



COMMITTED TO MCA CONSULTING EXCELLENCE

2025



FOREWORD

We're AtkinsRéalis, a world-leading design, engineering, project management and consulting organisation. Together with our industry partners and clients, our global team of consultants, designers, engineers and project managers change the world.

We are proud of our purpose; to engineer a better future for our planet and its people. Every day, across the world, our consultants develop solutions to humanity's toughest challenges. We design smart cities, deliver nuclear power stations, transform manufacturing systems and support teams through technological change.

What sets us apart is our ability to blend advanced engineering, technology innovation, strategic consulting and programme management to understand and deliver what our clients really need.

We work in partnership with our customers and are trusted by governments and industry to deliver nationally significant programmes. At a time when all clients must do more for less we have put AI and other advanced technologies at the forefront of our solutions, to deliver value faster.

Our teams have enabled the UK's busiest airports to set and deliver their vision, supported clients from the water sector to navigate changing weather and ensured our partners in defence are prepared and resilient for the future. We are helping clients to define, develop, and deliver strategies that ensure the safe, secure, and successful adoption of AI into their everyday ways of working.

About us

Our values - safety, integrity, innovation, collaboration and excellence – drive how we deliver for customers, and we are proud of our inclusive, diverse and energised work environment.

This great work that we do is made possible by the strength and commitment of our people, supported by our investment in their skills and development. I am determined that AtkinsRéalis is, and will continue to be, a place where everyone can do their best work and achieve their ambitions.

We continue to do all we can to attract the right talent to our industry as apprentices, graduates, and experienced hires. These diverse viewpoints and experience ensure that we continue to provide innovative solutions.

We are proud supporters of the MCA; we pioneered, and will continue to champion, ChMC status. We see this as an important mark of quality within the profession, for excellence in our people and ethical practice with our clients.

This declaration provides more detail on our commitment to each of the fourteen principles; underpinning our support to clients and colleagues they help us to cement our culture and reputation of consulting excellence.



DAVID STRANGE ChMC
Practice Director,
Transformation, Delivery
& Consulting

COMMITTED TO CONSULTING EXCELLENCE

As signatories to consulting excellence, and an MCA member firm, we commit to adopting these principles.



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 to comply with our Counterparty Code of Conduct. 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 clients, or seeking to attract new talent, we all represent AtkinsRéalis 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, construction and consulting firms.

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

SAFETY

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

COLLABORATION

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

INNOVATION

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

INTEGRITY

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

EXCELLENCE

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

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 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

Sustainability is at the heart of AtkinsRéalis' purpose – we are engineering a better future for our planet and its people. We have committed to the United Nations' Framework Convention on Climate Change's (UNFCCC) Race to Zero global campaign, and the science-based targets initiative's Business Ambition for 1.5°C commitment. We have also signed The Climate Pledge, a commitment to achieve the Paris Agreement 10 years early, being net-zero carbon by 2050 or sooner.

Committed to delivering social value, everything we do supports not only our goal of delivering outstanding project outcomes, but also ensures we leave a positive legacy for our clients and their stakeholders.



Platinum Standard in ED&I

AtkinsRéalis was awarded the UK's Platinum Standard in Equality Diversity & Inclusion (ED&I) by Clear Company – one of the first organisations from the engineering and consultancy sector to receive this accreditation.



Partnership

As a Platinum Award holder of the MOD's Employer Recognition Scheme, and a signatory of the Armed Forces Covenant since 2015, AtkinsRéalis exemplifies the principles of the Covenant and has an active and supportive Armed Forces community. Our internal programme, Partnering with the Armed Forces (PwAF), is dedicated to

supporting veterans, reservists, service spouses and partners, military families, and cadet organisations, and conducts extensive outreach with military resettlement organisations.



Security and Data Compliance

The appropriate handling and processing of data is vital to the continued success of our business, ensuring we maintain the trust of our clients, employees, and stakeholders.

We are committed to the implementation and continual improvement of a framework that ensures 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 recognise and understand the importance of providing comprehensive and adaptive security solutions to reduce risks and ensure a secure environment for all our operations.

CLIENT SERVICE AND VALUE

Offering 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: 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 to provide expert project management support.

We form teams that understand our clients' organisations and what they are trying to achieve.

Our services

- Business change and transformation
- Strategy and benefits identification
- Modelling and analytics
- Procurement and supply chain optimisation
- Programme delivery
- Project Management Office services and solutions
- Operational excellence
- Systems engineering
- Resilience engineering
- Engineering design management
- Decommissioning and disposal
- Data and Artificial intelligence
- Technology solutions
- Digital transformation
- Software assurance and systems regulations
- Security automation software
- Net zero solutions

FT FINANCIAL
TIMES

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**UK'S LEADING
MANAGEMENT
CONSULTANTS 2025**

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

What sets us apart is our real-world experience. We not only understand the models and methodologies underpinning an approach, but also bring thousands of hours of experience. This helps us to spot risks and opportunities early, and apply the latest thinking to overcome challenges.

Management Consultancy

Organisations operating in complex and often highly regulated environments trust our expert advice, and our ability to lead them through change while providing skilled 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 into reality.

Digital Transformation

Digital transformation is essential, to navigate through and thrive in today's complex, increasingly connected world. It enables our clients to take advantage of new technological capabilities and business models, empowering them to achieve the cultural and organisational changes that deliver improved results.

With extensive engineering, systems and technology experience, our digital transformation clients can be confident in our proven ability to set strategy, design, build, operate and leverage

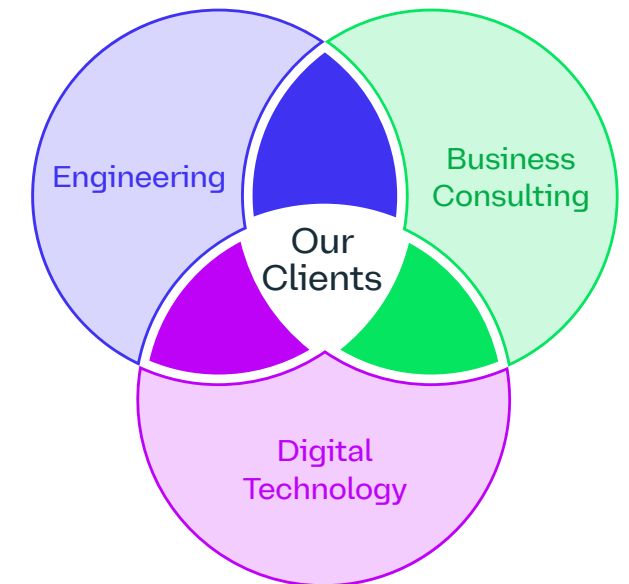
major assets – both physical and digital. That's why, from large-scale projects to complex organisational change, our clients trust us to deliver in highly regulated and secure sectors.

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 to achieve our clients' desired outcomes: encompassing architecture, software, hardware, cyber resilience, business model and culture. After all, people are the most important factor in digital transformation.

Examples of our Impact

- Helping the UK's largest and most complex public sector organisations 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 deliver their mission to achieve the best passenger experience, from airport security to the future of flight.
- Supporting strategically important government clients with the delivery of major programmes, 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...

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

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

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

We connect People, Data and Technology



PROFESSIONAL DEVELOPMENT

Throughout our time as a leading consultancy, our commitment to professional development has mirrored our organisation's identity. Our assets are not products but our people, and we have put enormous efforts into developing our people through:

- a 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

We are critically aware of our responsibility to our people's wellbeing, and have developed a supportive and inclusive working environment.

We ensure our employees can adopt an agile and adaptive work-life, and by balancing the utilisation of technology and collaboration spaces, we empower our people to thrive, and to harness the opportunities which suit them.

We recognise the importance of wellbeing to our clients too, and plan our work accordingly.

Committed to equality, diversity and inclusion, we have a popular and successful women's development programme; and support and enable an employee engagement group set up and run by our people. We have recently focused our ED&I strategy for 2024 to support the progression of women and ethnic minorities to senior management and leadership roles through a reciprocal mentoring scheme, as well as specific learning and development opportunities which are accessible to all those who come from an under-represented group.



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 AtkinsRéalis subject matter experts, development activities, and external training – such as PROSCI, Business Analysis Diploma, Agile Delivery and APM Fundamentals.

Working in client environments, within teams of experienced consultants, they develop a substantial breadth and depth of knowledge and experience, learning from others. We encourage engagement in our business mentoring and coaching programmes, to ensure they get the support they need from day one.

Tailoring individuals' development towards the type of specialist consultant they want to become, we offer opportunities to experience different markets and capabilities. This allows us to promote individuality and avoid a 'one-size-fits-all approach' to development.

As people move on from the early careers scheme, we continue their support through our Emerging Professionals Network, which offers a community in which they can develop new skills, and interact with colleagues, both professionally and socially. This network builds engagement and collaboration, through our five focus areas: learning and development; mentoring; coaching and buddying; thought leadership; and socials, networking and communications.

Offering a number of carefully curated talent development programmes to support our Early Careers professionals, we are shaping the future pipeline of consultancy talent.

Junior Consultant Development Programme

Within a supportive two-year environment, our Junior Consultants are given the tools they need to drive their career forward, helping them learn to become world class consultants.

Our 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, alongside client-facing, on-the-job learning and internal upskilling.

The four- to five-year scheme results in highly competent Consultants and Project Managers – the future leaders of our business – who deliver exceptional value to our clients and are on a pathway toward foundation level Chartership.

Placement Consultant Development Programme

The Placement Consultant Development Programme enriches the learning of undergraduate students by providing 12 months' real-world consultancy and project management experience. Undergraduates work on complex client challenges, and take part in specially designed learning and development that can contribute towards their chartership.

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



JOANNA PAGE ChMC

Early Careers Director, Aerospace,
Defence, Security & Technology

PROFESSIONAL DEVELOPMENT

The wellbeing of our consultants is at the forefront of our thinking...

At AtkinsRéalis, 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 and 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 five pillars of wellbeing: physical, emotional, social, financial, and workplace wellbeing.

First and foremost, our goal is to embed health and wellbeing into our organisation, and to create the conditions and ways of working within which our people can thrive and flourish. But we also recognise that a safety net of support underneath a proactive and preventative approach is vital in helping everyone to help themselves.

Creating a culture centred on people, care and trust...

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



EMMA SHAKESPEARE
Global Wellbeing Manager



OUR CULTURE - EVERYBODY BELONGS

At AtkinsRéalis, we consistently demonstrate respect for all our stakeholders

Within our day-to-day activities, we interact with individuals of various ethnic backgrounds, cultures, religions, political convictions, ages, genders, disabilities and sexual orientations.

Our people are one of our greatest assets, we benefit from a variety of professional and educational backgrounds and points of view.

Embracing difference contributes to making us more agile, able to respond to changes in our business environment and to work in a collaborative manner.

Building and maintaining respectful and meaningful professional relationships by 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.

Our people are 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.

Since 2021 we have monitored the progression of diverse talent through our organisation, particularly into senior roles. In the UK & Europe, 33% of our staff are female (compared to 30% in 2021), whilst 25% of those in senior roles are female (compared to 20% in 2021).



OUR CULTURE - EVERYBODY BELONGS

Advancing together

We believe that every one of us must be free to be who they are. Our employees are encouraged to make time to support each other. This has resulted in strong staff-generated groups, which include an award-winning women's professional network, Empower, and networks for Menopause, LGBTQ+ (Equilibrium), disability/health conditions (ENABLE), Neurodiversity, ethnic minority (Embrace), Faith, parents (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. To support a positive work/life balance for everyone, we promote flexible working from the day they join us. We also believe in #givingback, and we give every employee two volunteer days' leave a year to work with charities or promote STEM.

Our culture is built on our core values of safety, integrity, innovation, collaboration and excellence – and it's making us more resilient, more agile and more driven together.

Different Makes a Difference

In 2021 we launched 'Different Makes a Difference' our global program with a vision to create and maintain a culture where each of us is empowered to shine as we are, fully authentically, collectively.

Our UK & Europe action plan was created following extensive internal stakeholder engagement and includes metrics that allow us to evaluate our progress and evolve our approach over time. Our work has been accredited and endorsed by third party experts. In early 2024 we achieved Platinum Clear Assured accreditation for our progress to date.

The three themes are:

- Ensuring everyone belongs
- Removing barriers every step of the way
- Becoming a leading voice for change

We have identified several high-level initiatives, which are linked to these themes, to help us achieve our strategic aims. At the end of 2023, we reviewed and updated our action plan to focus on: growth, progression and promotion, communications for all, and supply chain diversity through 2024 and 2025.

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

SUSTAINABILITY

CONSULTING
EXCELLENCE

Sustainability is at the heart of AtkinsRéalis purpose – engineering a better future for our planet and its people. We believe that ethical and sustainable growth is essential to our business success. Driven by our purpose to engineer a better future for our planet and its people, we are committed to maximising our impact through our Environmental, Social, and Governance (ESG) efforts.

We have taken steps to reduce our own greenhouse gas (GHG) emissions, with a bold net zero target by 2050. Through our Engineering Net Zero strategy, we actively develop solutions for our clients that contribute to a net zero carbon future and create lasting social value in the communities where we operate.

We understand that stakeholders, including our employees, clients, investors, regulators, and the public, expect ESG to be an integral part of our business proposals, policies, and projects. We are committed to setting an example for businesses worldwide, showcasing how ESG principles can be seamlessly integrated into every aspect of our operations, and our clients' projects.



JONATHAN HOLYOAK
Policy and Net Zero
Programme Director



JACQUI LEES ChMC
Net Zero & Social Value Director,
Chair of the Sustainability Group

Reducing carbon emissions and building resiliency

The fight against climate change is one of the most important challenges facing society today. We are committed to it on multiple fronts:

1. The adoption of objectives specific to our company, detailed in "[Our Net Zero Carbon Routemap](#)". AtkinsRéalis set out to be Net Zero by 2050 and is committed to the Science Based Targets Initiative (SBTi). Through various initiatives and programmes, we believe we can decrease our combined scope 1, 2 and 3 emissions by at least 60% before resorting to high quality certified offsetting schemes to offset any residual emissions.
2. As part of our journey to embed climate change resilience in all our activities, we worked towards the implementation of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We have undertaken analysis and engaged widely with stakeholders throughout AtkinsRéalis, to assess our climate change risks and initiate climate scenario analysis. [Find our latest TCFD reports here](#) →
3. The publication of reports which constitute blueprints for a net zero future. These reports, which examine the strategies that will allow Canada, the UK, Germany and the members of the Gulf Cooperation Council to achieve net zero by 2050, are publicly available through the "[Engineering Net Zero](#)" section of our website.



SUSTAINABILITY

Contributing to a more sustainable world through social value

We are committed to delivering social value outcomes which align with the AtkinsRéalis Sustainability Policy, UN Sustainable Development Goals and, most importantly, benefit local communities, local environments and our people. We are committed to delivering positive social value outcomes in accordance with The Public Services (Social Value) Act 2012, The Procurement Reform (Scotland) Act 2014, The Wellbeing of Future Generations (Wales) Act 2015, Procurement Policy Note PPN06/20: The Social Value Model and international soft instruments ISO 20400, ISO 26000.

We recognise that we have the opportunity to deliver positive social value impacts and we are striving towards championing principles which reflect our values. We have defined six social value principles for our organisation: identity, inclusion, wellbeing, inclusive economic growth, natural capital and environmental resilience.

These provide a framework for considering social value and the best services to our clients, stakeholders and the communities in which we operate.

Our services

In a rapidly changing world, we're fundamentally transforming the way we work together to respond to the risks and unique opportunities facing our planet with game-changing, sustainable solutions. Our service offerings include:

- Climate resilience and adaptation
- Strategic carbon advisory
- Net zero energy systems
- Net zero buildings and places
- Net zero transportation
- Net zero industry and infrastructure
- Net zero greenhouse gas removals



CONCLUSION

AtkinsRéalis 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 AtkinsRéalis 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.



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

atkinsrealis.com

