

ATKINS

Member of the SNC-Lavalin Group

MCA

A POSITIVE FORCE FOR THE
ECONOMY AND SOCIETY

**COMMITTED
TO MCA
CONSULTING
EXCELLENCE**////



FOREWORD

We have been a guiding force in consulting across sectors with our heritage firmly rooted in positive societal and cultural change. Whether that be design and construction consultancy for some of the world's most iconic and critical infrastructure developments, the delivery of major complex programmes, or through the sensitive guidance of organisational and cultural change in the face of digital disruption.

ABOUT US

Atkins, a member of the SNC-Lavalin Group is one of the world's most respected design, engineering and project management consultancies. Together, SNC-Lavalin, a global fully integrated professional services and project management company, and Atkins help our clients plan, design and enable major capital projects, and provide expert consultancy that covers the full lifecycle of projects. Serving infrastructure, Transportation, Energy Defence, Security and Government clients.

Our commitment to developing innovative ideas to complex client challenges is best displayed in our everyday work. We do not proscribe solutions because we are naturally curious and want to understand and stand in the shoes of our clients. Our emotional intelligence is critical in developing new and innovative responses to our clients which are also practical and driven to outcomes. Our graduate community are a rich vein of new ideas and regularly provide exciting 'white paper' submissions which we can share with our clients and together turn into potential approaches to an ever-increasing uncertain business environment.

It is rare today for consultancies to operate in isolation to satisfy client needs. Today's clients needs are complex and can rarely be satisfied by one consultancy. We pride ourselves that our commitment to the twelve consulting excellence principles enable us to forge brilliant and trusted partnerships with other consultancies for the good of our clients, and we are able to do that in the understanding that the consulting principles are shared principles.

This declaration provides more detail on our commitment to each of the twelve principles, and through our day to day work with clients and colleagues we will help cement a culture and reputation of consulting excellence.



Caroline Bimson

Head of Business Consulting
& Transformation and MCA
Council Representative at Atkins



COMMITTED TO THE CONSULTING EXCELLENCE PRINCIPLES



AS SIGNATORIES TO CONSULTING EXCELLENCE AND AN MCA MEMBER FIRM, WE COMMIT TO ADOPT THE PRINCIPLES

ETHICAL BEHAVIOUR

Consulting Excellence firms work with clients, partners, employees and other stakeholders in an ethical way.

We provide excellent consulting services which deliver the outcomes clients seek and need.

We are transparent with clients and respond to their concerns.

We always strive to improve the value we can deliver to our clients.

PROFESSIONAL DEVELOPMENT

Consulting Excellence firms develop the capabilities of their consultants, provide career development opportunities and support the welfare of all their employees.

We respect and embrace diversity and inclusion of people from different backgrounds.

We recruit and retain people from a diverse talent pool and strive to build cultures.

We support industry efforts to improve progress on diversity and inclusion.

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We are responsible and good citizens.

We conduct our business ethically.

We foster an ethical culture.

CLIENT SERVICE AND VALUE

Consulting Excellence firms promote the highest standards of client service and value.

We undertake training and professional development planning each year.

We promote strong core consulting capabilities and specialisms in our consultants and teams.

We support our employees' career progression, professional development and welfare.

COMMITMENT TO DIVERSITY AND INCLUSION

Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce.

ETHICAL BEHAVIOUR, IT'S IN OUR CULTURE

EVERYONE IS INVOLVED

Our business Code of Ethics and Business Conduct ("our Code") seeks to ensure integrity and transparency in the conduct of our business and in our relationships with others.

Our Code applies to all Employees, consultants, partners and supply chain, officers and members of the Board of Directors.

We expect any third party we do business with to respect our values and high ethical standards of conduct, and we also ask them to complete the same certification process that our staff do. We also ensure sustainable supply chain management of the contractors and companies we use to support client delivery.

LIVING OUR VALUES AND OUR CODE

We are committed to supporting our people in adopting behaviours that are aligned with our Code, values and culture. Because we care about our people, clients and reputation, and that sits at the heart of our culture, we commit to take the necessary steps and actions to address non-compliant behaviours.

The way we behave matters. Whether we're working alongside colleagues, meeting with clients or attempting to attract new talent, we all represent Atkins, and each other.

How we interact with others is what defines us as a company, and each of us has a part to play in maintaining and enhancing our reputation as one of the world's leading engineering and construction firms.

We all lead by example and act as role models by adopting behaviours that support our shared values.



Each and every one of us must:

- › Work ethically and honestly do what's right, and comply with the Code, its Policies and Procedures and applicable laws;
- › Act with integrity at all times and in all circumstances;
- › Encourage people to take personal ownership and responsibility for the things they control and the decisions they make;
- › Take personal and professional pride in our work and its outcomes, and share the responsibility for doing things right the first time and delivering on our promises;
- › Look out for our own health, safety and security and that of those we work with;
- › Treat others with respect and dignity, as we would like to be treated, and support a diverse workplace in every aspect, which contributes to our collective success; and
- › Protect our environment because the future depends on what we do today, and the communities we work in, to ensure we have a positive impact.

ETHICAL BEHAVIOUR, ACTING RESPONSIBLY



ETHICS

We are responsible and good citizens.
We conduct our business ethically.
We foster an ethical culture.

How we conduct our business.

We believe that believes that working with clients, business partners and suppliers with integrity is essential for successful and sustained business relationships. We place integrity at the heart of our business.

We are committed to doing business with integrity by being open, honest, honourable and transparent in everything we do. This involves showing respect for human dignity and the rights of individuals, as well as respecting traditions and cultures.



SUSTAINABILITY

We have set ambitious targets to decarbonize our corporate activities by 2030 and we deliver sustainable solutions to help our clients meet their own zero carbon emission target by 2050 as we continue to engineer a better future for our planet and its people.

We committed to reaching Net Zero as a Company by 2030 and published Our Routemap to Net Zero, outlining our strategy and initiatives to attain this challenging target. SNC-Lavalin joined the United Nations Framework Convention on Climate Change's (UNFCCC) Race to Zero global campaign in October, and has signed the Business Ambition for 1.5°C commitment. The Company also announced it has signed The Climate Pledge, a commitment to achieve the Paris Agreement 10 years early, and be net-zero carbon by 2040 or sooner.



GOLD STANDARD IN ED&I

Atkins were awarded the UK's Gold Standard in Equality Diversity & Inclusion by Clear Company.

One of the first from the engineering and consultancy sector to receive this accreditation.



PARTNERSHIP



Our Partnering with the Armed Forces (PwAF) initiative, which began back in 2014, is our company's response to the Armed Forces Covenant.

PwAF exists to support Veterans, Reservists, Military Supporters (such as charities like the White Ensign Association) and any other groups in between, including military families. As a result of PwAF, Atkin holds a GOLD AWARD from the Defence Employer Recognition Scheme.



SECURITY AND DATA COMPLIANCE

The appropriate handling and processing of data is vital to the continued success of our business and maintaining the trust of our clients, employees, and stakeholders. We are committed to the implementation and continual improvement of a framework that ensures that data is handled appropriately, consistently and in accordance with applicable data and privacy law.

Security is our priority and at the core of everything we do. Our Global Security team protects our people, assets, information, and reputation in both the physical and digital worlds. We recognize and understand the importance of providing comprehensive and adaptive security solutions to reduce risks and ensure a secure environment for all our operations.

CLENT SERVICE AND VALUE

DELIVERING EXCEPTIONAL SOLUTIONS TO COMPLEX BUSINESS CHALLENGES. WE CREATE AND DELIVER VALUE FOR ORGANISATIONS, WITH A CLEAR FOCUS ON OUTCOMES THAT CAN BE MEASURED.

We are motivated by the success of our clients, and our people build both advisory relationships and embedded delivery roles – sharing our expertise to achieve results. Our success is delivered through a clear set of services, matched to the ever-changing needs of our clients.

Some of the UK's largest and most complex organisations trust us to lead them through change and provide expert project management support. We form teams that understand our client's organisation and what they are trying to achieve.

Our services

- › Strategy and Benefits Identification
- › Decision Support & Cost Modelling
- › Business Analysis
- › Change & Engagement
- › Organisation Design
- › Culture Development
- › Operational Improvement
- › Digital Transformation
- › Value Management
- › Procurement & Commercial
- › Policy Development & Evaluation
- › Portfolio, Programme & Project Management
- › Cyber Resilience
- › Geospatial Engineering
- › Software Assurance & Systems Regulations
- › Security Automation software
- › Net Zero



FT FINANCIAL
TIMES
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**UK'S LEADING
MANAGEMENT
CONSULTANTS 2023**

GOLD RATING
Construction and Infrastructure
ATKINS
Member of the SNC-Lavalin Group

CLIENT SERVICE AND VALUE



WE HELP OUR CLIENTS REALISE THAT THEIR LONG-TERM GOALS AND THE PLANET'S FUTURE WELLBEING REALLY CAN GO HAND-IN-HAND

Our clients operate in some of the most complex, technically demanding and fast-paced industries in the world. They rely on us for consulting, advisory and environmental services that bring clarity, set the right agenda and ultimately deliver results.

Relationships are at the cornerstone of our services. They're key to being able to fully understand our clients' goals and aspirations, and to selecting the right mix of consultancy expertise to maximizing the benefits, not only for our clients, but for the planet we all share.

What sets us apart is our real-world experience. Understanding the models and methodologies underpinning an approach is essential, but we also offer access to thousands of hours of sector experience. This helps us to spot risks and opportunities early and to apply the latest thinking to the specific sector's challenges.

MANAGEMENT CONSULTANCY

Organisations operating in complex and often highly regulated environments trust our expert advice and ability to lead them through change, while providing expert project management support.

Our clients are under increasing pressure to drive productivity, improve performance, and reduce costs. We help them to create the structures, processes, technology and behaviours needed to turn their vision for a more streamlined operation into reality.

DIGITAL TRANSFORMATION

Digital transformation is essential to our clients' ability to navigate and thrive in today's complex, increasingly connected and inherently digital world. It enables our clients to take advantage of unprecedented changes to society, new technological capabilities and business models, making it possible for them to achieve the cultural and organizational changes that deliver improved results.

Our extensive engineering, systems and technology experience gives our digital transformation clients confidence of our proven ability to set strategy, design, build, operate

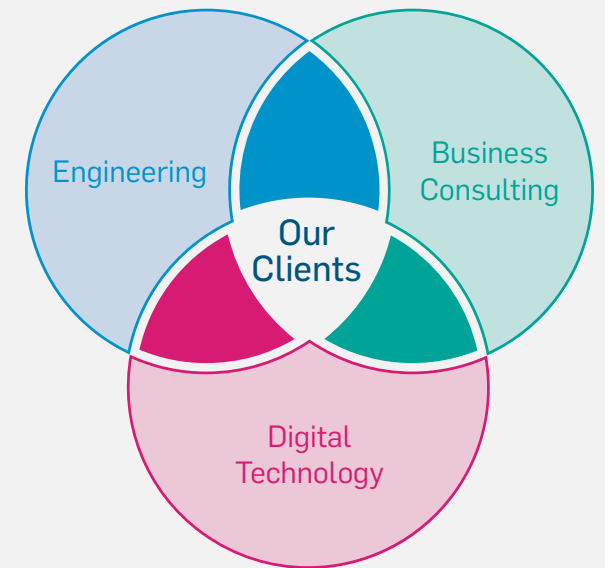
and leverage major assets – both physical and digital. That's why, from large-scale projects and complex organizations, our clients trust us to deliver in highly regulated and secure sectors.

Our approach is human-centric: we don't seek to implement the latest technologies regardless of the overall goal – our focus is on the right approach and achieving our clients' desired outcomes, including the right architecture, software, hardware, cyber resilience, business model and culture. After all, it's our clients' people and customers who are the most important factor in digital transformation.

EXAMPLES OF OUR IMPACT

- › Helping the UK's largest and most complex public sector organisation take advantage of new cloud-based technologies including changes to people and processes.
- › Ensuring Critical National Infrastructure providers meet their requirements for digital acceleration and transformation whilst maintaining the highest levels of security.
- › Helping transport providers reach their mission to achieve the best passenger experience, from airport security to the future of vertical aerospace travel.

- › Supporting strategically important government clients with the delivery of their major programmes, in support of making the UK more safe and secure.



WHAT OUR CLIENTS SAY ABOUT US

Our clients are at the heart of everything we do. We rely on their trust and support to build lasting relationships and deliver long-term value. But don't just take our word for it...

[Atkins] is good at understanding customers' requirements and always think from the customers' point of view and for their benefit. They are concept innovators."

[Atkins] are able to make sense of complex problems and give a solution – an outcome that meets both the value for money and technical criteria."

Atkins has proved themselves as good and trusted partners. We would like to maintain and grow this partnership. I would not feel comfortable working without Atkins."



WE CONNECT PEOPLE, DATA AND TECHNOLOGY





PROFESSIONAL DEVELOPMENT



Throughout our time as a leading consultancy, our commitment to professional development has mirrored our organisations identity, our HR Director many years ago professed our assets were not products but our people and we have put enormous effort in not only developing our people through;

- › core consulting framework applicable to all;
- › core consulting communities to share knowledge and grow together;
- › specialist training and development with clear career pathways;
- › coaching and mentoring;
- › leadership programmes.

but also developing a supportive and constructive working environment. We are critically aware of our responsibility to our people's wellbeing. We have embraced a more agile and adaptive working life balance utilizing technology and collaboration spaces which allows our people to thrive and harness the opportunities which suit them.

We recognise the importance of this in our clients availability too and

- › plan our work accordingly;
- › have a popular and successful women's development programme;
- › have supported and enabled an employee engagement group set up and run by our people; and
- › have recently focused our ED&I strategy for 2023 with a variety of projects, including policy updates, culture change, inclusion surveys and more, with attention through a network of mental health advisors and open and honest leadership to provide a supportive and positive mental health environment.

PROFESSIONAL DEVELOPMENT, EARLY CAREERS



WE INVEST IN OUR PEOPLE

We champion the development of our early careers professionals, growing their core and specialist consultancy skills through a mixture of client assignments, internal training sessions from Atkins SME's, development activities and external training – such as PROSCI, Business Analysis Diploma, Agile Delivery and APM Fundamentals.

Our early careers professionals work in a number of client environments within teams of experienced consultants, as a means to develop a substantial breadth and depth of knowledge and experience and learn from others. We encourage engagement in our business mentoring and coaching Programmes to ensure they get the support they need from day one.

We tailor an individual's development based on the type of specialist consultant they want to become – with varied opportunities to experience different markets and capabilities. This gives our consultants the best experience, allowing us to promote individuality and grow a diverse range of experienced consultants, avoiding the 'one size fits all approach' to Early Careers development.

Moving out of an early careers scheme, we subsequently provide access to our Emerging Professionals Network, which supports mid-grade employees by providing a secure community in which individuals can develop new skills and interact with colleagues, both professionally and socially.

This network further encourages engagement and collaboration through our 5 focus areas: Learning & Development, Mentoring, Coaching & Buddying, Thought Leadership and Socials, Networking and Communications.

We have a number of carefully curated development programmes to support our Early Careers staff.

These programmes are designed to equip young professionals with early consulting skills through delivery experience along with technical and non-technical training to shape our future pipeline of talent.

Junior Consultant Development Programme

Our Junior Consultants are furnished with the tools they require to drive their career forward and learn to become a world class consultant, all within a supportive 2-year environment.

The Programme puts Graduates on the pathway to Foundation level Chartership with a 70:20:10 approach to delivery experience, informal learning and technical training.

Apprentice Consultant Development Programme

The Apprentice Consultant Development Programme takes bright and enthusiastic professionals at the beginning of their career and develops them through a degree apprenticeship in Project Management / Business Management, alongside client facing on the job learning and internal Upskill Sessions.

The 4–5 year scheme results in extremely competent Consultants and Project Managers developing into future leaders of the business, delivering high value to our clients and well on the pathway to Foundation level Chartership.

Management Consultant Placement Programme

The Management Consultant Placement Programme enriches the learning of undergraduate students by providing 12 months of real world consultancy experience. On our placement programme undergraduates work on complex client challenges and start their journey towards chartership by partaking in specifically designed quarterly learning & development days.

Ultimately, we want our consultants to feel connected, valued and empowered to reach their potential within Atkins.



Yaw Kusi
Early Careers Lead

PROFESSIONAL DEVELOPMENT

THE WELFARE OF OUR CONSULTANTS IS AT THE FOREFRONT OF OUR THINKING...

At Atkins, we know that there is nothing more important than the health and wellbeing of our people. We are very proud of the steps we have taken so far and our UK & Europe Wellbeing Council continues to be a positive driving force for our business to create an environment where employees can thrive.

Using our Wellbeing Framework, we hold a holistic view covering four pillars of wellbeing: Physical, Emotional, Social, and Financial. First and foremost our goal is to embed health and wellbeing into the organisation and to create the conditions and ways of working within which our people can thrive and flourish. But we also recognise that the safety net of support underneath a proactive and preventative approach is vital in helping everyone to help themselves.'

CREATING A CULTURE CENTERED ON PEOPLE, CARE AND TRUST...

We seek to create a culture where psychological safety is reality and employees are inspired to commit to health and wellbeing, both for themselves and for each other.



Rikki Griffiths

Health and Wellbeing Advisor



DIVERSITY AND INCLUSION

MUTUAL RESPECT IN THE WORKPLACE

At Atkins, we consistently demonstrate respect for all of our stakeholders. Our day-to-day activities require us to interact with individuals of various ethnic backgrounds, cultures, religions, political convictions, ages, genders, disabilities and sexual orientations.

The diversity of our people is one of our greatest assets, allowing us to benefit from a variety of professional and educational backgrounds and point of views. Embracing those differences contribute to make us more agile and able to respond adequately to changes in our business environment and work in a collaborative manner.

Building and maintaining respectful and meaningful professional relationships by making constructive two-way communication, actively listening to others and engaging with people creates a positive work environment where we can enjoy our work, progress our career and develop our full potential.

**The diversity of our people
is one of our greatest assets.**

We are all entitled to personal dignity, privacy and the preservation of our rights and have zero tolerance for any behaviour or actions that amount to Discrimination, Harassment or Violence.

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

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



DIVERSITY AND INCLUSION



ADVANCING TOGETHER

We believe that every one of us must be free to be who they are. So our employees are encouraged to make time to support each other. This has resulted in strong staff-generated groups which include Equilibrium, award winning Empower Women's professional network, ENABLE Disability Network, Embrace Network, Faith, ParentNet and Partnering with the Armed Forces (PwAF). We have also signed the Time to Change pledge as a commitment to change perceptions and keep positive conversations going around mental health.

We recognise that employees have personal commitments – from studying to parenthood, charity work to sports ambitions. So we promote flexible working to support work/ life balance for everyone. We also believe in #giving back, and we give every employee two volunteer days' leave a year to work with charities or promote STEM.

Our culture is built on safety, integrity, innovation and collaboration – and it's making us more resilient, more agile and more driven together. We want to be a truly inclusive employer and that means continuing to improve for the benefit

of everyone who is part of the Atkins family. Our Equality, Diversity & inclusion (ED&I) challenge for the next five years will see us build on the great work we've done so far by pursuing improvements for all underrepresented groups and promoting a more inclusive culture for all employees.

DIFFERENT MAKES A DIFFERENCE

During 2021 we launched 'Different makes a Difference', our next three-year Equality, Diversity and Inclusion (ED&I) strategy. Our vision is "to create and maintain an inclusive culture where everyone belongs, can be their true self and can reach their full potential.

Our approach is to continue to build awareness, empower our employees and communities to make a difference and continue to hold others to account.

To help us stay accountable, we will set clear objectives which include targets, and formally evaluate our progress against them annually. We want to make sure all this work is accredited and endorsed by third-party experts, as well as informed by the personal experience of our employees.

The three themes for this strategy are:

- › Weave ED&I into everything we do
- › Become a leading voice for change
- › Remove Barriers every step of the way

We have identified a number of high-level initiatives, which are linked to these themes, that to help us achieve our strategic aims over the next three years.

We want to deliver change that is meaningful, sustainable and that improves the lived experiences of our people.

CONCLUSION

Atkins is proud to be a founding member of the MCA Consulting Excellence scheme. We continue to live our values of Consulting Excellence.

This Consulting Excellence declaration puts down in print the things that every Atkins consultant lives and breathes daily. This applies both to the way we manage ourselves and the way we approach our client consultancy. We embrace diversity and work together as a team. We get on board at the beginning of a project and whatever challenges arise, we're there to see it through. We set high standards of integrity and ethics for our people, and the relationships we build with our clients are essential in achieving the results we all strive for.

We challenge and check ourselves ensuring that our high standards are under constant review. In this ever-changing, ever more digital world, it takes conscious effort to provide the best outcomes, to develop the careers of our consultants and to ensure diversity of the people we recruit.

This declaration underpins and describes our approach to create an environment where our consultants will thrive, in a learning environment, as they lead and deliver projects that make a beneficial impact.



Anuj Goyal

Managing Consultant &
Professional Head of Discipline



**WHERE OTHERS
SEE CHALLENGES,
WE SEE OPPORTUNITIES
TO TRANSFORM THINGS
FOR THE BETTER** ///



CONTACT



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