AtkinsRéalis

PERFORMANCE WITH PURPOSE

2025 ANNUAL INTEGRATED REPORT

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About this Report

Created by the integration of longstanding 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 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, 2025 to December 31, 2025. The 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 or joint arrangements or associates.

This Report is inspired by the "GRI Standards: Core Option," the Sustainability Accounting Standards Board (SASB) guidance, and 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 on selected metrics, 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 after the Disclosures and Metrics section of this Report and on the Company's website.[1] 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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Integrated Reporting

This Report is the third in our Integrated Reporting journey and the first to be structured in two complementary parts:

Section I – Showcase section:

- Summarizes financial, operational, and sustainability performance.
- Highlights key strategic developments, including select project wins, portfolio, actions, and progress on the Company's 2025–2027 strategy; Delivering Excellence; Driving Growth.
- Features case studies that illustrate how we use engineering, digital tools, and nuclear expertise to deliver resilient solutions.

Section II – Disclosures and Metrics section:

- Provides detailed sustainability-related and governance information.

This structure is intended to make our information more accessible for different audiences: a concise, narrative showcase of performance and impact, supported by a focused disclosure section for investors, analysts, regulators, and other stakeholders seeking detailed metrics and methodologies.

Scope, Boundary, and Assurance

The Report covers material operations of AtkinsRéalis for the financial year ending December 31, 2025 unless otherwise noted; historical information from prior years – and some information from 2026, which became known during the drafting of the report – is included for context and trend analysis. Forward-looking statements are subject to the usual risks and uncertainties, as described in the "Caution regarding forward-looking statements" note located at the end of this report and in the Company's 2025 Management's Discussion and Analysis, dated February 26, 2026 (the "2025 MD&A").[2]

Non-IFRS and supplementary measures, including total of segments measures and certain operational indicators, are used to explain performance and are defined and reconciled in the 2025 MD&A, which also is available in the Investors section of our website[3] and on SEDAR+.[4]

Select sustainability indicators were assured to a limited level by an independent auditor in accordance with recognized assurance standards. Indicators subject to external or internal assurance are identified.

Certain financial figures are presented on a rounded basis. Percentage changes are calculated using underlying, unrounded amounts and may therefore differ from percentages calculated using the rounded figures shown.

01 Messages from Leadership

02 2025 Year in Review

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05 Disclosures and Metrics

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 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 2025 MD&A – dated February 26, 2026 – and are incorporated by reference into this report. The 2025 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.atkinsrealis.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.

AtkinsRéalis is a global engineering services and nuclear company that designs, delivers, and operates critical infrastructure and energy solutions in markets around the world.

Our purpose – engineering a better future for our planet and its people – underpins the way we create value for clients, communities, employees, and shareholders.

Our business model is increasingly focused on lower-risk, higher-value professional services and long-term frameworks. In 2025, we continued to build on that foundation, advancing our 2025–2027 strategy – Delivering Excellence, Driving Growth – while deploying capital to strengthen the balance sheet and fund targeted growth areas, notably in Nuclear and high-value Engineering Services and professional services.

ENGINEERING A BETTER FUTURE FOR OUR PLANET AND ITS PEOPLE

A Year of Momentum, Focus, and Execution



> Today, AtkinsRéalis operates from a position of greater resilience and flexibility, with a clearer platform for disciplined growth and value creation.

A Message from the Chair of the Board
William L. Young

Dear fellow shareholders,

In my mind, 2025 reinforced what makes AtkinsRéalis distinctive: deep technical capability, trusted client relationships, and a disciplined approach to capital deployment and risk management. The Company stayed focused on execution and remained well positioned for long-cycle demand in key markets, and as a result delivered impressive returns and growth.

In 2025, the Board's priorities were clear: disciplined capital allocation, strategic progress in engineering services and nuclear, and continued strengthening of risk management systems. As Chair, my mission is to ensure that the Board provides strong oversight and support for management to execute on these priorities, while upholding high standards of governance and integrity.

Early in 2026, one topic is rising quickly on the Board's agenda: artificial intelligence. The Board and management view AI as both a significant opportunity and a potential risk in an engineering environment. We believe AtkinsRéalis is well positioned to benefit from AI by combining deep domain expertise with growing digital capabilities, but we must also maintain clear governance, data discipline, and human review where engineering judgment matters. We are focused on scaling AI where it improves productivity, quality, and predictability, and on managing the risks with the same rigor we apply to other enterprise risks like safety and cybersecurity.

> We remain focused on disciplined execution that delivers resilient performance today as we build enduring value for the long run.

Disciplined Capital Allocation

The Board remains committed to investing in growth, both organically and through acquisitions, in markets where we see durable demand.

In 2025, AtkinsRéalis took decisive steps to further sharpen focus and strengthen financial flexibility. The Company completed the sale of its remaining 6.76% interest in 407 International Inc. ("Highway 407 ETR") for approximately $2.6 billion. Following the sale, AtkinsRéalis repaid its $400 million limited-recourse debt and $500 million non-revolving term loan, and over the course of the year repurchased 10.5 million Common Shares (representing approximately 6.4% of the Company's issued and outstanding Common Shares as of December 31, 2025). Overall, 2025 was an excellent example of AtkinsRéalis' disciplined capital allocation priorities in action, creating significant value for shareholders.

AtkinsRéalis' balance sheet and credit profile at year end were in strong shape, with a net cash position, and both DBRS and S&P upgrading the Company's credit ratings to investment grade in 2025.

It is also worth stepping back for a moment. Over the past five years, AtkinsRéalis has undergone a significant transformation. We have simplified the portfolio, strengthened the balance sheet and credit profile, and sharpened the Company's focus on engineering services and nuclear – markets with durable demand and long-cycle visibility.

Today, AtkinsRéalis operates from a position of greater resilience and flexibility, with a clearer platform for disciplined growth and value creation. The result is a Company that is meaningfully better positioned to invest, to deliver, and to compete at the highest level.

Advancing Leadership in Engineering Services and Nuclear

The Board is confident AtkinsRéalis is operating in the right markets, at the right time, with a strategy grounded in client needs and global governmental priorities. Nuclear is a clear example. As the stewards of CANDU® technology, AtkinsRéalis will continue to be a partner of choice across the nuclear ecosystem. CANDU reactors currently support 90,000 jobs across the nuclear supply chain in Canada, bringing immense benefits to the Ontario economy and beyond.

One of several major milestones in 2025 was the selection of AtkinsRéalis as part of a joint venture to deliver early work on the Pickering Nuclear Generating Station life extension – an important win that highlights the depth of our nuclear capabilities and delivery credibility.









As with AtkinsRéalis' nuclear work, government investments and planning are creating durable demand for the Company's engineering services. In addition to growing organically in 2025, AtkinsRéalis accelerated its growth priorities through disciplined acquisitions. This included the acquisition of a 70% interest in David Evans Enterprises and the acquisition of C2AE, both located in the U.S., as well as the acquisition of ADG Capital Pty Ltd in Australia.

Moving forward, the Board's oversight lens concerning M&A remains consistent: strategic and cultural fit, integration readiness, and financial returns. We support growth – but only where we are confident it is durable, accretive, and aligned with our risk appetite and secular trends.

Governance, Risk, and Sustainability Oversight

Strong governance is, without a doubt, a performance enabler. In 2025, the Board continued to strengthen oversight across enterprise risk, cybersecurity, compliance, and sustainability – areas that influence client trust, operational resilience, and value creation.

A key proof point of our culture of integrity was AtkinsRéalis' renewed Compliance Leader Verification from Ethisphere. We view recognitions like this as meaningful precisely because they reflect the Company's achievements in building and maintaining robust, resilient, and accountable operating systems. The Board reviews these elements regularly and expects continuous improvement as part of its oversight function.

> AtkinsRéalis is operating in the right markets, at the right time, with a strategy grounded in client needs and global governmental priorities.

Throughout 2025, AtkinsRéalis also continued to strengthen sustainability oversight and prepare for expanding climate disclosures, including by using scenario analysis to assess climate risks and opportunities and to align with emerging reporting standards. Even as the external regulatory landscape continues to evolve, our focus remains steady: assessment of material risks and transparent reporting.

Culture, People, and Recognition

AtkinsRéalis' performance ultimately depends on its people – how we attract talent, develop leaders, and create an environment where teams can do their best work. In 2025, the Board maintained a strong focus on safety and wellbeing, leadership depth, and talent development across the Company's global operations.

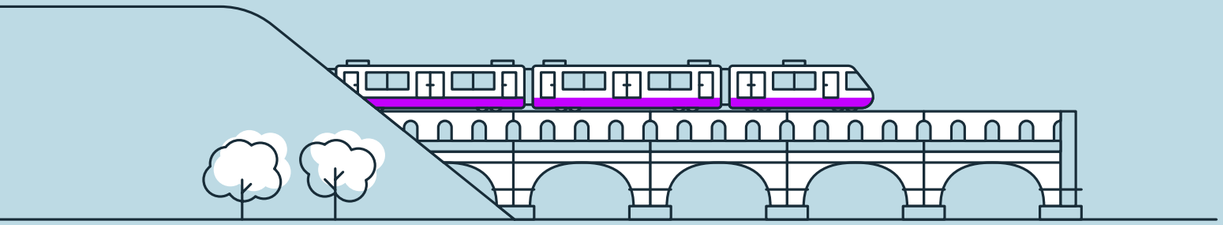
In recognition of the Company's outstanding internal culture and external contributions to society, AtkinsRéalis has been named one of the 2026 World's Most Ethical Companies® by Ethisphere. Looking ahead, the Board is focused on ensuring the Company continues to live up to this honor by attracting and supporting the talent and capabilities needed for the next decade.

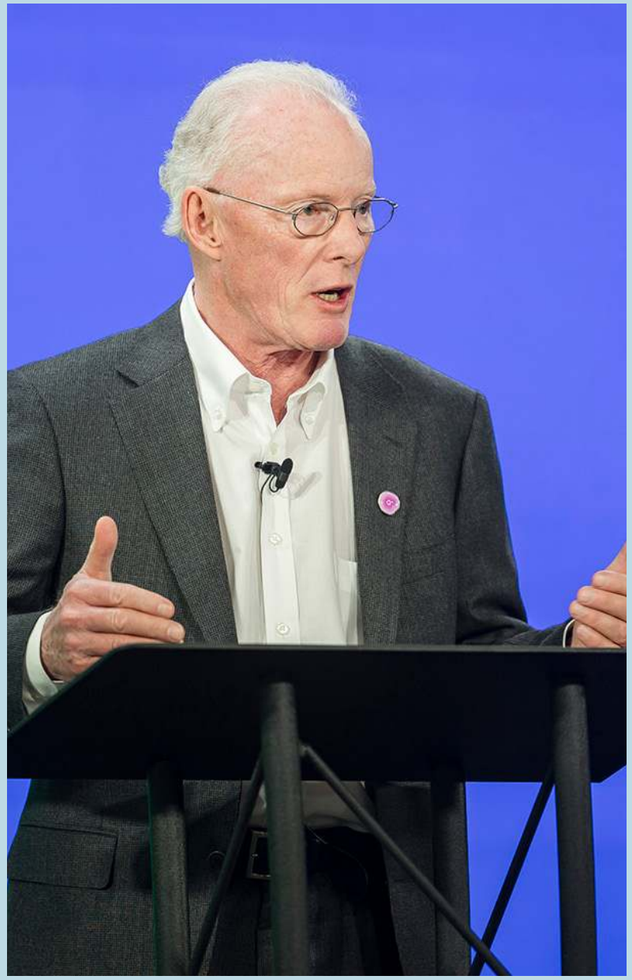
We receive regular updates on how AtkinsRéalis is developing and retaining technical experts and equipping teams with the tools and training required to deliver safely and consistently at scale. In our view, talent is a core driver of long-term performance.

This includes reinforcing a culture where everyone can contribute and thrive. The Board receives regular updates on workforce trends, engagement, retention, leadership development, and progress against the Company's human capital commitments. We also recognize that culture is supported by clear expectations, effective managers, and consistent accountability. We believe we have the right people to lead the Company moving forward, and we expect AtkinsRéalis to continue attracting top-tier talent.

As a proud Canadian company, AtkinsRéalis is also constantly recommitting to its relationship with Indigenous Peoples, based, critically, on respect and mutual benefit.

2026 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE™





> Demand drivers in engineering services and nuclear are here to stay, and the Company's record backlog offers a strong forward signal.

Looking Ahead

The Board enters 2026 confident in AtkinsRéalis' direction and preparedness. Demand drivers in engineering services and nuclear are here to stay, and the Company's record backlog offers a strong forward signal.

Thanks to its strong balance sheet, AtkinsRéalis also enjoys greater financial flexibility, allowing us to invest and return capital strategically, from a position of strength. As we look ahead, this improved balance sheet gives us the capacity to act decisively when compelling strategic opportunities align with our long-term priorities. In the coming quarters, the Company will actively seek M&A growth aligned with these goals.

On behalf of the Board, I want to thank the Company's employees for their professionalism, expertise, and commitment, its clients for their trust, and its shareholders for their continued support. We remain focused on disciplined execution that delivers resilient performance today as we build enduring value for the long run.

Sincerely,

William L. Young
Chair of the Board

The objective is to achieve strong growth in a disciplined, repeatable way that is delivered by a culture of safety, accountability, and consistently high execution standards.



A Message from the CEO **Ian L. Edwards**

For AtkinsRéalis, 2025 was a year of strong growth and stellar performance. We stayed focused on delivering for our clients and on growing in markets – both organically and through strategic acquisitions – with durable demand and recurring project cycles. This momentum resulted in total revenues of $11.0 billion (up 14% year over year) and a record backlog of $21.2 billion at year-end.[5]

I am proud of this progress, and I remain focused on continuing to build upon what it represents: a Company that is sharp in execution and well positioned to deliver consistent performance.

Vision for Industry Leadership

AtkinsRéalis' strategy is built for what comes next. We are optimizing the business we have, accelerating value creation where demand is strongest, and exploring untapped potential. The objective is to achieve strong growth in a disciplined, repeatable way that is delivered by a culture of safety, accountability, and consistently high execution standards.

We will continue to differentiate AtkinsRéalis through our unique blend of engineering services and nuclear, which is positioned to meet robust global demand for modernized infrastructure and reliable, low-carbon energy as part of the ongoing nuclear renaissance[6]. At the same time, we are sharpening how we operate – simplifying and de-risking the portfolio, shifting further toward professional services and long-term frameworks, and strengthening margin progression.

We continue to solidify AtkinsRéalis' position as an industry leader through this type of execution discipline and by keeping our sights set on continued growth.

Performance with Purpose





Accelerating Value Creation

We are concentrating investment where client demand is most durable and where AtkinsRéalis has clear right-to-win advantages – especially in priority infrastructure markets and nuclear energy. In 2025, our Engineering Services Regions revenue grew 8%[7] and our Nuclear business achieved record revenue of $2.3 billion, up 55% year over year.[8]

We also continued to scale through selective, complementary acquisitions. AtkinsRéalis' approach remains consistent: we pursue transactions that expand what we can deliver for clients, strengthen our regional platforms, and fit our culture and operating model.

To do this, we have added deep expertise at the top of the organization to match the ambition of the business. The appointments of a Chief Operating Officer and a Chief Growth Officer have already strengthened our ability to acquire and integrate organizations and drive organic growth. With a strong balance sheet and positive cash flow generation, we have the financial flexibility to continue to deliver on our strategic priorities.

Engineering Services and Nuclear Highlights

In 2025, AtkinsRéalis advanced its Engineering Services Regions by winning major transit and rail mandates, including Toronto's East Harbour Transit Hub, expanding its US and Australia footprints through the acquisitions of David Evans,[9] C2AE,[10] and ADG,[11] and securing a new agreement with Anglian Water in the UK.[12]

In Nuclear, the Company strengthened its new-build portfolio – including with an execution contract from Ontario Power Generation for the first Darlington SMR unit[13] – while also supporting projects across the full lifecycle, including by participation in a joint venture that was selected to extend the life of the Pickering Nuclear Generating Station.[14]

> Our *Thrive* program has helped build leadership capability and reinforce consistent best practices across teams.

8% revenue growth

ENGINEERING SERVICES REGIONS*

Record $2.3 billion

2025 NUCLEAR REVENUE



Exploring Untapped Potential

We invest in technology when it helps our people raise the bar even higher on delivery. Our focus is on tools and ways of working that increase productivity, strengthen quality, and improve predictability, especially on complex programs where improvements compound over time.

This includes expanding digital and data-driven delivery models, scaling automation where it reduces cycle time and rework, leveraging robotics to maximize safety on nuclear sites, and using AI to support safer, more consistent execution. We see technology as a productivity-enabler for our qualified experts and we measure its success by outcomes such as schedule reliability, engineering throughput, and safer practices. For example, we are scaling AI in ways that improve how we win work and deliver projects – from AI-enabled bid development that is cutting manual work to site "reality capture"[15] that helps teams verify progress, spot issues, and reduce travel. And we are doing all this with clear guardrails: an enterprise AI policy in place since January 2024 keeps experienced engineers in the loop, supported by mandatory training and executive governance to ensure AI is used safely and responsibly.

AtkinsRéalis is also extending these capabilities into client value wherever possible – bringing digital tools and advanced analytics into planning, scenario work, and program delivery.

* Revenue Growth for Engineering Services Regions is a total of segments measure. Please refer to Note 7 under the "References and notes" section of this Report for details on total of segments measures.

> Our purpose shows up in the work we do every day. It is reflected in the services we offer and markets we serve.

People, Culture, and Well-Being

If you ask me what matters most, I will always start with safety and well-being. It is the first topic in our leadership discussions, and it remains a personal priority for me. In 2025, we continued to strengthen our safety systems and broadened the conversation from safety alone to safety and well-being. The continued expansion of our *Thrive* program – which focuses on the holistic wellness of our people – has been an important marker of that evolution and has helped build leadership capability and reinforce consistent best practices across teams.

We also continued to invest in top-notch talent, leadership development, and a culture where everyone can contribute and succeed. These are material priorities that directly affect delivery quality and client trust, and, as a result, our ability to scale in a competitive talent market.

Sustainability

Our purpose – engineering a better future for our planet and its people – shows up in the work we do every day.[16] It is reflected in the services we offer and markets we serve – and will continue to serve – via energy security, resilient infrastructure, and long-cycle programs that support individuals, communities, and even nations.





As we enter 2026, my priorities are clear:

Execute our record, high-quality backlog with strong delivery discipline and continued margin progression – because nothing matters more to our people and to the clients who entrust us with mission-critical work.

Integrate and scale our priority platforms – in places like the U.S. and Australia – while retaining talent and maintaining unrivaled standards, so that we show up for clients with the same excellence everywhere we operate.

Sustain disciplined growth, where client demand is strongest, through a balanced approach to organic investment and targeted acquisitions.

Advance technology and AI as practical enablers of productivity, safety, quality, and predictability.

Keep raising the bar on safety and well-being, supported by consistent leadership practices across the Company.


AtkinsRéalis President and CEO, Ian Edwards greets His Majesty King Charles III



Thank you, as always, to our thousands of employees for their professionalism and commitment, to our clients for their trust, and to our shareholders for your continued support. And thank you to our Board of Directors for its oversight and partnership as we continue to execute on our strategy moving into 2026.

Sincerely,

Ian L. Edwards
President and Chief Executive Officer
AtkinsRéalis

The AtkinsRéalis Leadership Team

As of early 2026, the executive leadership team was as follows:

As of September 2025



Ian L. Edwards
President and Chief Executive Officer



Chris Ball
President, United Kingdom & Ireland



Jeff Bell
Chief Financial Officer



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



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



Joe St. Julian
President, Nuclear



Andrée-Claude Bérubé
General Counsel



James Cullens
Chief Human Resources Officer



Kate Kenny
Chief Growth Officer



Joël Taché
Chief Risk Officer



Stéphanie Vaillancourt
President, Canada



Louis G. Véronneau
Chief Operating Officer

FOCUSED DISCIPLINED SCALABLE

2025 was a pivotal year for AtkinsRéalis. It represented the culmination of a multi-year journey to fundamentally simplify the business and reposition the Company as a global leader in engineering services and nuclear energy.

Decisions taken over the past six years, to streamline the portfolio, reduce risk, strengthen governance, and focus on areas of clear competitive advantage came fully into view.

By year-end, AtkinsRéalis stood as a more focused, disciplined, and scalable organization, purpose-built to deliver complex infrastructure and nuclear solutions with consistency, confidence, and credibility.

2025 Year in Review

Highlights include, but are not limited to:



Capital and Portfolio

Completed the sale of our remaining 6.76% interest in **Highway 407 ETR** for approximately $2.6 billion,[17] enabling significant debt reduction and share repurchases.

Repaid its **$400 million limited-recourse debt** and **$500 million non-revolving term loan** and, over the course of the year, **repurchased 10.5 million shares**.[18]

Acquired a majority stake in **David Evans**, expanding our U.S. footprint in transportation, water, and environmental services and enhancing our ability to capture infrastructure spending in the Pacific Northwest and beyond.[19]

Acquired **C2AE**[20] – strengthening our presence in the U.S. Midwest – and **ADG**[21] – strengthening our engineering footprint and market presence in Australia.

Engineering Services

Secured a key role, as part of the **Cadence consortium**, in developing Canada's first high-speed rail network between Québec City and Toronto.[22]

Secured a **US$43 million joint venture contract with DC Water** to support and optimize its water capital improvement plan in Washington, D.C.[23]

Expanded partnership with **Anglian Water in the UK**, supporting its largest ever capital program and a new £1 billion agreement.[24]

Advanced major urban development and regeneration projects, including the **San Tin / Lok Ma Chau Development Node** in Hong Kong,[25] **Sustainable City-Yas Island**[26] in Abu Dhabi, **Thames Tideway Tunnel West**[27] in London, **Tsui Ping River revitalization**[28] in Hong Kong, and the **Shenzhen Western Rail Link**[29] between Hung Shui Kiu and Qianhai.

Nuclear

Signed a new execution contract for **Ontario's Darlington New Nuclear Project**,[30] reinforcing our role in delivering Canada's first grid-scale Small Modular Reactor (SMR).

Secured a multibillion-dollar joint venture contract with Aecon to deliver life extension work on four CANDU reactors at Ontario's **Pickering Nuclear Generating Station**, following the Ontario government decision to extend use of the site.[31]



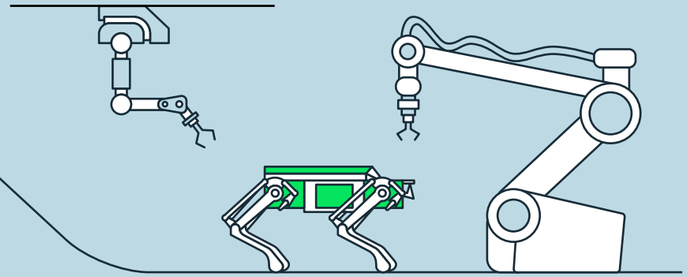
Innovation

Launched a **strategic partnership with Kinova** to expand nuclear robotics capabilities, including inspection and maintenance in high radiation environments.[32]

Demonstrated **world's first nuclear clean up robotics** under the RrOBO[33] programme and reached significant robotics milestones at Sellafield.[34]

Continued to expand the **SIMULATOR™ Digital Suite**, providing enhanced training, scenario planning and digital twin capabilities across power and infrastructure projects.

Became a founding member of the **Ai4Nature Alliance**,[35] a cross-industry and academic collaboration focused on advancing responsible AI applications in biodiversity data and nature recovery and enhancement.







People and Culture

Recognized as one of the **World's Most Ethical Companies**, a designation that rewards companies who "*lead with integrity.*" Ethisphere calls the title a "*testament to... unwavering commitment to integrity, leadership, and excellence in business ethics.*"[36]

Recognized as a **Great Place to Work® in the U.S.**[37] and as one of **Montréal's Top Employers 2025**,[38] reflecting our commitment to employee experience and sense of belonging.

Ranked in **The Times Top 50 Employers for Gender Equality in the UK**,[39] and deepened our focus on gender balance and inclusion in leadership.

Ranked highly in **Top 50 GREAT British Employers of Veterans Program**, reaffirming our support for veterans and reservists through the UK Armed Forces Covenant and veteran employer recognition.

Recognized as one of **Canada's Top Employers for Young People**.[40]

Introduced a redesigned hard hat[41] for a more varied workforce and expanded our **"Empowering Women in Tech"** initiatives with partners such as **Digital Her**.[42]

	2025*	2024*	Change vs. 2024
Total revenues	11,003	9,668	13.8%
Total Segment Adjusted EBIT	973	845	15.1%
Net income attributable to AtkinsRéalis shareholders	2,628	284	825.9%
Diluted EPS (in $)	15.41	1.62	851.2%
Net cash generated from operating activities	461	526	(12.3)%
Total backlog	21,207	17,455	21.5%
Total employees[43]	40,246	38,446	WORKFORCE GROWTH 4.7% / 1,800

* All figures in millions of Canadian dollars, except per-share data and employee numbers.

In 2025, AtkinsRéalis continued to deliver strong financial performance, underpinned by revenue growth in our Engineering Services Regions and Nuclear, disciplined execution on projects, and careful cost management. At the same time, the Company further strengthened its balance sheet by completing the sale of its remaining interest in Highway 407 ETR.

Source: Annual Report 2025

Financial Highlights

Operational Highlights

In 2025, AtkinsRéalis delivered strong operational momentum across its Engineering Services Regions and its Nuclear segment, supported by continued demand for infrastructure renewal, grid modernization, and dependable, lower-emissions power.

The Company also continued to simplify and strengthen its portfolio and balance sheet, while using targeted acquisitions to expand capabilities and deepen presence in priority markets.



Engineering Services Regions

Engineering Services Regions continued to benefit from sustained client investment in complex delivery projects for transportation, buildings & places, power & renewables, and water.

In 2025, we strengthened our regional platform through targeted acquisitions and frameworks, expanded delivery partnerships with key clients, and advanced major multi-year programs across our end markets – combining deep technical expertise with digital tools to improve outcomes, de-risk delivery, and enhance value for clients.

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 & Australia (AMEA).

	Canada	UKI	USLA	AMEA	Engineering Services Regions Total*
Share of AtkinsRéalis Total 2025 Revenues	13%	25%	18%	12%	68%*
2025 Revenues	$1,464.4M	$2,760.1M	$2,008.9M	$1,281.4M	$7,514.8M*
2025 Segment Adjusted EBIT	$108.1M	$330.0M	$180.0M	$106.3M	$724.3M*
Backlog as of Dec. 31, 2025	$7,922.4M	$2,019.0M	$1,816.7M	$1,492.2M	$13,250.3M*

* Revenues, Segment Adjusted EBIT, and backlog for Engineering Services Regions are total of segments measures. Please refer to Note 7 in "References and notes" at the end of this document for further details.

Select Operational Highlights

CANADA

Advanced major transit, rail, and other infrastructure milestone wins – including a signed project alliance agreement to deliver the East Harbour Transit Hub, a new interchange station that is part of a broader transit-oriented community plan for Toronto[44] - and delivered progress on complex public-sector infrastructure and clean mobility corridors.

UKI

Expanded participation in multi-year rail, highways, and water frameworks – supporting delivery certainty and long-term client partnerships.

USLA

Strengthened U.S. platform and delivery capacity through strategic expansion – including David Evans and C2AE – supporting transportation, water, and environmental services in high-growth markets.

AMEA

Advanced large-scale urban development, regeneration, and transport connectivity programs, including major rail, aviation, and city-shaping projects. Expanded the Company's footprint in Australia through the acquisition of ADG.

Nuclear

AtkinsRéalis continued to grow its Nuclear segment in 2025, supported by life-extension work, new build momentum, expanding Small Modular Reactor (SMR) activity, and continued progress in enabling technologies such as digital delivery, simulation, and robotics. In 2025, we secured and advanced significant mandates across the nuclear lifecycle – strengthening backlog and reinforcing AtkinsRéalis' position as a trusted partner for safe, dependable energy.

Share of AtkinsRéalis Total 2025 Revenues	21%
2025 revenues	$2,301.9M
2025 Segment Adjusted EBIT	$258.1M
Backlog as of Dec. 31, 2025	$5,010.0M



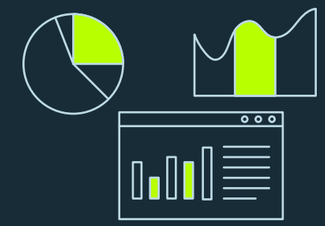
Select operational highlights

- Advanced major Ontario nuclear programs, including through the execution contract for the first of four planned SMR units at Darlington and the life extension contract for the Pickering CANDU Nuclear Generating Station.
- Will deliver nuclear propulsion and engineering capabilities to Rolls-Royce Submarines Limited,[45] supporting the UK's submarine program; working with Australia to execute its AUKUS treaty requirements with the U.S. and UK.
- Continued to scale enabling capabilities – such as robotics, remote systems, and simulation – to improve safety, repeatability, and delivery confidence in high-hazard environments.

Capital

Capital continued to support disciplined capital allocation and portfolio simplification, including by completing the sale of its remaining interest in Highway 407 ETR, strengthening the balance sheet and enabling capital deployment consistent with the Company's long-term value creation priorities.

2025 Revenues	$63.3M



Linxon

Linxon continued to benefit from strong demand for power transmission and substation solutions, reflecting the acceleration of grid investment, resilience upgrades, and electrification. In 2025, Linxon remained focused on disciplined execution, delivery quality, and scaling its ability to support customers with turnkey solutions across complex programs.

2025 Revenues	$970.2M
2025 Segment Adjusted EBIT	$55.6M
Backlog as of Dec. 31, 2025	$2,830.2M

LSTK Projects

In 2025, AtkinsRéalis continued to wind down its LSTK commitments. The Eglinton line achieved substantial completion,[46] and in January 2025 the Trillium rail line opened.[47] The Réseau express métropolitain (REM) project – a fully automated, electric rail in Quebec – opened its second of three branches in November.[48] The Company will continue to prioritize disciplined execution and risk reduction, progressing remaining legacy projects toward completion – a reflection of the continued shift to lower-risk, fee-based professional services.

2025 Revenues	$152.5M
2025 Segment Adjusted EBIT	$(111.7)M
Backlog as of Dec. 31, 2025	$94.2M

Sustainability Highlights

AtkinsRéalis' sustainability strategy is aligned with the Company's purpose: engineering a better future for our planet and its people. Sustainability is anchored in assessing performance against a set of science-based targets to guide both decision-making and accountability.

In practice, the Company's sustainability strategy emphasizes not only reducing the footprint of AtkinsRéalis' own operations, but also scaling impact through the Company's work on infrastructure, energy systems, and nuclear services, where design choices, delivery models, and innovation can materially shape long-term outcomes for communities and the environment.

This strategy is supported by a structured "strategy and approach" framework:[49] Board oversight and a materiality-led focus help concentrate effort on the topics where AtkinsRéalis can have the greatest impact as an engineering services and nuclear company, and where stakeholders most expect transparency and progress.

Core pillars of the sustainability strategy include climate action and decarbonization, as well as broader commitments to deliver resilient outcomes like strengthening communities, enabling safer and more sustainable infrastructure, and maintaining strong governance and ethical standards as expectations around sustainability disclosure and performance continue to evolve.

The Heart of the Business

Social impact is a core aspect of AtkinsRéalis' sustainability approach[50]. In this pursuit, the Company focuses on translating global capabilities into solutions that respond to local needs. AtkinsRéalis' ongoing Double Materiality Assessment helps prioritize what matters most – aligning global priorities with local realities – and highlights managing project impacts as a key lever to strengthen communities worldwide. The Company's social-impact approach[51] is organized around six pillars **identity**, **inclusion**, **well-being**, **inclusive economic growth**, **natural capital**, and **environmental resilience**.

AtkinsRéalis' business model strives to advance the energy transition, climate resilience, and drive social impact. In 2025, approximately 50% of our revenues were estimated to come from sustainable projects,[52] and roughly 30% from "clean tech" [53] activities such as nuclear, power grids, and advanced manufacturing.

After reviewing the Company's submission in 2025, the Science Based Targets initiative (SBTi) validated our near-term and net-zero targets. This gives AtkinsRéalis a widely recognized, science-based reference point that supports peer comparability and reflects current best practice. These targets also help shift the conversation from year-to-year variability to cumulative progress from our 2019 baseline. They reinforce that reaching net zero is a multi-year transition rather than a single-year outcome, and that the Company frames performance in terms of practical and durable outcomes.

Since 2019, we have made progress and remain focused on actions we can take today, while continuing to develop the medium- and long-term measures needed to deliver on the Company's commitments. As the business changes, AtkinsRéalis' emissions profile will change as well; there may be periods where emissions fall or rise in the near term due to M&A, macro shifts, and technological change. The key is to interpret those movements in the context of the Company's longer-term direction of travel toward these net-zero goals.[54]

And as always, safety for our employees, clients, and communities of operation remains our number one enduring priority.

Revenues from sustainable projects (as % of total)* ✓

~50

~50 (2024)

Revenues from clean tech projects (as % of total)* ✓

~30

~30 (2024)

Employee engagement score (VOX survey in %)**

86

87 (2024)

Total Recordable Incident Frequency (TRIF)[55]

0.05

0.06 (2024)

Lost Time Incident[56] Frequency (LTIF)

0.019

0.030 (2024)

Total Environmental Incident[57] Frequency (TEIF)[58]

0.01

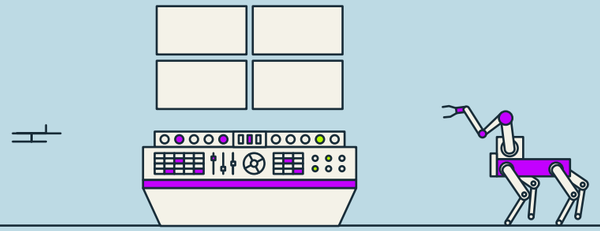
* Revenue breakdowns presented are each a disaggregation of total revenue and are considered supplementary financial measures. Please see notes 52 and 53 for details and methodology.

** Please see p.63 for details; carried out by the independent firm Ipsos.

In 2025, AtkinsRéalis' teams were recognized across markets for workplace culture, digital and design excellence, and community impact.

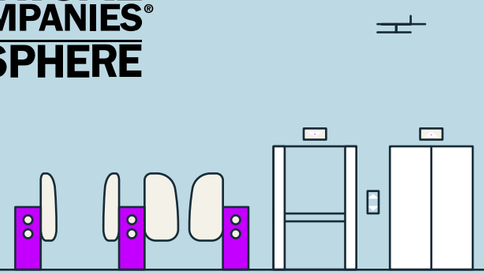
These recognitions reflect the strength of our teams, the consistency of our delivery, and our focus on maintaining high standards for our people.

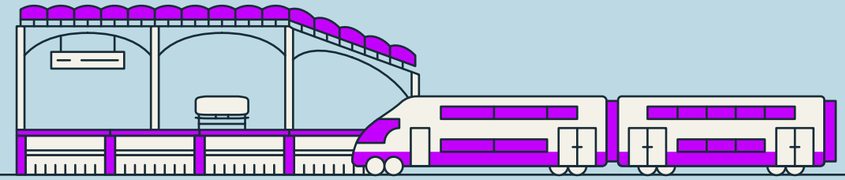
Excellence at AtkinsRéalis



Named One of 2026 World's Most Ethical Companies

Ethisphere's recognition of AtkinsRéalis as one of the world's most ethical companies[59] attests to the firm's ongoing commitment to ethical business practices, strong governance, and a culture of integrity[60]. This distinction reflects the high standards the firm sets for itself and highlights the value of its employees, whose decisions and conduct embody these principles every day.





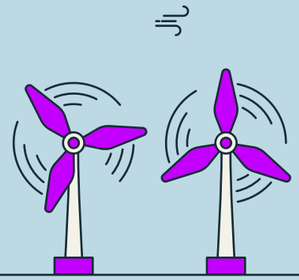
Montréal's Top Employers 2025

AtkinsRéalis was recognized as one of Montréal's Top Employers 2025,[61] reflecting continued focus on employee experience, development, and a welcoming workplace culture.



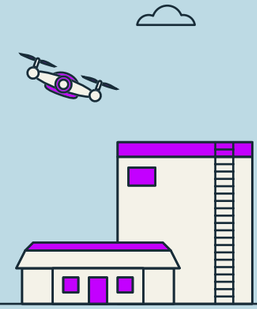
Great Place To Work® (US)

AtkinsRéalis once again earned Great Place To Work® certification in the United States,[62] indicating positive employee feedback and progress in strengthening workplace culture and engagement.



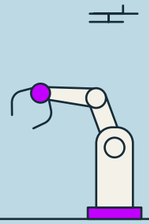
Hexagon Elite Award

AtkinsRéalis was honoured with a 2025 Hexagon Elite Award,[64] recognizing excellence in digital delivery and the application of advanced tools to improve project outcomes.



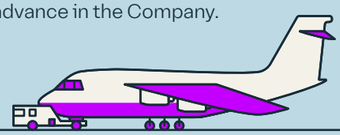
Recognized By Ethisphere as a Compliance Leader

For the fourth consecutive time, our commitment to integrity has earned the Company the prestigious "Compliance Leader Verification" – effective from 2025 to 2027 – from the Ethisphere Institute, an independent center for research, best practices, and thought leadership[63]. In reaching this determination, Ethisphere conducted a thorough assessment of AtkinsRéalis' Integrity Program and benchmarked it against its World's Most Ethical Companies" dataset, which provides insight into the programs and practices of leading companies.



The Times Top 50 Employers For Gender Equality (UK)

AtkinsRéalis was named to The Times Top 50 Employers for Gender Equality in the UK,[65] recognizing our sustained focus on equal opportunity and commitment to enabling women to succeed and advance in the Company.



Veteran and Reservist Employer Recognition (UK)

AtkinsRéalis received recognition as a top-ranking veteran employer in the UK,[66] reaffirming the Company's support for veterans and reservists and continued commitment to engage through programs such as the Armed Forces Covenant.

PROJECT SPOTLIGHTS

Engineering a better future for our planet and its people is more than our purpose: in 2025, our Engineering Services delivered resilient infrastructure that improves how people move, live, and access essential services.

Across transportation, buildings & places, power & renewables, and water, we combined deep technical expertise with digital tools and stakeholder engagement to help clients deliver large, complex programs.

The following case studies are a small sample of our accomplishments from 2025, meant to illustrate how we are helping to shape the next generation of infrastructure.

RAIL AND TRANSIT THAT CONNECT REGIONS

Canada's first high-speed rail network

AtkinsRéalis is helping to shape the future of passenger rail in Canada as part of Cadence, a Canadian-led multinational team of companies that brings together world-class expertise. Under a multi-year mandate, our teams are providing systems engineering, environmental and regulatory support, digital modelling, and program management services.

The future high-speed rail network, Alto, will connect seven cities between Toronto and Québec City. It is expected to significantly cut journey times, boost economic prosperity and support transit-oriented development along the route.

By leveraging our global experience in complex rail megaprojects – from the Elizabeth line in London, UK, to the Calgary Green Line LRT – we are helping Canada design a system that is dependable, future-ready, and compatible with digital signalling.

Unlocking Hong Kong's Northern Metropolis

In Hong Kong, AtkinsRéalis is contributing to one of the region's most important growth areas: the Northern Metropolis. As part of the San Tin / Lok Ma Chau Development Node, we are providing engineering and planning support for new transport, utilities, and public-realm infrastructure that will transform former border areas into a community-friendly mixed-use district.[67]

Complementing this work, we are advising on cross-boundary connectivity through the proposed Shenzhen Western Rail Link between Hung Shui Kiu in Hong Kong and the Qianhai zone in Shenzhen, China.[68] By integrating rail planning with environmental considerations like land use and flood risks, these projects aim to create resilient, transit-oriented communities and strengthen economic ties within the Greater Bay Area.

SUSTAINABLE CITIES AND COMMUNITY INFRASTRUCTURE

In Abu Dhabi, AtkinsRéalis is supporting the development of Sustainable City – Yas Island,[69] an innovative urban district that integrates energy-efficient buildings, lower-carbon mobility, and circular-economy principles.

The Company's role includes master planning, engineering, and sustainability advisory services that help the client meet ambitious targets for energy, water, and waste, while creating a high-quality environment for residents and visitors.

We are applying similar principles in social infrastructure programs in Northern Québec, where we support projects that enhance access to essential services and improve community facilities, while respecting key local environmental and cultural contexts. Across these and other engagements, we bring together planning, engineering, and stakeholder engagement to help make cities and communities that are more liveable, inclusive, and resilient.



WATER AND ENERGY INFRASTRUCTURE FOR A CHANGING CLIMATE

Transforming the UK water sector

In the United Kingdom, AtkinsRéalis is playing a vital role in delivering the water industry's largest-ever investment cycle. In 2025, the Company expanded its longstanding relationship with Anglian Water and was part of a joint venture awarded £1 billion to be Program Delivery Partner for its AMP8 capital program.[70]

Collaborating with partners, we provide strategic planning, design, environmental assessment, and digital delivery for a portfolio of projects that includes new reservoirs, network upgrades, wastewater treatment improvements, and resilience schemes. The goal is to improve water quality, reduce leakage, enhance drought resilience, and deliver better environmental outcomes for rivers and coastal waters.

Beyond the UK and North America, we are also collaborating with the Water Services Association of Australia (WSAA) to develop a national framework for biosolids management[71] – a project that aims to demonstrate how technical expertise and stakeholder engagement can turn waste challenges into circular-economy opportunities.

Water resilience for U.S. capital

In Washington, D.C., a joint venture led by AtkinsRéalis was awarded a US$43 million contract to support DC Water in refining and delivering the water component of its more than US$2 billion capital improvement plan.[72]

Over five years, our team will use advanced analytics and scenario planning tools to help prioritize investments, optimize lifecycle costs, and manage climate-related risks such as extreme rainfall, flooding, and ageing infrastructure. The work includes developing integrated planning frameworks, evaluating different infrastructure options and environmental benefits, and supporting program governance.

Modernizing hydropower for the long term

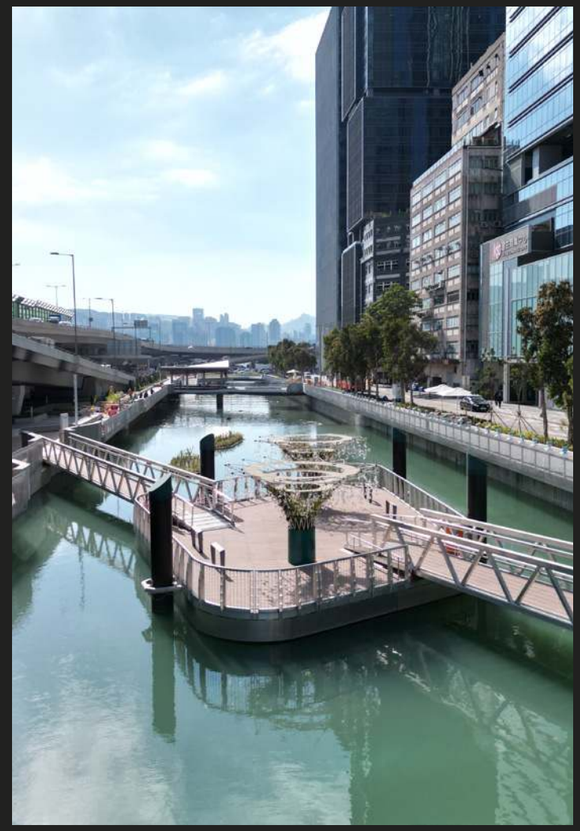
In Ontario, AtkinsRéalis supported the redevelopment of the Calabogie generating station, replacing aging infrastructure with a modern, higher-efficiency hydropower facility.[73] Our services spanned design, environmental and regulatory support, and construction engineering for the new station and associated dams.

The project increased generation capacity, improved flood resilience, and enhanced public safety by upgrading spillways and control systems. It demonstrated how hydropower assets can be modernized to support energy efficiency while respecting local ecosystems and community interests.

Crucially, the project team remained committed to engaging with Indigenous communities throughout each phase. Staff fostered collaboration and mutual respect by consulting with and involving the Algonquins of Ontario, the Williams Treaties First Nations, and the Algonquins of Pikwakanagan First Nation. Staff undertook environmental activities and explored employment opportunities in partnership with the local communities.

AtkinsRéalis has been involved in flagship projects that transform urban waterways into healthier, more accessible assets.

RESILIENT RIVERS AND URBAN WATERWAYS





In Hong Kong, we are contributing to the revitalization of the **Tsui Ping River**, a project that is turning an engineered nullah (dry gully/ravine) into a multifunctional blue-green corridor.[74] The scheme combines flood management, ecological enhancement, and public-realm improvements, creating new spaces for walking, cycling, and community activities while improving water quality.

In London, UK, we supported the design of the West section of the **Thames Tideway Tunnel**,[75] part of the city's "super sewer" system that captures combined sewer overflows and dramatically reduces untreated discharges into the River Thames. The project exemplifies how complex underground infrastructure can be delivered beneath a dense historic city to achieve environmental benefits.

Together with regeneration initiatives such as the **Cardiff Canal Quarter**,[76] these projects reflect our belief that infrastructure should strengthen both environmental health and community well-being.

Nuclear That Powers Energy Security

Nuclear power is at the heart of AtkinsRéalis' strategy and of many countries' energy security efforts and emissions reductions plans. In 2025, we deepened our nuclear leadership in new builds, life-extension, and decommissioning, while advancing enabling technologies such as robotics and digital simulation.

The following examples offer a snapshot into how we are supporting clients across the full nuclear lifecycle.

Our Nuclear business continued to grow significantly, with record backlog and a pipeline of long-term opportunities that extend well beyond this decade.

Extending the life of dependable, lower-carbon power in Ontario

In early 2025, a joint venture between Candu Energy Inc. and Aecon signed a multi-billion-dollar contract with Ontario Power Generation (OPG) to deliver life-extension work on four commercial CANDU reactors at the Pickering Nuclear Generating Station,[77] following the Ontario government's decision to extend the site's use.

The program will enable the units to operate safely into the mid-2060s, preserving a large source of affordable, lower-emission baseload electricity for Ontario and supporting the province's plan to meet rising demand while phasing out higher-carbon sources. Our scope – which includes engineering, procurement, and execution planning for critical components and systems – draws from and will build upon decades of experience at Pickering, Darlington, and Bruce Power.

Supporting safe operations across U.S. nuclear assets

The U.S. Department of Energy (DOE) issued a notice to proceed under a long-term contract for operations and maintenance services on a portfolio of nuclear and related high-hazard assets.[78] As we move from planning to execution, this milestone reflects DOE's confidence in our safety culture, technical depth, and ability to manage complex facilities in line with top-notch regulatory requirements.

Our teams are applying lessons learned from Canada and the United Kingdom to optimize maintenance strategies, reduce lifecycle costs, and support safe, dependable, lower-carbon electricity supply. The work also creates opportunities for knowledge transfer and skills development across our global nuclear business.

Decommissioning legacy reactors with robotics

At the historic Calder Hall site in the United Kingdom – the world's first commercial nuclear power station – AtkinsRéalis is helping to decommission legacy facilities using advanced robotics and remote-handling technologies. Working closely with our client, we have deployed remotely operated systems to access highly radioactive areas, remove waste, and prepare structures for eventual dismantling, and in 2025 we were appointed to a new 15-year framework.[79]

These approaches reduce worker exposure, improve precision, and accelerate progress on one of the most complex nuclear clean-up challenges in Europe. Lessons from Calder Hall are being shared across our nuclear portfolio, complementing our robotics work at other sites, and strengthening our reputation as a trusted partner in safe, efficient decommissioning.

Scaling nuclear through global collaboration

In June 2025, AtkinsRéalis and Électricité de France (EDF) signed a global nuclear collaboration agreement to expand their existing partnership and jointly pursue opportunities for both large reactors and SMRs around the world.[80]

The agreement aims to: better integrate the Canadian and French nuclear supply chains while preserving each country's proprietary technologies (CANDU and EPR); coordinate engineering support, equipment provisioning, and project delivery for new nuclear builds; and adapt to evolving regulatory and financing frameworks.

For clients, this collaboration offers access to a broader range of proven reactor technologies and project delivery expertise, accelerating the deployment of nuclear capacity needed to meet energy targets.

Demonstrating first-of-a-kind SMRs for the energy transition

AtkinsRéalis continued to advance Canada's first grid-scale SMR at the Darlington New Nuclear Project. Following our earlier architect-engineer role, the Company signed a new execution contract with OPG for the next phase of work,[81] covering detailed engineering and project delivery support for the BWRX-300 SMR.

This contract cements Darlington's position as a reference project for SMR deployment, with lessons learned that can be applied across Canada and internationally. It also showcases how AtkinsRéalis combines nuclear engineering, digital tools, and project management to deliver complex nuclear projects safely, on time, and on budget.

Building a resilient CANDU supply chain for the future

To support the surge in demand for CANDU life-extension and new build projects, Candu Energy continued to invest in the nuclear supply chain, with approximately 90% of supplying companies located in Canada (including many in Ontario).[82]

These actions not only underpin future growth for AtkinsRéalis; they also generate significant economic benefits and high-skilled jobs across Canada and partner countries.



Innovation In How We Execute

Innovation at AtkinsRéalis is about connecting people, data, and technology to solve clients' – and some of the world's – most complex challenges and delivering projects more safely and efficiently. In 2025, we continued to advance robotics, digital twins, simulation, and data-driven ways of working that reduce risk and improve outcomes.

AtkinsRéalis is also leaning into responsible AI as a practical enabler of better outcomes – pairing digital capability with human judgment and domain expertise. AtkinsRéalis views AI as an enabler for our qualified professionals, so that they can be even more productive in delivering for our clients.

In 2025, AtkinsRéalis became a founding member of the Ai4Nature[83], a cross-industry and academic collaboration that aims to advance responsible AI applications in biodiversity data and nature recovery and enhancement.

The goal of Ai4Nature Alliance is to help clients and communities do more – smarter, faster, and more cost effectively – to achieve positive nature outcomes through shared standards, education, and knowledge sharing. This reinforces the Company's commitment to a people-led approach to digital integration.

These capabilities are increasingly deployed across Nuclear, transportation, water, cities, and defence, where operating environments demands the highest standard of safety, precision, and reliability.

ROBOTICS AND REMOTE SYSTEMS FOR HIGH-HAZARD ENVIRONMENTS

Scaling nuclear robotics through partnerships and field demonstrations

In 2025, AtkinsRéalis accelerated a suite of robotics initiatives that are reshaping how nuclear facilities are inspected, maintained, and decommissioned. The Company launched a strategic partnership with Canadian robotics company Kinova to co-develop and industrialize robotic systems tailored to nuclear environments, including manipulators designed to operate in high-radiation areas and confined spaces.

This capability was reinforced through the RrOBO program,[84] where the Company helped deliver world-first demonstrations of remotely operated robots performing clean-up and inspection tasks in environments that would be hazardous for human workers. These milestones show how robotics, sensing, and data integration can reduce exposure and improve repeatability in remote maintenance and decommissioning settings.

Proving robotics at scale: Sellafield milestones and legacy decommissioning

In the United Kingdom, we reached significant robotics milestones at Sellafield[85] – one of the world's largest and most complex nuclear sites – helping expand the practical use of remotely operated systems in active nuclear environments.

We also continued to apply robotics and remote-handling technologies to legacy clean-up challenges, including our work at the historic Calder Hall site, where remotely operated systems are also enabling safe, efficient decommissioning.

Innovating nuclear waste management through collaboration

Alongside robotics, AtkinsRéalis expanded innovation tied to nuclear waste management – supporting the sector's push for safer, more efficient clean-up and long-term stewardship. In 2025, we supported a new £9.5 million Nuclear Decommissioning Authority (NDA) partnership[86] focused on advancing approaches to nuclear waste management, bringing additional momentum to our decommissioning and clean-up innovation agenda.

Future of Flight: UK's first approved drone assessor

AtkinsRéalis was appointed by the UK Civil Aviation Authority (CAA) as its first approved assessor of commercial drones,[87] positioning the Company at the forefront of safely enabling the expansion of drone services across the UK. Our experts assess drone flightworthiness across use cases such as cargo, medical deliveries, surveying, and media, providing technical recommendations that support CAA authorization or certification. As a Recognized Assessment Entity for Flightworthiness, AtkinsRéalis supports operators applying through the UK Specific Operations Risk Assessment (SORA) process and evaluates manufacturer designs under Specific Assurance and Integrity Level (SAIL) Mark policies, helping the sector scale innovation while maintaining public confidence and safety.

INNOVATING DELIVERY

Modern Methods of Construction for Sustainable Housing





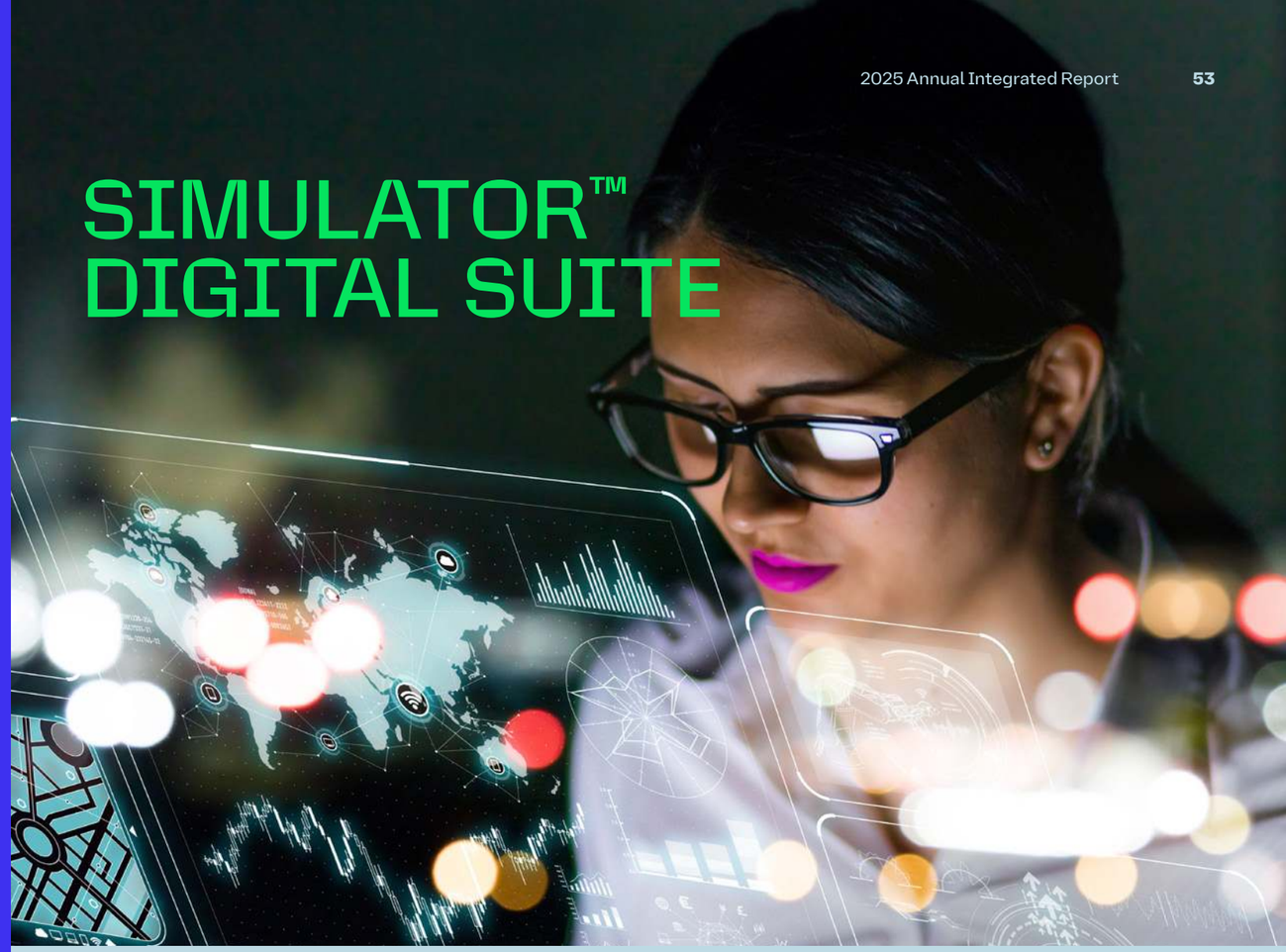




Innovation at AtkinsRéalis also means rethinking delivery models – not just tools. In the UK, we are advocating for more industrialized production (often referred to as Modern Methods of Construction), where building components are manufactured off-site and then assembled on-site to improve productivity and reduce disruption.

This approach can lower the carbon impact of development,[88] reduce weather-related delays, and, on average, cut on-site construction time by ~50% while widening access to construction jobs through more factory-based roles. It also supports the delivery of sustainable-by-design affordable and social housing, including homes delivered to Energy Performance Certificate (EPC) A+ performance levels.

SIMULATOR™ DIGITAL SUITE



Immersive Training and Operational Confidence

Building on earlier investments, AtkinsRéalis continued to expand the SIMULATOR Digital Suite in 2025,[89] extending its use as an immersive platform for high-fidelity simulation, virtual reality, and data analytics – supporting training, scenario analysis, and operational decision-making in nuclear and other complex environments.

SIMULATOR is a planning and analysis platform that creates a digital twin of an asset or system and projects it forward to test performance under locally informed hazard scenarios, helping identify vulnerabilities before they become operational issues. It then supports the development and stress-testing of mitigation and adaptation pathways – linking options to implementation planning and monitoring so resilience actions can be prioritized and refined over time.

Built to be used across the delivery lifecycle, SIMULATOR helps align stakeholders around a shared, data-driven view of risk and the practical steps needed to protect and improve long-term system performance.

New and enhanced modules enable operators and engineers to:

Practise rare or high-consequence scenarios in a safe environment;

Test maintenance and outage plans before implementation;

Explore “what-if” scenarios to optimize performance, cost, and safety.

By capturing system behaviour under different conditions, SIMULATOR helps clients improve reliability and resilience while reducing the cost and risk of physical testing, supporting better decisions across the asset lifecycle.

SCALING AI, PRACTICALLY & RESPONSIBLY

AtkinsRéalis is using AI where it delivers measurable value in day-to-day execution. In our organic growth journey, for example, we have built information hubs of high-quality bid content and are deploying a mix of internally developed, agentic capabilities across teams.

These hubs are now used by around 4,000 colleagues globally and are reducing manual effort in activities such as Request for Proposal (RFP) information extraction, response drafting, and finding and organizing relevant past bid materials – helping teams bring the best of our global experience to each client opportunity.

We are also expanding AI-enabled "reality capture" in site operations through partnerships with technology leaders such as OpenSpace and SafetyAI. By converting site videos, images, and laser scans into accurate 3D representations linked to our design models, teams can remotely confirm progress, identify issues earlier, and improve safety by reducing time on site.[90]

AtkinsRéalis approaches AI with clear guardrails: our enterprise AI policy, supported by training and executive governance, requires experienced human review of AI outputs and brings Technology, Legal, Compliance, and Cybersecurity into decisions on wider deployment, so that innovation strengthens quality, safety, and client outcomes.



DIGITAL DELIVERY THAT DE-RISKS

Canada's first grid-scale SMR: execution enabled by integrated delivery

As nuclear projects scale globally, the ability to deliver first-of-a-kind work safely, on time, and on budget increasingly depends on integrated engineering, digital tools, and disciplined project management. AtkinsRéalis' signing of a new execution contract with Ontario Power Generation (OPG) for the Darlington New Nuclear Project will advance Canada's first grid-scale small modular reactor into its next phase.

This milestone positions Darlington as a reference project for future SMR deployment, with lessons that can be applied across Canada and internationally, demonstrating how digital-enabled delivery methods can improve predictability, strengthen risk controls, and support safe execution on complex nuclear programs.

PEOPLE WHO DELIVER

AtkinsRéalis is a people-powered company. Our ability to deliver predictable execution and build long-term client partnerships depends on a high-performing culture – one where our teams feel supported and equipped to do their best work. In 2025, we continued to invest in the full employee experience: building skills for the future, strengthening wellbeing supports, and reinforcing a culture where “Everyone Belongs.”

Different Makes A Difference



Our approach to inclusion is rooted in a simple ambition: to create and maintain a culture where everyone belongs, can be their true self, and can reach their full potential.

This is brought to life through our global Different Makes a Difference program,[91] a core element of our people and culture strategy.

It is organized around three areas of impact:

WORKPLACE

EVERYONE BELONGS

Embedding fairness across hiring, development, policies, and daily interactions.

INDUSTRY

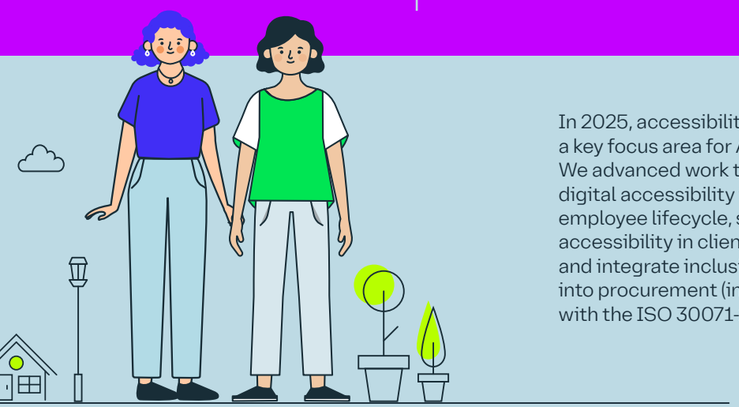
REMOVING BARRIERS

Partnering with peers to expand equal opportunity and strengthen allyship.

SOCIETY

MAKING A DIFFERENCE IN THE COMMUNITIES WE SERVE

Supporting community initiatives and helping guide clients toward accessible and inclusive design so no one is left behind.



In 2025, accessibility remained a key focus area for AtkinsRéalis. We advanced work to embed digital accessibility into the employee lifecycle, strengthen accessibility in client deliverables, and integrate inclusive practices into procurement (in alignment with the ISO 30071-1 standard).

AtkinsRéalis continues to focus on practical actions that support equal gender opportunity – including development and inclusive leadership training – to ensure that we are connecting talented women in the field with opportunities that help their careers and the company.

GROWING CAPABILITY AND ENABLING MOBILITY









As our strategy advances, AtkinsRéalis is focused on ensuring our people have clear pathways to build new skills and pursue meaningful career opportunities. We continue to invest in early-career and capability-building programs that help integrate new hires, accelerate development, and strengthen retention over time.

In 2025, we also launched **Opportunity Marketplace**, a new AI-enabled internal talent-matching platform that helps connect employees with roles, projects, and stretch opportunities based on skills, interests, and experience.

By making internal mobility more visible and accessible, **Opportunity Marketplace** supports faster development, better resourcing, and stronger retention, while helping teams quickly find the capabilities they need to deliver.

HEALTH, SAFETY, AND WELL-BEING

The safety and wellbeing of our workforce are non-negotiable. A safe and healthy working environment is not only essential for our people – and for the communities we serve – but is foundational to delivering projects successfully.

In 2025, we reinforced this commitment through continued focus on proactive risk management, consistent safety leadership, and programs that support the whole person.

A key element of this approach is Thrive, our holistic program supporting personal wellbeing. Thrive is designed to help employees build resilience, access practical resources, and maintain wellbeing in and outside of work, in recognition of the fact that sustained performance is inseparable from health, support, and a culture that encourages people to ask for help early.

A place where everyone can thrive



New hard hat design to support a global workforce

AtkinsRéalis introduced a redesigned hard hat intended to improve fit, comfort, and safety for a wider range of head sizes and shapes[92] – reflecting practical, worker-informed innovation to strengthen safety culture.







EMPLOYEE ENGAGEMENT AND CULTURE

We continue to measure and strengthen our culture through the VOX employee engagement survey (conducted by Ipsos), using results to identify what's working and where we need to improve. In 2025, we again saw strong engagement across the pillars of Involvement, Alignment, and Loyalty, reinforcing a culture grounded in teamwork, accountability, and pride in our shared purpose.

VOX employee engagement[93]

Beyond listening to our team members, we continued to translate engagement insights into practical actions like strengthening manager enablement, improving employee communications, and investing in tools that make it easier for teams to grow and thrive across our global organization.

Participation Rate	Engagement	Involvement	Alignment	Loyalty	Employer Advocacy[94]
81%	86%	87%	81%	87%	90%

COMMUNITY IMPACT







In 2025, AtkinsRéalis also advanced a strengthened focus on community impact, aligned with **Different Makes a Difference** and our purpose. Our community initiatives are designed to drive impact across our workplace, our industry, and society - and to foster belonging by supporting future talent pathways.

A standout example is **School of the Future**, a school outreach initiative that empowers students aged 12+ to tackle real-world engineering and sustainability challenges through team-based missions that are tailored to local priorities (such as water scarcity in the Middle East).

The program is structured to scale – starting with broad reach and building toward deeper engagement, including colleague and client participation – and is intended to be embedded into talent development and social responsibility strategies over time. In 2025, we expanded this program across additional schools in the UAE.[95]

RECOGNITION AS AN EMPLOYER OF CHOICE

In 2025, AtkinsRéalis received a range of external recognitions across regions for workplace culture and belonging - including Great Place to Work certifications and additional awards and accreditations across Canada, the UK, U.S., Middle East, India, Australia, and LATAM.

These recognitions reflect progress in building an environment where people feel supported, valued, and able to do meaningful work – while strengthening our ability to attract and retain talent in the markets where we compete.









Select Additional Recognitions

Canada

CCIB's Indigenous Women in Leadership (IWIL) Award (Ms. Ruby Littlechild),[96]

Montréal's Top Employers[97]

UK

Times Top 50 for Gender Equality[98]

Disability Confident Leader[99]

U.S.

Great Places to Work[100]

Australia

WORK180's TOP 101 Employer for Women[101]

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DISCLOSURES AND METRICS

Disclosures and Metrics

2025 Annual Integrated Report

This Disclosure and Metrics Section (the "Disclosures and Metrics Section") provides detailed governance, sustainability-related, and methodology information intended to complement the Showcase Section of this Annual Integrated Report. It is designed for investors, analysts, regulators, and other stakeholders seeking decision-useful disclosures and supporting detail.

REPORTING PERIOD

This Disclosures and Metrics Section covers the annual reporting period aligned to the Company's Annual Integrated Report and Consolidated Financial Statements.

CAUTIONARY NOTE

This Section contains forward-looking information, including targets and commitments, which are based on assumptions and subject to risks and uncertainties. Actual results may differ materially. Readers should refer to the forward-looking statements section of the Annual Integrated Report and the Company's public filings for additional information.

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1. Governance

1.1 VALUES, MISSION, AND PURPOSE

AtkinsRéalis is guided by its purpose to engineer a better future for our planet and its people. The Company brings together people, data, and technology to help deliver infrastructure and energy solutions, and its values help shape how it operates and serves clients, communities, and other stakeholders.

This purpose-led approach supports disciplined execution, responsible business conduct, and long-term value creation. It also reinforces the Company's emphasis on collaboration, delivery, and practical solutions that respond to evolving client, community, and societal needs.

Additional information about the Company's purpose, values, and approach is available on AtkinsRéalis' website at: https://www.atkinsrealis.com/en/about.

1.2 SUSTAINABILITY GOVERNANCE

AtkinsRéalis embeds governance, compliance and risk management into the way the Company operates, and delivers projects. Oversight of sustainability-related matters is anchored at the Board level and supported by management governance processes and policies. Corporate governance materials, including Board and committee mandates and governance by-laws, are available on the Company's corporate governance webpage (https://www.atkinsrealis.com/en/about/corporate-governance).

The Governance, Ethics, and Sustainability Committee (GES Committee) provides Board-level oversight of sustainability strategy, sustainability-related reporting and key governance practices. The GES Committee mandate includes oversight of the Company's Annual Integrated Report and material sustainability-related reports (https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/about-newco/corporate-governance/gesc-mandate-en.pdf).

The Audit and Risk Committee is responsible for overseeing the control framework and assurance process in place to ensure the appropriateness of the information included on the Company's public disclosure documents (mandate: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/about-newco/corporate-governance/audit-risk-mandate-en.pdf).

Management accountability is assigned through executive leadership roles and operating governance forums that drive implementation of key programs, including integrity & compliance, health, safety & environmental management, information security & privacy, and enterprise risk management. The Company's governance documents are organized through a defined governance framework that sets expectations for document development, approval, and periodic review.

1.3 BOARD AND BOARD COMMITTEES' RESPONSIBILITIES

The Board discharges its responsibilities through standing committees with defined mandates. Collectively, this committee structure supports oversight across sustainability-related governance, integrity, and compliance, risk management, project oversight, safety, and technology.

- Board of Directors: Overall stewardship and oversight of strategy, risk, governance, and disclosure (mandate: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/about-newco/corporate-governance/board-mandate-en.pdf).
- Audit and Risk Committee: Oversight of financial reporting, internal controls, risk management, and related assurance activities (mandate: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/about-newco/corporate-governance/audit-risk-mandate-en.pdf).
- Governance, Ethics, and Sustainability Committee: Oversight of governance, ethics, and sustainability strategy, and reporting (mandate: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/about-newco/corporate-governance/gesc-mandate-en.pdf).
- Human Resources Committee: Oversight of human capital matters, including compensation, and broader people-related governance (mandate: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/about-newco/corporate-governance/hr-mandate-en.pdf).
- Safety, Project Oversight, and Technology Committee: Oversight related to safety, project controls, and technology (mandate: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/about-newco/corporate-governance/spot-mandate-en.pdf).

Committee mandates are reviewed periodically and are intended to evolve with the Company's risk profile, stakeholder expectations, and regulatory requirements.

1.4 INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING AND ASSURANCE APPROACH

AtkinsRéalis has begun implementing an Internal Controls over Sustainability Reporting (ICSR) approach, modelled on internal controls over financial reporting, intended to support completeness, accuracy, and consistency of sustainability-related disclosures. The ICSR framework includes defined ownership, documented methodologies, review controls, and escalation protocols. Certain indicators may be subject to limited assurance by an independent auditor and/or review by the Internal Audit team.

Where assurance is obtained, the independent practitioner's report is included as an Appendix to this report and details the scope of assurance, applicable standards, and related conclusions. The Company may also undertake internal audit reviews or targeted controls testing to support readiness for evolving disclosure requirements.

1.5 APPROACH TO SUSTAINABILITY

AtkinsRéalis' sustainability strategy is integrated into how the Company operates and how it supports clients. The Company frames sustainability as both a responsibility and a source of long-term resilience and opportunity, driven by its purpose to engineer a better future for our planet and its people (Sustainability Policy Statement available at: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/sustainability-policy-statement-en.pdf).

The Sustainability Policy is supported by policy commitments, management systems, stakeholder engagement practices, and continual improvement. This includes focus areas that connect directly to the Company's markets, such as resilient infrastructure, low-carbon energy solutions, and responsible delivery practices.

AtkinsRéalis' sustainability focus areas are built around a materiality assessment, concentrating on where the Company can make the greatest impact as a global engineering services and nuclear business.

Internally, the Company is focused on reducing its own GHG emissions and energy use[i] (including a net zero target aligned with the Paris Agreement) and strengthening its culture through employee engagement and a workplace where everyone belongs. Externally, as discussed in this report, it is focused on managing the environmental and social impacts of projects (e.g., resource use, contaminants, social value, human rights, biodiversity) and viewing opportunities in nuclear, rail and transit, and resilient, lifecycle-minded buildings and places through a climate change lens, among others (https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/supporting-document/sustainability-our-focus-areas-en.pdf).

Governance documents and operating practices are designed to translate commitments into day-to-day expectations for employees and relevant third parties. AtkinsRéalis' Governance Framework provides the backbone for policy ownership, approval, and revision cycles.

Sustainability-Related Scores and Rankings		Score/Ranking	Additional Detail
CDP	B	Ranking	
Ecovadis	61	Score (%)	Bronze medal
ISS	C	Ranking	
MSCI	AA	Ranking	
S&P Global CSA Score	42	Score (%)	Received Badge Marking 10 Years of Submission
Sustainalytics	29.6	Risk level	Medium Risk

Table 1-A. Sustainability-Related Scores and Rankings

[i] For more information on the Company's emissions calculation methodology, see: https://atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/report/greenhouse-gas-emissions-calculation-methodology.pdf.

1.6 INTEGRITY PROGRAM

AtkinsRéalis' integrity program is designed to promote ethical conduct, comply with applicable laws, and reduce the risk of misconduct, including corruption and bribery. The program is supported by the Code of Conduct and detailed procedures that operationalize expectations for employees and relevant third parties.

Key program elements include:

- Clear expectations through the Code of Conduct (https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/policies/code-of-conduct-en.pdf) and supporting governance documents.
- Operational procedures and controls for compliance risk areas, including procedures that define how these compliance risks are managed in practice (Compliance Procedure: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/policies/compliance-procedure-po.pdf).
- A confidential reporting line operated by an external service provider, with stated protections against retaliation for good-faith reports (Reporting line webpage: https://www.atkinsrealis.com/en/site-services/reporting-line).
- Training and awareness activities tailored to roles and risk exposure, combined with monitoring and investigation practices. For more details, see AtkinsRéalis recent Integrity Report: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/report/integrity-annual-report-en.pdf.
- Escalation, remediation, and accountability mechanisms when issues are substantiated.

The Company also publishes an overview of the integrity program to support transparency and awareness (Integrity Highlights: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/integrity-highlights-en.pdf).

Integrity Investigations[ii]	Value	
Recommended Disciplinary Actions Following Integrity-Related Investigations		
Actions Related to Fraud	5	✓
Actions Related to Conflict of Interest	1	✓
Actions Related to Competition	0	✓
Actions Related to Earnings Management	0	✓
Actions Related to Other Type of Misconducts[iii]	1	✓
Total of Disciplinary Actions Associated with All Types of Misconduct	**7**	✓
Total Number of Confirmed Incidents of Corruption[iv]	**0**	✓

Table 1-B. Recommended Disciplinary Actions Following Integrity-Related Investigations and Confirmed Incidents of Corruption

ii Please see the Data Tear Sheets for detailed information on the types of actions recommended.
iii Other types of misconduct 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.
iv Incidents of corruption are defined as allegations that have been found to be substantiated, and do not include allegations of corruption that are still under investigation in the reporting period, if any (in alignment with the GRI standard).

1.7 APPROACH TO RISK MANAGEMENT

Sustainability-related risks and opportunities are addressed through the Company's enterprise risk management (ERM) approach. The ERM supports identification, assessment, mitigation, and monitoring of principal risks, ranging from regulatory shifts to climate impact.

Sustainability-related considerations are incorporated into governance oversight, strategy discussions, and key management processes, with disclosures intended to be decision-useful for capital markets. Where risks and opportunities are discussed in detail in statutory filings, readers should refer to the Company's MD&A (https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/investor-briefcase/en/2025/e_mda_annuel_2025-en.pdf) for additional context.

1.8 GLOBAL SECURITY

AtkinsRéalis' security approach seeks to protect its people, assets, and reputation across a diverse geographic footprint. The Company describes security priorities that include threat and risk assessment, mitigation measures, crisis management, and business continuity planning (https://www.atkinsrealis.com/en/about/security).

Security governance is designed to support consistent standards while recognizing that security risks vary by geography, project context, and operating environment. Security practices are integrated with broader risk management and crisis response processes.

1.9 GLOBAL HSE MANAGEMENT SYSTEM AND SAFETY PHILOSOPHY

AtkinsRéalis maintains a global health, safety, and environment management system that sets common requirements intended to drive consistent HSE practices across managed sites, and office locations. The HSE "Bluebook" describes the Company's approach and expectations and references alignment to recognized standards and management system approaches (https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/blue-book_en.pdf).

The HSE Policy Statement outlines commitments to identifying hazards, managing risk to as low as reasonably achievable, promoting visible leadership, and driving continuous improvement (https://www.atkinsrealis.com/en/media/download-center/policy/hse-policy-statement).

Health and Safety Incidents (Employees Only)[v]	Value	Unit	
Incidents Frequency Rates[vi]			
Total Recordable Incident Frequency (TRIF)	0.05	Rate	✓
Lost Time Incident Frequency (LTIF)[vii]	0.019	Rate	✓
Number of Fatalities	0	Fatalities	✓
Fatality Rate	0.00	Rate	✓

Table 1-C. Health and Safety Incidents (Employees Only)

v Includes AtkinsRéalis' regular and temporary employees, and excludes employees from companies acquired during the reporting year, as well as contractors.
vi 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 by AtkinsRéalis employees. AtkinsRéalis aligns its calculation of these frequencies with Sustainability Accounting Standards Board (SASB) definitions.
vii 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).

1.10 ENVIRONMENTAL MANAGEMENT AND IMPACTS

The Sustainability Policy Statement describes how the Company approaches sustainability-related topics across operations and services, including environmental management and continuous improvement expectations (https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/sustainability-policy-statement-en.pdf).

The Company's environmental approach includes compliance with applicable laws and permits, identification, and management of environmental risks, and integration of environmental considerations into project delivery, and operational practices. Where appropriate, environmental considerations may include resource efficiency, waste management, pollution prevention, and biodiversity-related considerations aligned to project context, and client requirements.

At controlled work sites, we also apply the environmental stewardship requirements set out in the Bluebook (https://crosssafety.ca/blue-book/), a practical compliance resource that supports consistent site standards and day-to-day operational readiness.

Environmental Incidents[viii]	Value
Incidents Frequency Rates (Employees only)[ix]	
Total Environmental Incident Frequency (TEIF)[x]	0.01
Total Number of Significant Environmental Incidents[xi]	5

Table 1-D. Environmental Incidents

1.11 GHG EMISSIONS

In 2025, the Science Based Targets initiative (SBTi)—a benchmark that evaluates net-zero targets using a recognized, science-aligned methodology—validated AtkinsRéalis' targets.

For its 2025 GHG emissions inventory, AtkinsRéalis updated its emission factors used to calculate emissions related to purchased goods and services and capital goods, under the spend-based method.

The previous factors had become outdated and no longer reflected global economic and technological changes. Because these updates result in more than a 1% variation in our 2019 base-year emissions inventory, we are required to recalculate and restate our base year, as per the Company's recalculation policy. Updating the base year ensures the Company can accurately track and communicate progress toward net zero and maintain transparency in our reporting. We are currently revising our base year emission calculation to reflect these changes and intend to disclose the updated amount in next year's annual integrated report.

This recalculation and restatement process is informed by the GHG Protocol, SBTi expectations and our philosophy of continuous improvement in data quality and accuracy. As a result, we have not included a narrative on our GHG performance this year relative to our base year and prior period emissions.

GHG Emissions in tCO_2e[xii]	Value
Scope 1 GHG Emissions	17,911
Scope 2 GHG Emissions (Market-Based)	4,789
Scope 2 GHG Emissions (Location-Based)	4,939
Subtotal - Scope 1 & 2 (Market-Based)	**22,701**
Scope 3 - Category 1 (Purchased Goods & Services)	358,310
Scope 3 - Category 2 (Capital Goods)	10,259
Scope 3 - Category 3 (Fuel & Energy-Related Activities)	8,273
Scope 3 - Category 4 (Upstream Transportation & Distribution)	2,187
Scope 3 - Category 5 (Waste Generated in Operations)	2,347
Scope 3 - Category 6 (Business Travel)[xiii]	54,772
Scope 3 - Category 7 (Employee Commuting)[xiv]	16,325
Scope 3 - Category 8 (Upstream Leased Assets)	35,543
Scope 3 - Category 13 (Downstream Leased Assets)	240
Scope 3 - Category 15 (Investments)	810,079
Subtotal - Scope 3	**1,298,336**
Biogenic Emissions	**902**
Total GHG Emissions Inventory	**1,321,037**

Table 1-E. GHG Emissions

Energy Use (in GJ)[xv]	Value
Energy Use – Renewable	11,172
Energy Use – Non-Renewable	551,880
Total Energy Use	**563,052**

Table 1-F. Energy Use

GHG Emissions and Energy Intensities	Value	Unit
Scope 1 & Scope 2 Emission Intensity	0.6	tCO_2e per FTE
Scope 1 & Scope 2 Emission Intensity	2.1	tCO_2e per M CA$ Revenue
Energy Intensity Ratio	14.3	GJ per FTE
Energy Intensity Ratio	51.2	GJ per M CA$ Revenue

Table 1-G. GHG Emissions and Energy Intensities

[viii] 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: http://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/supporting-document/hse-indicators-guidelines.pdf

[ix] Includes incidents caused by AtkinsRéalis' regular and temporary employees, and excludes incidents caused by employees from companies acquired during the reporting year or contractors.

[x] 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 by AtkinsRéalis employees. 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.

[xi] AtkinsRéalis considers Level 2 and Level 3 incidents as "significant." In 2025, 5 Level 2 environmental incidents were reported on AtkinsRéalis controlled sites. These environmental incidents were thoroughly investigated and AtkinsRéalis continues to apply all appropriate preventive measures to avoid a recurrence. During the same period, there were 0 Level 3 on controlled sites.

[xii] AtkinsRéalis' GHG emissions calculations are informed by 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 in the Greenhouse Gas Protocol Corporate Standard, available at: https://ghgprotocol.org/corporate-standard. For more information on the Company's emissions calculation methodology, see: https://atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/report/greenhouse-gas-emissions-calculation-methodology.pdf.

[xiii] Includes hotel stays.

[xiv] Includes work from home.

[xv] Energy Use figures include Scope 1 and Scope 2 emissions only. Market-based energy usage was used to calculate figures associated with energy use and intensities. Starting in 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 2025 excludes this sub-set of energy usage.

1.12 SOCIAL IMPACT, HUMAN CAPITAL, AND BELONGING

AtkinsRéalis seeks to create positive impacts for people through both its operations and the benefits delivered for clients and communities.

The Company's approach includes attention to safety and wellbeing, workforce development, ethical conduct, and meaningful engagement with stakeholders.

The Company's "Everyone Belongs" approach describes efforts to build a workplace environment grounded in respect, belonging, and inclusion, supporting employee experience and performance (https://www.atkinsrealis.com/en/sustainability/everyone-belongs).

Human capital development practices include leadership development, learning and capability building, and initiatives to attract and retain talent aligned to strategic growth areas. People-related indicators are presented in the Data Tear Sheet (Section 7).

AtkinsRéalis also maintains accessibility procedures to support inclusive experiences for employees and other stakeholders, including processes aligned to the Accessibility for Ontarians with Disabilities Act (AODA): https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/footer/accessibility-policy/ca-aoda-regional-procedure-en.pdf

Employee Engagement (Vox Survey Results)	Value	Unit
Participation Rate[xvi]	**81**	**%**
Engagement	**86**	**%**
Involvement	87	%
Alignment	85	%
Loyalty	87	%
Employer Advocacy[xvii]	**90**	**%**

Table 1-H. Employee Engagement

1.13 HUMAN RIGHTS AND MODERN SLAVERY

The Company's Human Rights Policy describes expectations for respecting human rights in its operations and value chain, including commitments related to non-discrimination, freedom of association, and the elimination of forced labour (Human Rights Policy: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/human-rights-policy-en-2024.pdf).

AtkinsRéalis publishes a Modern Slavery and Human Trafficking Statement that describes governance, due diligence practices, and supplier expectations intended to mitigate modern slavery risks (Modern Slavery and Human Trafficking Statement: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/site-services/statutory-and-regulatory-disclosures/modern-slavery-statement-en.pdf).

The Modern Slavery and Human Trafficking Statement also describes global initiatives and best practices, including the Company's commitment as a signatory to the UN Global Compact since 2015.

[xvi] 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: employees from companies acquired during the reporting year, 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.

[xvii] The Employer Advocacy index aggregates positive answers to questions such as "I would recommend AtkinsRéalis as an employer."

1.14 COMMUNITY RELATIONS, INDIGENOUS RELATIONS, AND STAKEHOLDER ENGAGEMENT

The Company's approach to stakeholder engagement includes maintaining relationships with communities impacted by projects and operations and integrating stakeholder considerations into project delivery and business practices. Stakeholder engagement practices vary by project and geography and may include community consultations, client engagement processes, supplier and partner engagement, and employee listening mechanisms.

In Canada, the Company has articulated commitments related to Indigenous relationships and reconciliation, including a Commitment to Indigenous People, and a ReconciliACTION Plan (Commitment to Indigenous People: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/commitment-to-indigenous-people.pdf; ReconciliACTION Plan: https://www.atkinsrealis.com/en/media/download-center/policy/reconciliaction-plan).

In the UK and Ireland, AtkinsRéalis' Social Value Protocol provides a structured approach to planning, delivering, and evidencing social value outcomes in support of clients and communities (https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/uk-and-ireland-social-value-protocol.pdf).

1.15 PUBLIC POLICY AND ADVOCACY

AtkinsRéalis' public policy engagement is intended to be consistent with governance expectations and integrity requirements. Where the Company engages in policy discussions, lobbying activity, or advocacy, it seeks to do so transparently and responsibly, consistent with applicable laws, ethical standards and internal approval processes. Governance and oversight are supported through established roles, controls, and reporting.

AtkinsRéalis engages with governments and policymakers on matters that affect the Company's ability to deliver safe, high-quality infrastructure and nuclear services, and to support communities and clients.

As per its Code of Conduct and Compliance Procedure, AtkinsRéalis does not make political contributions on behalf of the Company, including contributions to political parties or candidates, even where permitted by law. This directive applies to all personnel, including the CEO, members of the Board and the Executive Committee, Senior Management, and employees (regular, occasional, temporary, contractual, full- or part-time, etc.), consultants, and loaned personnel.

In the United States, and consistent with applicable election laws, AtkinsRéalis may support certain state and local ballot initiatives that are non-partisan in nature and relate to priorities such as infrastructure development and maintenance, and the growth of nuclear power. Additional detail on the Company's approach to lobbying and political activities is available in its historical Lobbying and Political Activities Reports and on all required public disclosure platforms.

1.16 RESPONSIBLE SUPPLY CHAIN AND THIRD-PARTY EXPECTATIONS

The Counterparty Code of Conduct references supplier and counterparty expectations, and reflects the Company's view that responsible business requirements extend to relevant third parties. Procurement and supplier management processes are designed to integrate integrity, human rights, and other responsible business considerations commensurate with risk: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/counterparty-code-conduct-en.pdf

Modern slavery-related supplier expectations and due diligence practices are described in the Modern Slavery and Human Trafficking Statement (https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/site-services/statutory-and-regulatory-disclosures/modern-slavery-statement-en.pdf).

1.17 RESPONSIBLE AI, DATA MANAGEMENT, CYBER SECURITY, AND PRIVACY

AtkinsRéalis' disclosures emphasize protecting systems and data, including employee and client data, and maintaining privacy and cybersecurity protections. The Company publishes a Cyber Security Policy Statement (https://www.atkinsrealis.com/en/media/download-center/policy/cyber-security-policy-statement) and a Privacy Policy (https://www.atkinsrealis.com/site-services/privacy-policy) describing how personal data is processed and protected.

Technology governance and oversight are supported through Board committee responsibilities and management accountability. Where digital tools are deployed to support project delivery, the Company seeks to manage associated risks, including information security, privacy, and responsible use considerations.

1.18 APPROACH TO TAX

AtkinsRéalis frames taxation as part of responsible business conduct and aims to comply with applicable tax laws and reporting obligations across the jurisdictions in which it operates. Our Global Tax Strategy emphasizes compliance, transparency, appropriate oversight, policies, risk management, and ethical tax practices, reinforcing our long-term business stability. Additional context is available in the Company's annual reporting materials and statutory filings, as well as in its Global Tax Strategy: (https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/site-services/statutory-and-regulatory-disclosures/tax-strategy.pdf).

2. Strategy

2.1 STRATEGY OVERVIEW

AtkinsRéalis' 2025-2027 strategy, "Delivering Excellence, Driving Growth," builds on the Company's earlier transformation and focuses on optimizing operations, accelerating value creation, and exploring untapped potential. The strategy includes continued emphasis on disciplined execution, simplification, and predictable delivery, combined with targeted growth in priority markets.

Strategic priorities include deepening leadership in nuclear energy, expanding in high-potential infrastructure and engineering services markets, and leveraging technology and innovation to enhance project delivery and sustainability outcomes. The Company's investor-facing strategy overview provides additional context (https://www.atkinsrealis.com/en/investors/corporate-overview/business-strategy).

2.2 SUSTAINABILITY-RELATED IMPLICATIONS OF STRATEGY

The strategy has sustainability-related implications in several areas:

- Portfolio and market focus: prioritizing sectors where the Company's capabilities support long-term societal needs, including resilient infrastructure and low-carbon energy solutions.
- Operational excellence: strengthening delivery discipline and risk management, which supports safety performance and quality outcomes for clients and communities.
- Innovation and digital: expanding digital tools and data-driven approaches that can improve efficiency, predictability, resilience, and lifecycle outcomes.

These strategic priorities inform the Company's approach to identifying sustainability-related risks and opportunities and to prioritizing investments and capability development.

2.3 RESOURCE ALLOCATION

Resource allocation is guided by the strategy and capital discipline, including investments in priority growth platforms, capability building (including digital tools), and talent. Material, sustainability-related investments are considered alongside financial returns, and risk management considerations. Financial details and capital allocation priorities are addressed in investor materials and statutory filings; this Narrative Section focuses on governance and sustainability-related implications.

3. Double Materiality Assessment

AtkinsRéalis is currently undertaking a Double Materiality Assessment (DMA) that considers (i) how sustainability-related matters may reasonably be expected to affect enterprise value and (ii) how the Company's activities may impact people and the environment, consistent with evolving expectations for sustainability reporting.

As the Company advances its Canadian Sustainability Disclosure Standards (CSDS) readiness, the double materiality assessment is intended to support topic prioritization, disclosure focus, and the selection of metrics and targets. The Company has previously conducted materiality assessments and has described a structured approach in prior ESG reporting (for example, ESG Report 2022: https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/report/esg-report-2022.pdf).

3.1 DMA METHODOLOGY – IN PROGRESS

The Company's draft DMA methodology is designed to align with industry best practice and support governance review. Key steps include:

- **Using the European Sustainability Reporting Standards' (ESRS) DMA approach/framework and a list of Impacts, Risks, and Opportunities (IROs):** Narrow the topic set to environmental, social, and governance matters relevant to the Company's operations, and markets.
- **Data collection:** Internal evidence (company-specific indicators, product & service split, geographic data, compliance findings, HSE data, workforce & supply chain insights, business strategy), and external evidence (regulatory expectations, investor priorities, peer practices, and ratings methodologies).
- **Science-based analysis:** Integrate company-specific inputs with external datasets to generate data-driven assessment of sustainability IROs.
- **Stakeholder engagement:** Gather inputs through surveys with key stakeholder groups (employees, leadership, investors, Board of Directors, clients, partners, suppliers, subcontractors, and community groups) to refine and quantify perceived impacts, risks, and opportunities (IROs).
- **Data analysis:** Integrate stakeholder insights with science-based results to evaluate topics through financial and impact materiality lenses and validate with internal materiality thresholds.
- **Validate and govern review outputs:** Through management validation and Board committee oversight.

4. Risks and Opportunities

The Company's approach is intended to support consistent identification and management of risks and opportunities that could affect strategy, performance, resilience, and stakeholder trust. As such, they will be reviewed in light of the results of the Company's upcoming double materiality assessment.

(This section provides a sustainability-focused overview. For broader discussion of principal risks, readers should refer to the Company's MD&A and other statutory filings, where applicable).

Sustainability-related risks and opportunities are embedded into the ERM framework.

4.1 ENVIRONMENT-RELATED RISKS AND OPPORTUNITIES

Environment-related risks and opportunities include:

- Regulatory and disclosure risk: evolving sustainability-related disclosure requirements and expectations across jurisdictions.
- Transition risk: policy, technology, market, and reputational shifts related to the low-carbon transition.
- Physical risk: acute and chronic climate impacts affecting operations, projects, assets, supply chains, or clients.
- Environmental compliance risk: non-compliances, permitting issues, or operational impacts.

Environment-related opportunities may include business growth opportunities aligned to infrastructure resilience, adaptation, and mitigation services, and lower-carbon solutions for clients (sustainability strategy overview: https://www.atkinsrealis.com/en/sustainability/our-strategy-and-approach).

4.2 SOCIAL-RELATED RISKS AND OPPORTUNITIES

Social-related risks and opportunities may include:

- Workforce availability and retention, including competition for specialized skills.
- Health, safety, and wellbeing outcomes across the Company's operating footprint, and project activities.
- Human rights considerations in the value chain, including supplier-related risks.
- Community relations risks related to project delivery and social license to operate.

Social-related opportunities may include strengthening talent outcomes through belonging-focused workplace practices and skills development aligned to strategic growth areas (Everyone Belongs: https://www.atkinsrealis.com/en/sustainability/everyone-belongs).

4.3 GOVERNANCE-RELATED RISKS AND OPPORTUNITIES

Governance-related risks and opportunities may include:

- Ethics and compliance failures that could result in legal or reputational consequences.
- Data privacy and cybersecurity incidents with operational and trust impacts.
- Disclosure quality risks, including completeness and accuracy of sustainability-related information.

Governance-related opportunities include strengthening stakeholder trust through robust governance, disciplined internal controls over sustainability reporting and transparent reporting and assurance practices.

5. Policies and Commitments

AtkinsRéalis maintains a policy architecture that supports consistent governance and responsible business practices across the organization.

The table below provides brief descriptions of selected policies and statements most relevant to this Section. Full policies govern in case of any inconsistency. Readers are encouraged to consult the full documents at the links provided.

Governance document	What it covers	Why it matters	Link
Code of Conduct	Sets expectations for ethical behaviour, legal compliance, conflicts of interest management, respectful workplace conduct, and protection of confidential information.	Establishes the baseline for integrity and trust, supporting culture, and consistent decision-making.	https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/policies/code-of-conduct-en.pdf
Compliance Procedure	Operationalizes compliance expectations, including controls, and processes to prevent, and detect bribery, and corruption, manage third-party risks, and support appropriate approvals, and recordkeeping.	Supports consistent compliance practices across geographies and projects, reducing legal, and reputational risk.	https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/policies/compliance-procedure-po.pdf
Integrity Highlights	Provides an overview of the integrity program, including speak-up channels, and protections for good-faith reporting.	Improves transparency and reinforces expectations for raising concerns and seeking guidance.	https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/integrity-highlights-en.pdf
HSE Policy Statement	Sets commitments for health and safety leadership, hazard identification, well-being, environmental management, and continuous improvement.	Clarifies the Company's safety philosophy and reinforces that safety is a collective leadership responsibility.	https://www.atkinsrealis.com/en/media/download-center/policy/hse-policy-statement

Governance document	What it covers	Why it matters	Link
Global HSE "Bluebook"	Describes the global HSE management system, including common requirements, and expected practices across controlled sites, and offices.	Supports consistent implementation and measurement across the enterprise.	https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/blue-book_en.pdf
Sustainability Policy Statement	Articulates sustainability commitments and the scope of sustainability-related expectations across operations and services.	Provides a unifying reference point for sustainability strategy and implementation.	https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/sustainability-policy-statement-en.pdf
Global Security Statement / Security Approach	Frames how the Company manages security risks, including threat assessment, mitigation, and crisis management practices.	Supports employee safety and operational continuity in diverse risk contexts.	https://www.atkinsrealis.com/en/about/security
Cyber Security Policy Statement	States expectations for protecting systems and data from cyber threats and frames cybersecurity governance.	Protects information assets and supports client trust and operational resilience.	https://www.atkinsrealis.com/en/media/download-center/policy/cyber-security-policy-statement
Privacy Policy	Describes how personal data is collected, used, and protected, and the basis for processing.	Supports compliance with privacy requirements and transparency with data subjects.	https://www.atkinsrealis.com/en/site-services/privacy-policy
Human Rights Policy	Describes expectations to respect human rights, including non-discrimination, freedom of association, and the elimination of forced labour, and modern slavery.	Establishes the Company's human rights commitments for operations and value chain relationships.	https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/human-rights-policy-en-2024.pdf

Governance document	What it covers	Why it matters	Link
Modern Slavery and Human Trafficking Statement	Describes governance, due diligence practices, and supplier expectations to mitigate modern slavery risks, including references to global initiatives.	Improves transparency and supports risk management in the value chain.	https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/site-services/statutory-and-regulatory-disclosures/modern-slavery-statement-en.pdf
Commitment to Indigenous People / ReconciliACTION Plan (Canada)	Articulates commitments and actions related to Indigenous relationships and reconciliation in the Canadian context.	Supports respectful relationships and long-term partnership orientation with Indigenous communities and organizations.	https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/commitment-to-indigenous-people.pdf; https://www.atkinsrealis.com/en/media/download-center/policy/reconciliaction-plan
Sustainability Landing Page and Related Disclosures	Provides the Company's high-level sustainability strategy and focus areas and links to supporting materials.	Serves as an accessible hub for stakeholders seeking sustainability information.	https://www.atkinsrealis.com/en/sustainability
Social Value Protocol (UK and Ireland)	Provides a consistent approach to identifying, planning, delivering, and evidencing social value outcomes across bids and project delivery in the UK and Ireland.	Helps demonstrate community benefit and supports client procurement expectations and social license to operate.	https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/download-centre/en/policy/uk-and-ireland-social-value-protocol.pdf
Accessibility Procedure (Canada)	Provides guidelines to prevent and remove barriers and ensure dignity, independence, integration, and equal opportunity for people with disabilities when interacting with the Company or working within it.	Supports inclusive access and compliance with applicable accessibility requirements for employees and other stakeholders.	https://www.atkinsrealis.com/~/media/Files/A/atkinsrealis/documents/footer/accessibility-policy/ca-aoda-regional-procedure-en.pdf

In addition to the policies listed above, readers may consult the Company's corporate governance page for Board and committee mandates, and governance by-laws (https://www.atkinsrealis.com/en/about/corporate-governance). All policies, in addition to Company press releases and authorized studies, can be found at AtkinsRéalis' Download Center (https://www.atkinsrealis.com/en/media/download-center).

6. Data Tear Sheets

Metric Name	2025 Value	Unit	
Governance			
Business Ethics			
Total Number of Employees Who Completed the Code of Conduct Training	**36,177**	**People**	
Anti-Corruption			
Incidents of Corruption[xviii]			
Total Number of Confirmed Incidents of Corruption	0	Incidents	✓
Total Number of Confirmed Incidents in Which Employees Were Dismissed or Disciplined	0	Incidents	✓
Total Number of Confirmed Incidents When Contracts with Third Parties Were Terminated or Not Renewed as a Direct Result of an Internal Investigation	0	Incidents	✓
Public Legal Cases Regarding Corruption Brought Against The Organization or Its Employees During the Reporting Period	0	Incidents	✓
Integrity Allegations			
Reporting Channels			
Reporting Line[xix]	159	Allegations	✓
Email	134	Allegations	✓
Phone	5	Allegations	✓
Other	9	Allegations	✓
Total Allegations Received	**307**	**Allegations**	✓
Number of Allegations Transmitted Anonymously	123	Allegations	✓
Number of Allegations Closed[xx]	386	Allegations	✓
Integrity Investigations			
Recommended Disciplinary Actions Following Integrity-Related Investigations		Disciplinary Actions	✓
Termination Related to Fraud	1	Disciplinary Actions	✓
Written Warning Related to Fraud	1	Disciplinary Actions	✓
Verbal Warning Related to Fraud	3	Disciplinary Actions	✓
Verbal Reminder Related to Fraud	0	Disciplinary Actions	✓
Other Disciplinary Actions Related to Fraud	0	Disciplinary Actions	✓
Subtotal Related to Fraud	**5**	**Disciplinary Actions**	✓

[xviii] Incidents of corruption are defined as incidents that have been found to be substantiated, and do not include incidents of corruption that were still under investigation in the reporting period, if any (in alignment with the GRI standard).
[xix] Operated by a secured third-party provider.
[xx] Includes all allegations closed in 2025 (including those initiated in prior years).

Metric Name	2025 Value	Unit	
Termination Related to Conflict of Interest	0	Disciplinary Actions	✓
Written Warning Related to Conflict of Interest	0	Disciplinary Actions	✓
Verbal Warning Related to Conflict of Interest	0	Disciplinary Actions	✓
Verbal Reminder Related to Conflict of Interest	1	Disciplinary Actions	✓
Other Disciplinary Actions Related to Conflict of Interest	0	Disciplinary Actions	✓
Subtotal Related to Conflict of Interest	**1**	**Disciplinary Actions**	✓
Termination Related to Competition	0	Disciplinary Actions	✓
Written Warning Related to Competition	0	Disciplinary Actions	✓
Verbal Warning Related to Competition	0	Disciplinary Actions	✓
Verbal Reminder Related to Competition	0	Disciplinary Actions	✓
Other Disciplinary Actions Related to Competition	0	Disciplinary Actions	✓
Subtotal Related To Competition	**0**	**Disciplinary Actions**	✓
Termination Related to Earnings Management	0	Disciplinary Actions	✓
Written Warning Related to Earnings Management	0	Disciplinary Actions	✓
Verbal Warning Related to Earnings Management	0	Disciplinary Actions	✓
Verbal Reminder Related to Earnings Management	0	Disciplinary Actions	✓
Other Disciplinary Actions Related to Earnings Management	0	Disciplinary Actions	✓
Subtotal Related to Earnings Management	**0**	**Disciplinary Actions**	✓
Termination Related to Other Type of Misconducts	1	Disciplinary Actions	✓
Written Warning Related to Other Type of Misconducts	0	Disciplinary Actions	✓
Verbal Warning Related to Other Type of Misconducts	0	Disciplinary Actions	✓
Verbal Reminder Related to Other Type of Misconducts	0	Disciplinary Actions	✓
Other Disciplinary Actions Related to Other Type of Misconducts	0	Disciplinary Actions	✓
Subtotal Related to Other Type of Misconducts[xxi]	**1**	**Disciplinary Actions**	✓
Total of Disciplinary Actions Associated with All Types of Misconduct	**7**	**Disciplinary Actions**	✓

[xxi] 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.

Metric Name	2025 Value	Unit	
Excellence			
Sustainability Rankings			
CDP Score	B	Ranking	
Ecovadis	61	Score (%)	
ISS	C	Ranking	
MSCI	AA	Ranking	
S&P Global CSA Score	42	Score (%)	
Sustainalytics	29.6	Risk level	
People			
Workforce			
Total Number of Employees[xxii]	40,246	People	✓
Workforce Growth During Reporting Year	1,800	People	✓
Health and Safety (Employees Only)[xxiii]			
Incidents Frequency Rates			
Total Recordable Incident Frequency (TRIF)	0.05	Rate	✓
Lost Time Incident Frequency (LTIF)[xxiv]	0.019	Rate	✓
Number of Fatalities	**0**	Fatalities	✓
Fatality Rate	0.00	Rate	✓
Employee Engagement			
Vox Survey Results			
Participation Rate[xxv]	81	%	
Engagement	86	%	
Involvement	87	%	
Alignment	85	%	
Loyalty	87	%	
Employer Advocacy[xxvi]	90	%	

[xxii] Includes employees in the reporting lines of the Chief Executive Officer of the Company (regular, occasional, temporary, contractual, full- or part-time, etc.), employees of entities acquired during the reporting year, as well as consultants and loaned personnel. 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.

[xxiii] Includes regular and temporary employees, and excludes employees from companies acquired during the reporting year, as well as contractors.

[xxiv] 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).

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

[xxvi] The Employer Advocacy index aggregates positive answers to questions such as "I would recommend AtkinsRéalis as an employer".

Metric Name	2025 Value	Unit	
Planet			
Revenues from Sustainable Projects[xxvii]			
Percentage of Revenues Associated with Sustainable Projects	~ 50	%	✓
Percentage of Revenues Associated with Clean Tech[xxviii]	~ 30	%	✓
GHG Emissions and Energy Use			
GHG Emissions[xxix]			
Scope 1 GHG Emissions	17,911	tCO_2e	✓
Scope 2 GHG Emissions (Market-Based)[xxx]	4,789	tCO_2e	✓
Scope 2 GHG Emissions (Location-Based)	4,939	tCO_2e	✓
Subtotal - Scope 1 & 2 (Market-Based)	**22,701**	**tCO_2e**	✓
Scope 3 - Category 1 (Purchased Goods & Services)	358,310	tCO_2e	✓
Scope 3 - Category 2 (Capital Goods)	10,259	tCO_2e	✓
Scope 3 - Category 3 (Fuel & Energy-Related Activities)	8,273	tCO_2e	✓
Scope 3 - Category 4 (Upstream Transport & Distribution)	2,187	tCO_2e	✓
Scope 3 - Category 5 (Waste Generated in Operations)	2,347	tCO_2e	✓
Scope 3 - Category 6 (Business Travel, Including Hotel Stays)	54,772	tCO_2e	✓
Scope 3 - Category 7 (Employee Commuting and Work-from-Home)	16,325	tCO_2e	✓
Scope 3 - Category 8 (Upstream Leased Assets)	35,543	tCO_2e	✓
Scope 3 - Category 13 (Downstream Leased Assets)	240	tCO_2e	✓
Scope 3 - Category 15 (Investments)	810,079	tCO_2e	✓
Subtotal - Scope 3	**1,298,336**	**tCO_2e**	✓
Biogenic Emissions	902	tCO_2e	✓
Total GHG Emissions Inventory	**1,321,037**	**tCO_2e**	✓

Metric Name	2025 Value	Unit	
Energy Use			
Energy Use - Renewable	11,172	Gigajoules (GJ)	✓
Energy Use - Non-Renewable	551,880	GJ	✓
Total Energy Use	**563,052**	**GJ**	✓
Total Energy Use	**156,403**	**MWh**	✓
GHG Emissions and Energy Use Intensities			
Scope 1 & 2 (Market-Based) Emission Intensity	0.6	tCO_2e / FTE	✓
Scope 1 & 2 (Market-Based) Emission Intensity	2.1	tCO_2e / M CA$ Revenue	✓
Energy Intensity Ratio	14.3	GJ / FTE	✓
Energy Intensity Ratio	51.2	GJ / M CA$ Revenue	✓
Environmental Incidents[xxxi]			
Total Environmental Incident Frequency (TEIF)[xxxii]	0.01	Rate	✓
Total Number of Significant Incidents[xxxiii]	5	Incidents	

[xxvii] For AtkinsRéalis, revenues from sustainable projects are defined as revenues generated from projects where the Market, Sub-Market, or Sub-Service is classified as Sustainable under AtkinsRéalis' internal classification framework. The Markets and Services considered Sustainable are determined by AtkinsRéalis and currently includes Rail and Transit, Environmental Protection, Regulation and Resilience, Hydropower and Dams, Social Building and Places, Oil and Gas Decommissioning, Future of Transport Consultancy, and Strategy & Advisory, including Environmental Resilience Consultancy. In 2025, revenues associated with sustainable projects did not include revenues from companies acquired during the reporting period.

[xxviii] AtkinsRéalis identifies projects associated with clean technology based on an internally developed definition inspired by MSCI's environmental classification methodology (https://www.msci.com/eqb/methodology/ meth_docs/MSCI_Global_Environment_May2011.pdf). This includes selected nuclear projects, smart grid solutions, high-technology manufacturing, and carbon capture initiatives. In 2025, revenues associated with clean tech did not include revenues from companies acquired during the reporting period.

[xxix] AtkinsRéalis' GHG emissions calculations are informed by 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.

[xxx] Energy Use figures include Scope 1 and Scope 2 emissions only. Market-based energy usage was used to calculate figures associated with energy use and intensities. Starting in 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 2025 excludes this sub-set of energy usage.

[xxxi] 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/supporting-document/hse-indicators-guidelines.pdf .

[xxxii] 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 by AtkinsRéalis employees.

[xxxiii] AtkinsRéalis considers Level 2 and Level 3 incidents as "significant." In 2025, 5 Level 2 environmental incidents were reported on AtkinsRéalis controlled sites. These environmental incidents were thoroughly investigated and AtkinsRéalis continues to apply all appropriate preventive measures to avoid recurrences. During the same period, there were 0 Level 3 on controlled sites.

7. Glossary of Key Terms, Abbreviations, and Acronyms

AI	Artificial intelligence
AMEA	Asia, Middle East & Australia
AtkinsRéalis	AtkinsRéalis Group Inc.
Board or Board of Directors	AtkinsRéalis board of directors
CAA	Civil Aviation Authority
CANDU®	Canada Deuterium Uranium, a type of Canadian-designed nuclear reactor that uses heavy water (deuterium oxide) and natural uranium
CCIB	Canadian Council for Indigenous Business
CEO	Chief Executive Officer
CFO	Chief Financial Officer
Chair	Chair of the Board / Chair of a Committee
CO_2	Carbon Dioxide
COO	Chief Operating Officer
Company	AtkinsRéalis Group Inc.
CSDS	Canadian Sustainability Disclosure Standards
CSSB	Canadian Sustainability Standards Board (CSSB)
Directors	Members of the Board of Directors
DMA	Double Materiality Assessment
DOE	Department of Energy
EBIT	Earnings Before Interest and Taxes
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization
EDF	Électricité de France
EPC	Energy Performance Certificate
EPR	European Pressurised Reactor
EPS	Earnings Per Share
ERM	Enterprise Risk Management
EV	Electric vehicle
GESC	Governance, Ethics and Sustainability Committee of the Board
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HSE	Health, Safety, Environment and Wellbeing
ICSR	Internal Controls over Sustainability Reporting
IFRS®	Accounting Standards Issued by the International Financial Reporting Standards Board
ITDRP	Information Technology Disaster Recovery Plan
IWIL	Indigenous Women in Leadership
LRT	Light Rail Transit
LSTK	Lump-Sum turnkey
LTIF	Lost Time Incident Frequency
MD&A	Management's Discussion and Analysis
NCIB	Normal Course Issuer Bid
NDA	Nuclear Decommissioning Authority
OPG	Ontario Power Generation
RFP	Request for Proposal
SAIL	Specific Assurance and Integrity Level
SASB	Sustainability Accounting Standards Board
SBTi	Science Based Targets initiative
SEDAR+	System for Electronic Document Analysis and Retrieval
SDG	Sustainable Development Goals
SMAP	Sustainability Management Action Plan
SMR	Small modular reactor
SORA	Specific Operations Risk Assessment
t CO_2e	Tons of greenhouse gases, expressed as carbon dioxide equivalent. A metric used to measure the impact of various greenhouse gases by converting them into the equivalent amount of carbon dioxide that would have the same global warming potential
TEIF	Total Environmental Incident Frequency
TRIF	Total Recordable Incident Frequency
UAE	United Arab Emirates
UKI	United Kingdom and Ireland
UN	United Nations
UNGC	UN Global Compact
USLA	United States and Latin America
WSAA	Water Services Association of Australia

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 statements 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 ("GHG") emissions reduction forecast and 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 commitments, strategic priorities, expectations, and plans, 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; 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 factors 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 relation 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; and 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 6, 2026. Other assumptions are also set out throughout the 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.atkinsrealis.com under the "Investors" section (particularly in the sections entitled "Critical Accounting Judgements and Key Sources of Estimation Uncertainty" and "How We Analyze and Report Our Results"). If these assumptions are inaccurate, the Company's actual results could differ materially from those expressed or implied in such forward-looking statements. In addition, important risk factors could cause the Company's assumptions and estimates to be inaccurate and actual results or events to differ materially from those expressed in or implied by these forward-looking statements. For more information on risks and uncertainties that could cause the Company's actual results to differ from current expectations, please refer to the sections "Risks and Uncertainties", "How We Analyze and Report Our Results" and "Critical Accounting Judgments and Key Sources of Estimation Uncertainty" in the Company's 2025 MD&A. The Company cautions that the foregoing risk factors are 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 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 May 6, 2026, 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, 2025 (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;
- 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 International 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 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, 2025, 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 6, 2026
Montreal, Canada

Appendix A

AtkinsRéalis Group Inc.
Subject Matter Information
For the year ended December 31, 2025

#	Applicable Criteria	In-scope metric (for the year ended December 31, 2025)	Unit	Value
1	GHG Protocol[3]	Scope 1 GHG Emissions	tCO2e	17,911
2	GHG Protocol[3]	Scope 2 GHG Emissions (market-based)	tCO2e	4,789
3	GHG Protocol[3]	Scope 2 GHG Emissions (location-based)	tCO2e	4,939
N/A	GHG Protocol[3]	Subtotal Scope 1 and 2	tCO2e	22,701
N/A		Total Scope 3 GHG Emissions, including:	tCO2e	1,298,336
4		- Category 1 (Purchased goods and services)	tCO2e	358,310
5		- Category 2 (Capital goods)	tCO2e	10,259
6		- Category 3 (Fuel and Energy-Related Activities not included in Scope 1 or Scope 2)	tCO2e	8,273
8		- Category 4 (Upstream Transportation and Distribution)	tCO2e	2,187
9		- Category 5 (Waste generated in Operations)	tCO2e	2,347
10		- Category 6 (Business Travel)	tCO2e	54,772
11		- Category 7 (Employee Commuting)	tCO2e	16,325
12		- Category 8 (Upstream Leased Assets)	tCO2e	35,543
13		- Category 13 (Downstream Leased Assets)	tCO2e	240
14		- Category 15 (Investments)	tCO2e	810,079
15	GRI 305-1 c	Biogenic emission	tCO2e	902
16	GRI 302-1	Energy Usage (from Scope 1 and Scope 2)[2]	GJ	563,052
17		Energy Usage (from Scope 1 and Scope 2)[2]	Mwh	156,403
18	GRI 302-1	Energy usage from renewable sources[1]	GJ	11,172
		Energy usage from non-renewable sources[1]	GJ	551,880
19	GHG Protocol[3]	Carbon intensity[2] per full time employee	tCO2e/FTE	0.6
20	GHG Protocol[3]	Carbon intensity[2] per $M revenue	tCO2e/$M CAD	2.1
21	GRI 302-1	Energy intensity[1] per full time employee	GJ/FTE	14.3
22	GRI 302-1	Energy intensity[1] per $M revenue	GJ/$M CAD	51.2
23	IF-EN-320a.1	Total Recordable incident frequency (TRIF)[4]	N/A	0.05
24	GRI 403-9	Lost time injury frequency[4] (LTIF)	N/A	0.019
25	IF-EN-320a.1	(1) Number of fatalities and (2) fatality rate[4]	N/A	0
26	Internally developed criteria	Total environmental incident frequency (TEIF)[4]	N/A	0.01
27	GRI 2-7	Workforce growth	Number	1,800

[1] Energy usage related to Scopes 1 and 2 (market-based) GHG emissions.

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

[3] Criteria is deemed to be informed by the GHG Protocol.

[4] To be reported as metrics and rates only attributable to AtkinsRéalis employees and excludes contractors.

In addition to the metrics above, the in-scope metrics for the Proxy Circular are:

#	Criteria	In-scope metric (for the year ended December 31, 2025)	Unit	Value
28	GRI 2-7	Total number of employees	Number	40,246
		Proportion of women in the following roles as of December 31, 2025:		
29	GRI 405-1	- Proportion of women representation among executives [(1)]	%	25.2%
30		- Proportion of women representation in managers and senior professionals [(2)]	%	25.3%
31		- Proportion of women representation in all regular staff	%	32.6%
		Members of the executive committee in designated groups		

32	Employment Equity Act (Canada)	- Women	Number (headcount) and %	3 and 25%
33		- Members of visible minorities	Number (headcount) and %	0%
34		- Aboriginal people	Number (headcount) and %	0%
35		- Persons with disabilities	Number (headcount) and %	0%

[1] This category comprises members of the Executive Committee and senior leader positions.

[2] These categories include managers, senior professionals and project managers.

Appendix B

AtkinsRéalis Group Inc.

Management-developed criteria for the Subject Matter Information

AtkinsRéalis has specifically developed criteria for the total environmental frequency (TEIF) the definition of the metric 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 or situation 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 ***workplace***. Hydrocarbon or hazardous substance spill or leak of less than 25 litres to soil.
Level 2	Environmental incident or situation involving **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.

Level 3	Environmental incident or situation involving **ANY** of the following: Poses immediate threat to human life / security or necessitates ***workplace*** 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 ***workplace*** 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.

[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 are performing his or her work-related duties for the year ended December 31, 2025. 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.*

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

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

[2] EI = Environmental incidents

[3] 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).

AtkinsRéalis



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