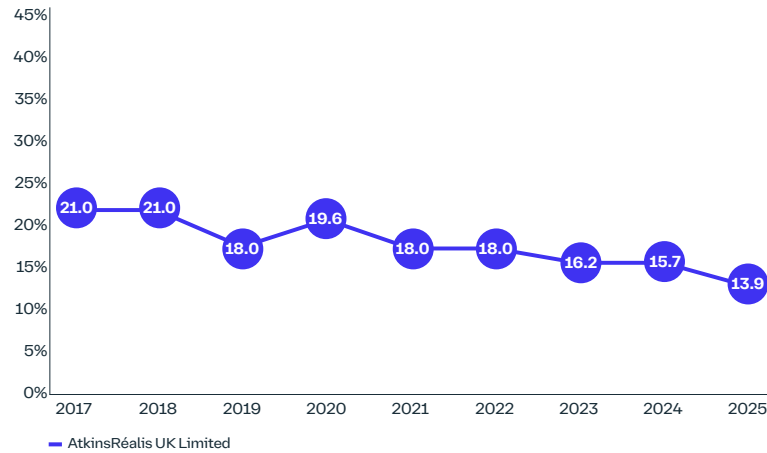
Overall, our progress reflects our sustained actions to build a more representative workforce – and we will remain focused on accelerating female representation at all levels, strengthening our talent pipeline, and creating an inclusive environment where all colleagues can thrive.



# Our Results: AtkinsRéalis UK Limited

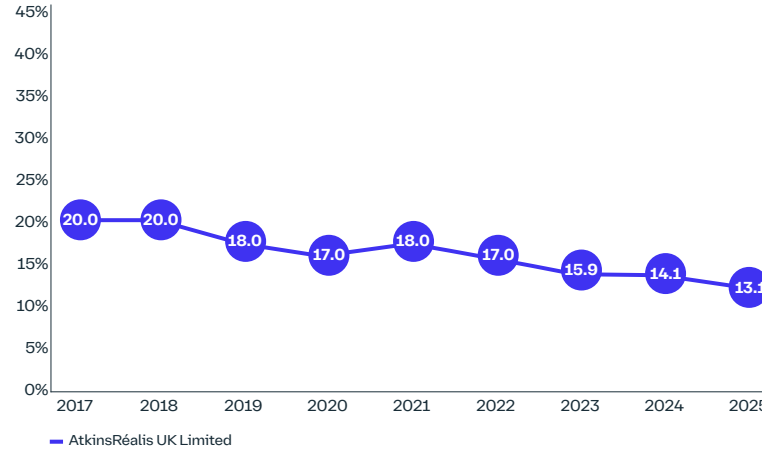
## Mean Gender Pay Gap

The mean pay of women is **13.9%** lower than that of men.



## Median Gender Pay Gap

The median pay of women is **13.1%** lower than that of men.



## Proportion of employees in each pay quartile

Upper Quartile

Female **22.4%**      Male **77.6%**

Upper Middle Quartile

Female **31.0%**      Male **69.0%**

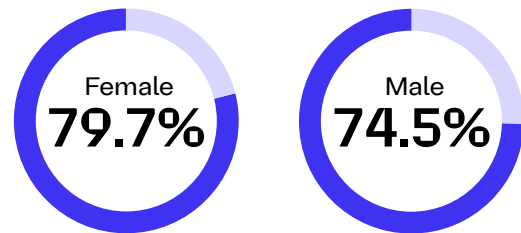
Lower Middle Quartile

Female **36.4%**      Male **63.6%**

Lower Quartile

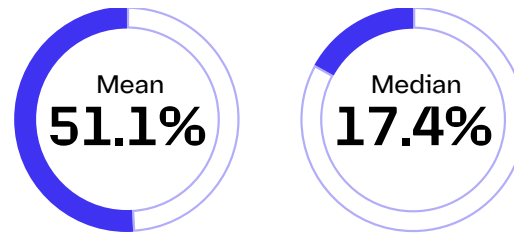
Female **38.7%**      Male **61.3%**

## Proportion of Employees Receiving a Bonus



79.7% of all women and 74.5% of all men received a bonus.

## With a Bonus Gap of



The mean bonus pay of women is 51.1% lower than that of men.

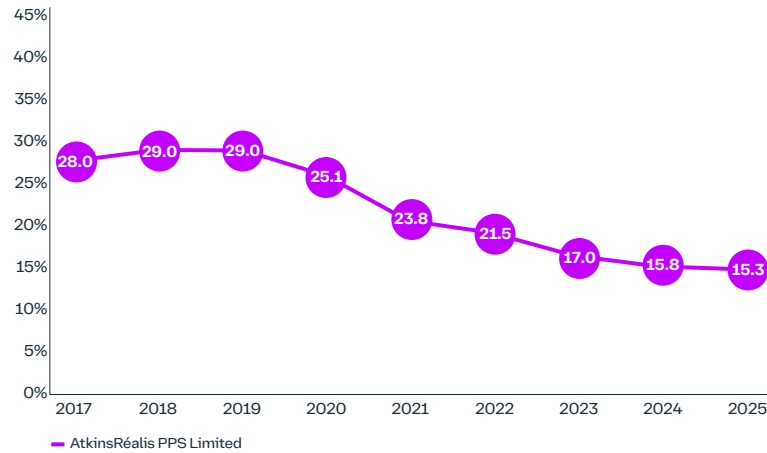
The median bonus pay of women is 17.4% lower than that of men.



# Our Results: AtkinsRéalis PPS Limited

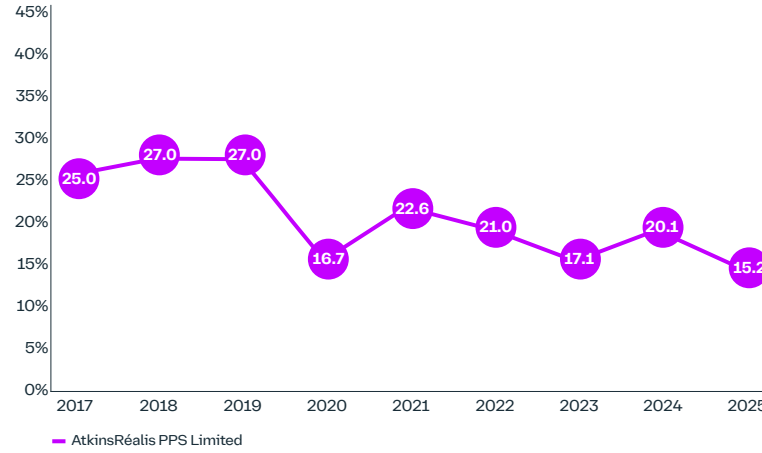
## Mean Gender Pay Gap

The mean pay of women is **15.3%** lower than that of men.



## Median Gender Pay Gap

The median pay of women is **15.2%** lower than that of men.



## Proportion of employees in each pay quartile

Upper Quartile

Female **22.7%**      Male **77.3%**

Upper Middle Quartile

Female **26.0%**      Male **74.0%**

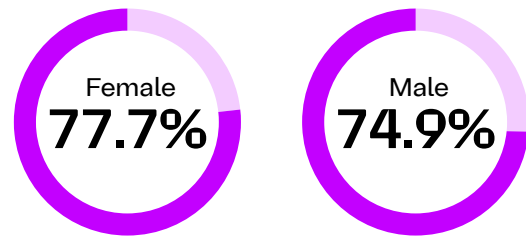
Lower Middle Quartile

Female **30.7%**      Male **69.3%**

Lower Quartile

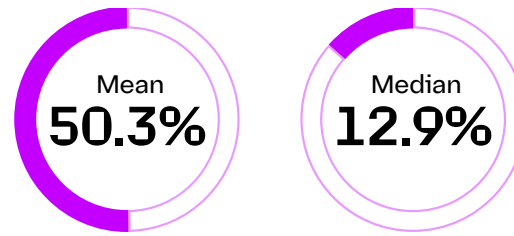
Female **38.9%**      Male **61.1%**

## Proportion of Employees Receiving a Bonus



77.7% of all women and 74.9% of all men received a bonus.

## With a Bonus Gap of



The mean bonus pay of women is 50.3% lower than that of men.

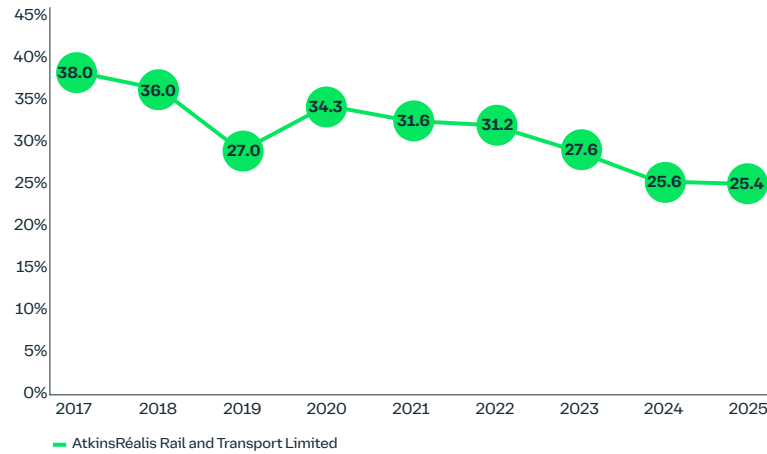
The median bonus pay of women is 12.9% lower than that of men.



# Our Results: AtkinsRéalis Rail & Transit Limited

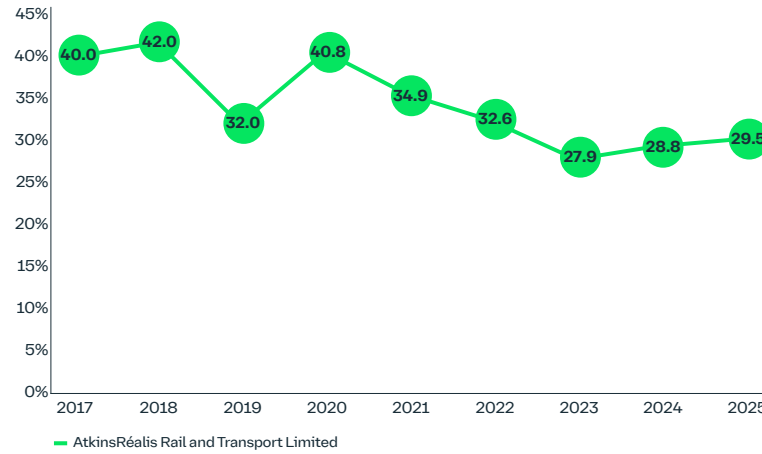
## Mean Gender Pay Gap

The mean pay of women is **25.4%** lower than that of men.



## Median Gender Pay Gap

The median pay of women is **29.5%** lower than that of men.



## Proportion of employees in each pay quartile

Upper Quartile

Female **5.3%** Male **94.7%**

Upper Middle Quartile

Female **10.8%** Male **89.2%**

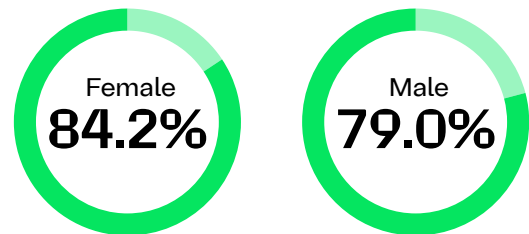
Lower Middle Quartile

Female **23.0%** Male **77.0%**

Lower Quartile

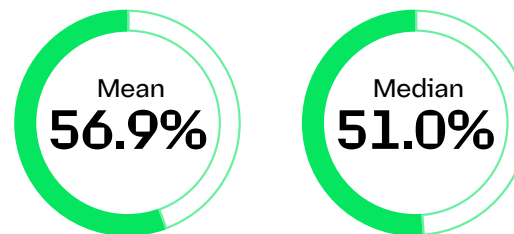
Female **31.1%** Male **68.9%**

## Proportion of Employees Receiving a Bonus



84.2% of all women and 79.0% of all men received a bonus.

## With a Bonus Gap of



The mean bonus pay of women is 56.9% lower than that of men.

The median bonus pay of women is 51.0% lower than that of men.





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.

