Here to make the extraordinary a reality





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We're AtkinsRéalis, a world-leading design, engineering and project management organization. We connect people, data and technology to transform the world's infrastructure and energy systems.

Together, with our industry partners and clients, and our global team of consultants, designers, engineers and project managers, we can change the world.

We design and deliver major projects on the built and natural environments all around the world. We believe that digitally enabled engineering has the power to radically improve the way we are all housed, connected, powered, and protected and can change our relationship with our communities and our planet for the better.

We're committed to leading our clients across our various end markets to engineer a better future for our planet and its people.

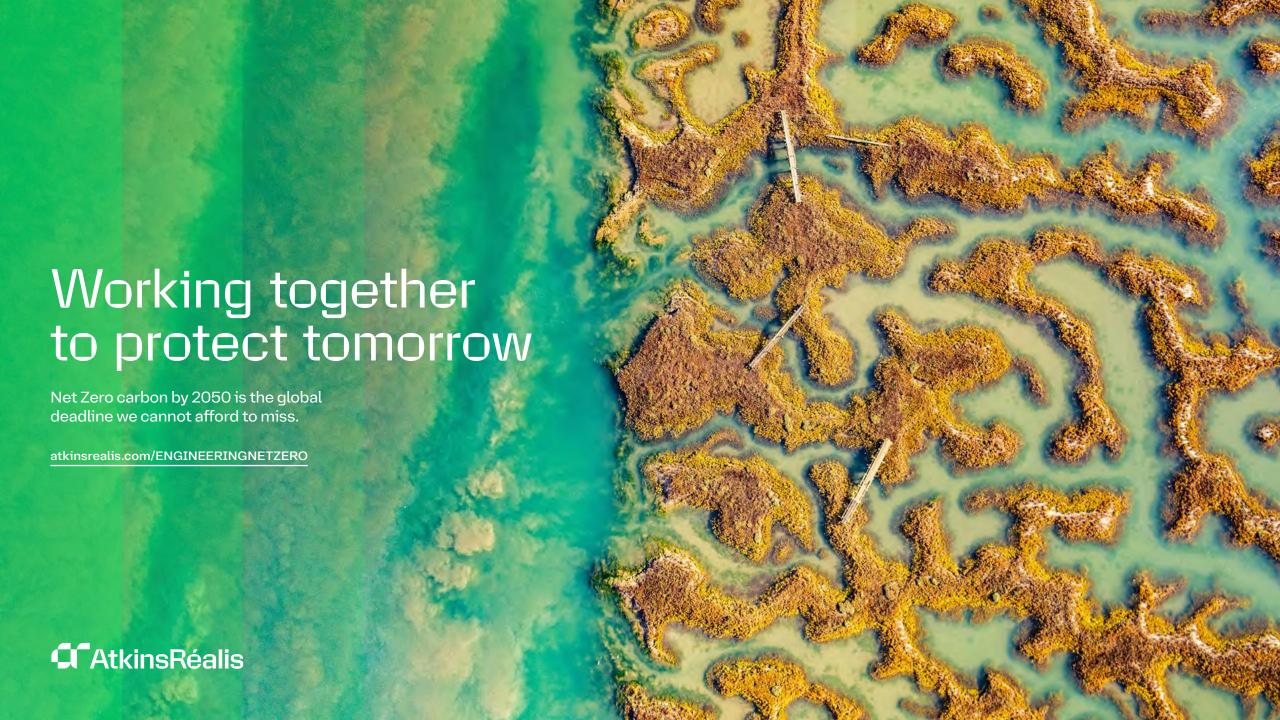
It's our belief that it's only by connecting people, data and technology across our global organization, partnerships and industry, that transformational change is possible.

So, we strive to be the place that the best, most innovative people want to work.

This requires us to understand the most complex projects, end-to-end. It demands we deliver ambitious designs underpinned by flawless execution. It necessitates the ability to make Net Zero solutions – powered by digitally enabled processes – the norm. It means that culturally, we aim to be an open, invitational, and likeable team that problem solvers are instinctively drawn to.

We are proud of our inclusive, diverse and energized approach and we share an open culture founded on our values: safety, integrity, innovation, collaboration, and excellence.

WHAT WE DO & WHY WE DO IT



A global team of over 36,000 employees







We're committed to lead our clients and partners across the infrastructure ecosystem, to engineer a better future for our planet and its people.





2 OUR APPROACH

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SUSTAINABILITY

We are pragmatically optimistic.

In a world facing unprecedented challenges, we are pragmatically optimistic. In our view, the technologies and the know-how exist to create the new systems and structures needed to address many of the world's sustainability challenges - they just need to be brought together in a coherent manner.

The focus of our approach, therefore, is to start every project with a Net Zero objective, and work forwards to innovate and to enhance partner relationships.

We'll need to deliver for our clients in a way that feels as tried and trusted as a more conventional deliverable.

It's by uniting diverse expertise and de-risking innovation that we'll make sustainability the norm. That's why our 'Engineering Net Zero' commitment is such a driving force in the culture of our organization and something we're using to invite and unite the whole sector.





COLLABORATION

Distinct perspectives. Shared goals.

Collaboration, amongst our people, with partners and with our clients, is arguably the most crucial building block of our approach. If you're working on the scale and significance of the projects we aspire to work on, it has to be.

We pool the skills of diverse experts, unite engineers, architects, construction managers and more to deliver extraordinary things as one cohesive force.

We enable and empower our extensive network of experts by facilitating open communication, driving aspirational visions, providing decisive leadership, and creating a team culture which aims to be a pleasure to be part of.

Welcoming fresh ideas, we encourage our teams and partners to share their distinct perspectives and work together towards shared goals.

As individuals, as single companies, as good-intended Governments, we can only achieve so much. But as a united, motivated, organized and empowered ecosystem, the chance to truly restructure the world for the better, is intrinsically in reach.

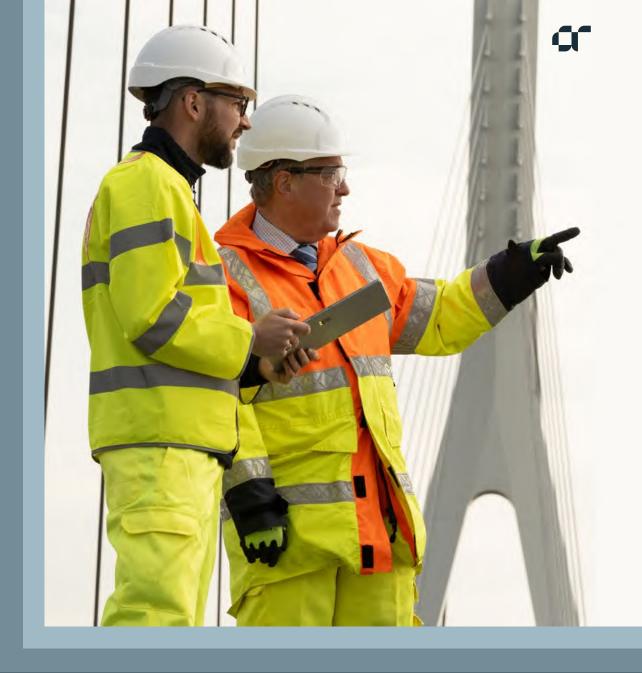
INNOVATION
Engineering thinking.

When you're building cities, designing rail networks or delivering airport passenger flow systems, you have to take a limitless view on innovation. How does this one thing affect all these other things? How does the immediate change affect the long-term future?

To us, innovation is not a silver bullet Eureka moment, it's a series of improvement pathways that collectively lay the groundwork for significant and lasting change.

The way we develop such pathways is through engineering thinking. This is the discipline of holding yourself accountable to the knock-on effect of your idea as the acid test of the idea's validity. It's never a question of whether you can knock over one domino, it's understanding where the trail of dominoes leads and what final outcome will result.

It's this methodical, longitudinal approach to innovation that is required to give people the confidence in big change. If people have confidence, they're much more likely to commit and collaborate.



END-TO-END CAPABILITIES

Exceptional project outcomes.

We have made it our purpose to deliver the structures and systems that create a template for a better world. To do this we can never think point-to-point; we have to think end-to-end. Working across the spectrum, from originating to operating, enables us to consider the long-term impact of every project, ensuring a whole-life view from the outset.

Our expertise covers the entire project lifecycle, from design and engineering to construction, commissioning, and maintenance. This means that no matter what stage we join a project, we can help our clients and the many other suppliers they have brought in to understand the consequences an idea has on a delivery, and a delivery requirement has on an idea.

We are driven by excellence and the pursuit of innovative technologies and methodologies, working alongside experts worldwide.

Our ultimate goal is to deliver exceptional project outcomes, regardless of scale or complexity, while engineering a better, more sustainable future through the power of collective brilliance.



OPTIMISM

Fostering a culture of innovation and cooperation.

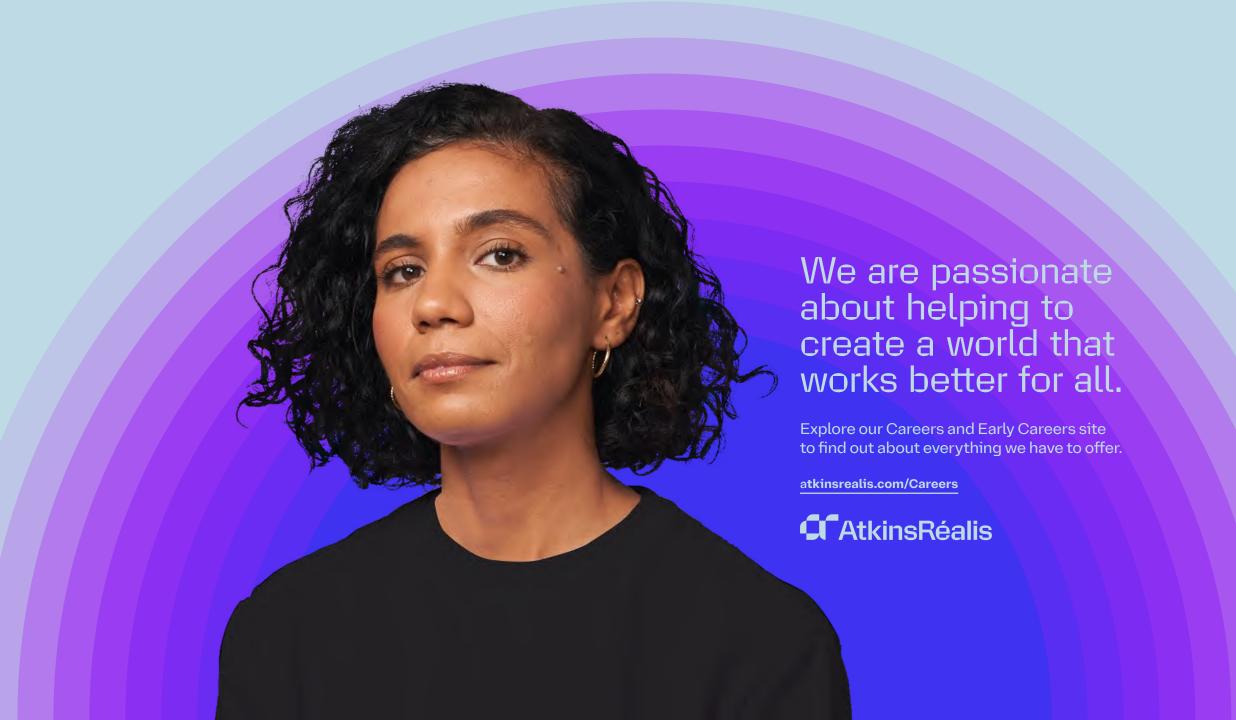
It possibly sounds a little contrary to the exacting, highly rational nature of an engineering mindset, but we see ourselves as a deeply optimistic company. The world clearly has some major league problems to solve, but knowing what we do about the projects we've seen come to fruition and what the human race is capable of, the answers to those problems are definitely not beyond the wit of man.

It's this faith in humanity that leads to our optimism. Just as it's this optimism that sparks ideas, collaboration and creativity, driving us to push boundaries and grow.

Belief in a better future fuels our motivation and dedication, allowing us to stay focused on long-term success, even when faced with setbacks.

Optimism is contagious. It unites us in a shared purpose, fostering a culture of innovation and cooperation that amplifies our impact. Together, guided by our optimism, we can accomplish the extraordinary.







3 OUR MARKETS



Buildings & Places



Defence



Industrial



Minerals & Metals



Nuclear



Power & Renewables



Transportation



Water

PIONEERING A MORE VIBRANT AND SUSTAINABLE FUTURE

How we live

From homes to cities, together with our partners we're pioneering a more vibrant and sustainable future across the lived environment.

How we connect

Whether roads and rail or aviation and maritime, we're co-creating the structures and systems that enable us to step further whilst reducing our footprint.

How we're protected

We work with partners across the globe to progress the physical and digital systems that keep communities safe.

How we produce

We help a wide range of industries develop the new systems that make the way we produce radically more efficient and sustainable.

How we're powered

We lead the deployment of the cutting-edge energy systems that will safeguard our future.



BUILDINGS & PLACES

Some of the biggest changes to city living are happening right now and we're working with our partners to make urban environments easier, safer, and better places to live and work. From technologies that support improved community services, to intelligent mobility solutions that are re-imagining how we operate transport infrastructure, we're building truly smart cities fit for the future.

- Cities & Communities
- Social
- Commercial
- Residential Property

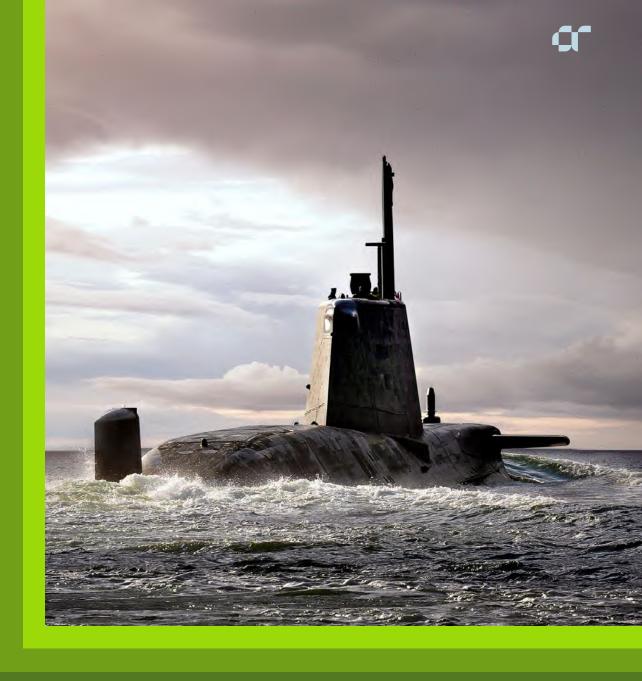


DEFENCE

Our team of gamechangers understands the breadth and complexity of challenges clients face across the defence sector.

From border security to logistics support to cyber security, we deliver expert support for defence clients, wherever in the world they need us. We offer our clients professional support, backed by emerging, innovative technologies, through all stages of an asset's lifecycle – from concept through to deployment, and onto disposal. Driving efficiency and saving cost are common threads through all our work, while optimising safety, performance and delivery.

- Aerospace
- Defence
- Security



INDUSTRIAL

Whatever sector they operate in, our clients trust us to deliver the best results across the entire lifecycle of an industrial project.

Our core expertise serves clients across diverse sectors such as pharmaceuticals, biotechnology, food and beverage, district cooling, water, power, oil and gas and chemicals. We offer an end-to-end service – from full engineering, procurement, and construction and project management validation, to commissioning and training services. We also offer a complete range of services in instrumentation and automation of industrial processes.

With the support of our network of gamechangers, clients are able to reduce downtime, extend equipment lifespan, and improve operational efficiency.

- Life Sciences / Pharma
- Advanced / Hi-Tech Manufacturing
- General Manufacturing



MINERALS & METALS

The mining and metallurgy industry continues to have a huge impact on the modern world as the demand for the raw materials needed to transform the world's energy systems increases.

We are committed to delivering sustainable mining solutions that can achieve Net Zero and build a better future for our planet.

Our work grants safer access to the critical minerals accelerating the necessary development of renewable technologies, energy storage, and healthcare innovations.

- Minerals
- Metals



NUCLEAR

Clean, low-carbon nuclear power has the lasting potential to break the world's reliance on less-sustainable alternatives. Our project solutions start at the concept stage, and continue through to design and technology development, including new-build programs, and from asset management through to end-of-life and waste management. We also manage and restore legacy nuclear facilities and restore radiologically contaminated sites for future use.

Our global experts work locally to overcome specific and complex challenges, wherever in the world our clients need us. We have been developing and licensing nuclear technology for more than six decades, supported by a deep technical knowledge of global policy and regulatory frameworks.

We are also stewards of CANDU® technology, a Canadian pressurized heavy-water reactor design, which has been used to generate electric power for more than 60 years.

- Nuclear New Build
- Nuclear Reactor Support
 & Life Extension
- Nuclear Environmental Remediation

®REGISTERED TRADEMARK OF ATOMIC ENERGY OF CANADA LTD. (AECL), USED UNDEREXCLUSIVE LICENCE BY CANDU ENERGY INC.



POWER & RENEWABLES

The challenge of climate change needs no introduction. Together with experts and industry players, we're delivering the sustainable power infrastructure that will allow organizations to meet their Net Zero targets at pace.

We are innovating and finding solutions across the spectrum of renewables, from Wind, to Solar, to Hydrogen.

With a mindset of continual improvement, we work with our clients across the entire asset lifecycle – from development and design to project development and commissioning, to rehabilitation and end-of-life management – to ensure they, and their customers, gain the maximum benefits from clean, cost-effective power.

- Power Grids
- Hydropower & Dams
- Alternative Energies & Technologies



TRANSPORTATION

The demand for wide-ranging, fit-for-purpose transportation systems is growing every day.

Together with our ecosystem of partners, we provide creative, smart, and affordable infrastructure.

Our end-to-end services span the entire transport ecosystem, from railways to highways and airports.

By taking a collaborative approach we're able to drive efficiencies, improve mobility, and unlock growth.

- Rail & Transit
- Roads
- Aviation
- Ports



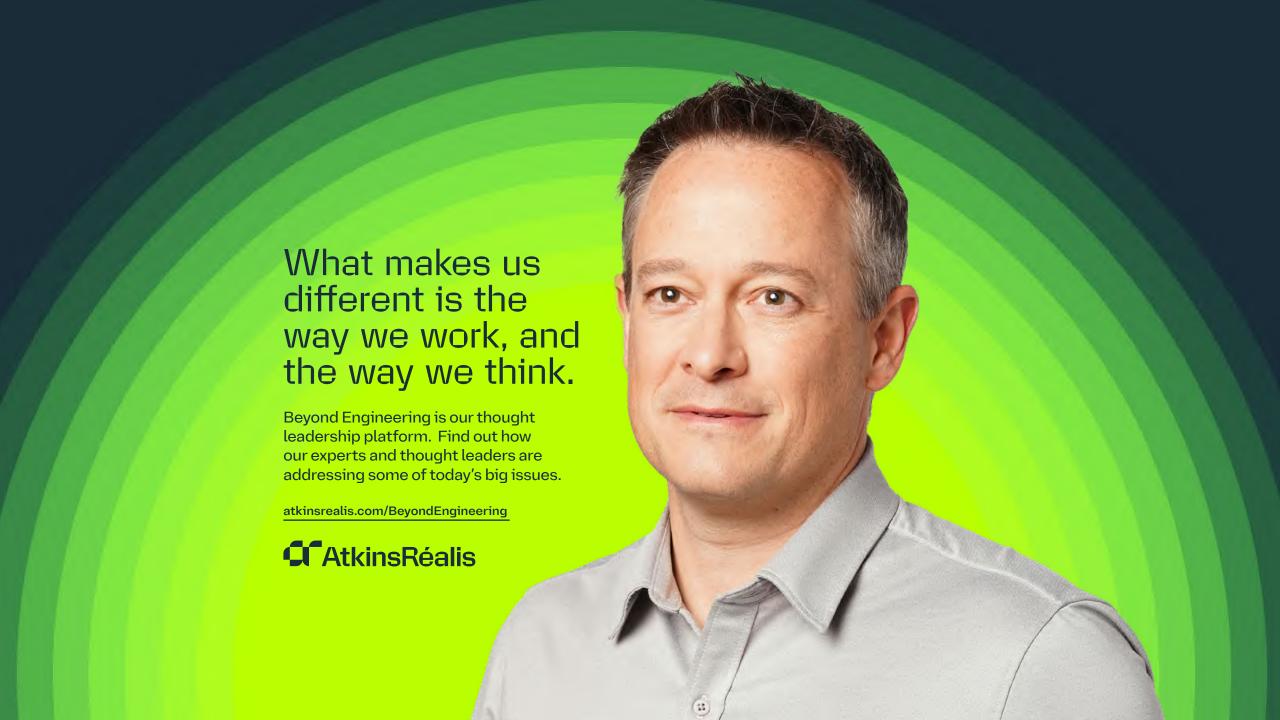
WATER

Water sustains all life, which is why we're proud to bring together the best expertise and latest innovations to meet the challenges facing our clients – and the wider world – head on.

So why do our clients trust us to partner with them? Because we've been designing and building water infrastructure around the world for more than a century. And – together with our network of partners – we're always pushing to create resilient solutions that would stand against climate change and erosion.

- Water and Wastewater Utilities- Treatments & Resources
- Environment Protection, Regulation & Resilience







4 OUR SERVICES

Our commitment to a wholelife view of major development programmes enables us to lead projects at every stage and ensure that, wherever we are involved, our people have a more holistic view of the challenge, and our clients and partners are expertly guided.



Consulting, Strategy & Advisory



Engineering & Design



Project & Program Management



Project Delivery



Operations & Maintenance



Capital



Decommissioning

CONSULTING, STRATEGY & ADVISORY

We lay the strategic groundwork for the new structures and systems that realise our clients' ambitions.

It's never "too early" for us to add value to a project. We work closely alongside clients who have nothing but a vision, who trust us to translate that vision into materiality. Through our network of gamechangers, we subject any proposed notion to scrutiny from a diverse set of perspectives, before the technicalities even enter the discussion. This produces concepts that are robust, defendable, and are ultimately going to be more sustainable.

Expertise

- Management Consultancy
- Digital Transformation
- Cyber Resilience
- Safety And Systems Assurance
- Impact Assessment & Community Engagement
- Site Assessment & Remediation
- Air Quality, Acoustics & Vibration
- Climate Change
- Physical Hydrogeology & Hydrology
- Materials Engineering & Testing
- Geotechnical Engineering
- Pavement Design & Management
- Surveying & 3d Scanning



ENGINEERING & DESIGN

We ensure every aspect of the project is perfectly blueprinted and expertly assessed for feasibility and impact.

From the design of technology-led systems to the engineering of complex infrastructure, we plan every component to be compliant and sustainable by design. We work to future-proof every project through inclusive, human-centric design principles, and the latest innovations in responsible engineering and clean power.

Expertise

Engineering

- Aerospace Engineering
- Building Services
- Civil Engineering
- Electrical Engineering
- Geotechnical Engineering
- Mechanical Engineering
- Process Engineering
- Software Engineering And Assurance
- Structural Engineering
- Systems Engineering
- Transportation Engineering
- Tunnel Engineering
- Pipeline And Subsea Engineering
- Ports And Coastal Engineering

Design

- Architecture
- Access And Inclusive Design
- Building Information Modelling (Bim)
- Human-Centred Design
- Interior And Spatial Design
- Landscape Design
- Masterplanning And Urban Design
- Public Realm Design



PROJECT & PROGRAM MANAGEMENT

We unite and organise the many partners needed to deliver major programmes.

Complex projects require hundreds if not thousands of players. From managing each line of the project schedule, to uniting and organising disparate agents, we have the reach to make sure that every entity involved has complete clarity on what they are meant to do, and when.

Our breadth of expertise means that we understand how to distribute roles across a range of trades and techniques efficiently and effectively. Importantly, we then remain a consistent presence throughout the project duration, providing a crucially common point of reference as partners and suppliers share and cooperate on often enormous scales.

Expertise

- Building Surveying
- Consulting And Advisory Services
- Cost And Commercial Management
- Programme Management
- Project Controls
- Project Management
- Asset Management



PROJECT DELIVERY

Size does not daunt us: we're experienced in seeing high profile and high-impact projects through to the very end.

All our projects incorporate continuous improvements alongside our network of game-changing partners, to make sure that our project delivery remains best-in-class.

We understand the intricacies involved in managing diverse stakeholders, integrating workflows, and ensuring seamless collaboration between a range of suppliers.

We conduct thorough sourcing strategies, select collaborators, arrange contracts, and guide their collective activity and measure performance. We orchestrate the entire delivery process so that all components align seamlessly, no matter the scale or complexity.



OPERATIONS & MAINTENANCE

We look after the whole life of an asset from launch through to decommissioning and beyond.

Whether operating systems or maintaining infrastructure, we know how to maximize the performance, efficiency, and longevity of critical assets over their lifespan. Our approach combines knowledge, technology and data to guarantee that assets are both run safely and sustainably, and then decommissioned in environmentally friendly ways.

This way our clients can trust in dependable support and experienced perspectives in the long term, whilst knowing that their asset is going to give them and the end-users maximum value.

Expertise

- Integrated And Digitized Operations And Maintenance
- Operations Planning And Mobilization Support
- Maintenance Management And Training
- Condition Assessment And Inspection Programs
- Lifecycle Due Diligence
- Asset Performance Optimization
- Inspection And Condition Monitoring
- Energy Management And Decarbonization
- Leadership In Energy And Environmental Design (Leed)
- Multilingual Call Center Services
- Smart Infrastructure And Information Management Solutions

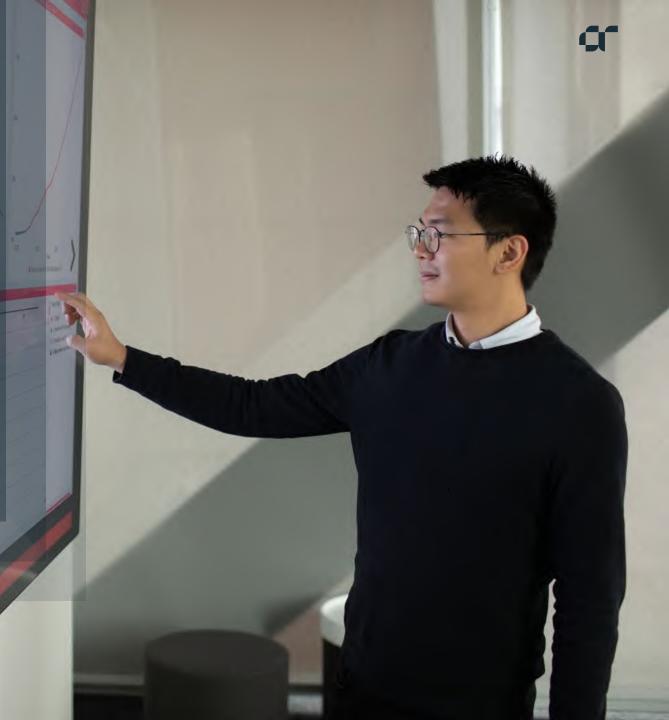


CAPITAL

We get our clients' plans into production by helping raise and manage investment capital.

A project's success rides on reliable financing. With our deep industry knowledge and extensive network of financial partners, we assist clients in finding and maintaining avenues of funding for their project.

Our experienced team helps clients navigate the complex landscape of funding options, secure financial resources, and choose the best arrangement of capital. By aligning project goals with investment opportunities, we help our clients find the backing to move their plans into production, ensuring they have the resources they need to achieve their objectives.



DECOMMISSIONING

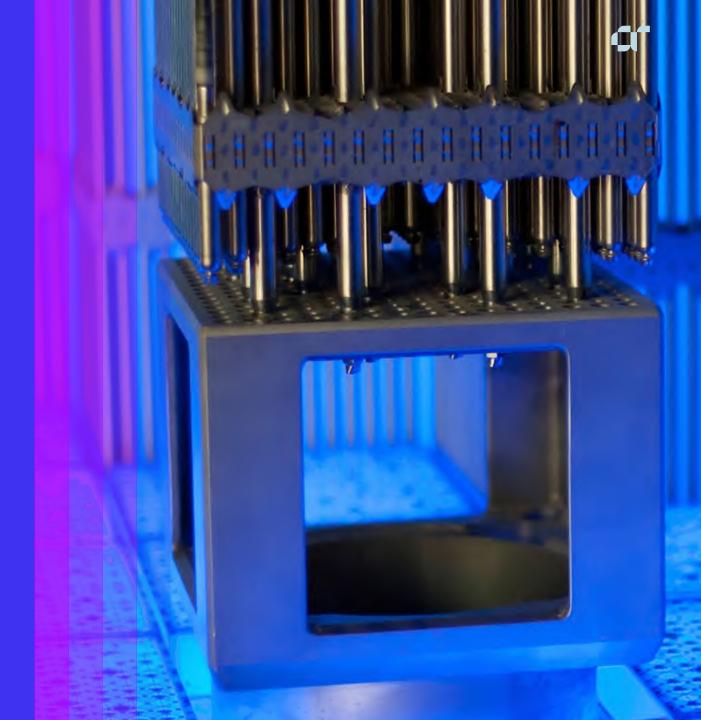
When our clients' assets and facilities reach the end of their productive lives, they turn to us to carry out shutdowns that are both safe and environmentally friendly.

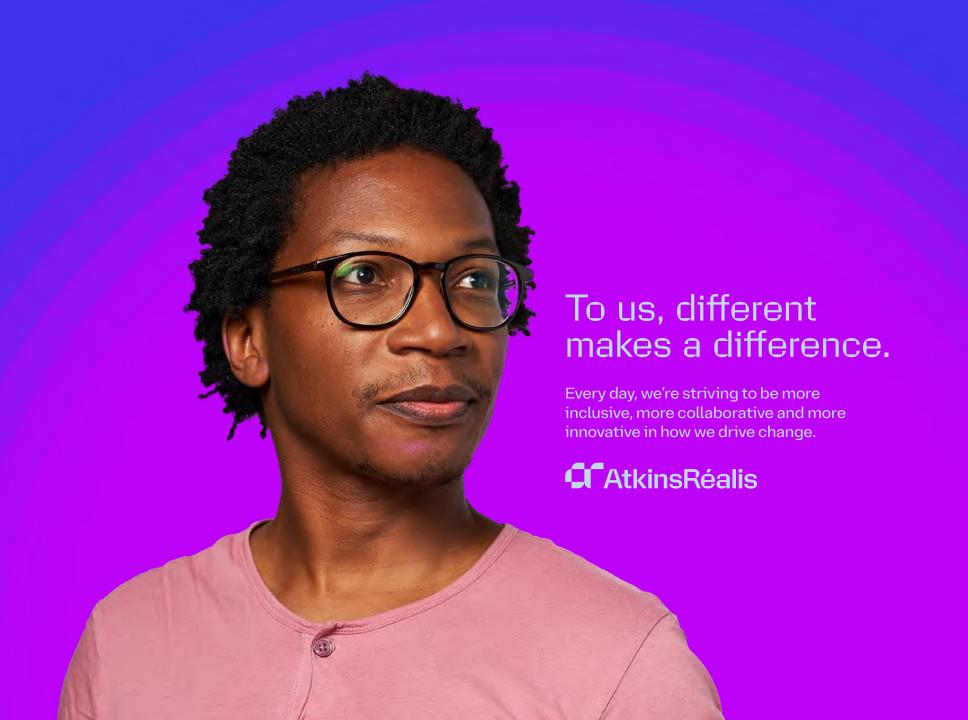
We offer a full range of decommissioning services across a diverse range of sectors, dismantling facilities and remediating sites with a level of care and attention to detail that we have become renowned for around the world.

We keep safety, quality and ontime delivery at the forefront of our approach, and our diversified expertise, as well as extensive, worldwide experience in design and implementation of decommissioning plans, make us uniquely able to take on multi-faceted complex projects.

Expertise

- Nuclear Waste Management
- Planning Characterization
 And Assessment
- Retrieval, Dismantling And Demolition
- Packaging
- Waste Treatment
- Operations And Logistics
- Disposal And Recycling







5 OUR EXPERIENCE

We deliver innovative engineering solutions on projects across the globe.



A14 UPGRADE, UK

Moving the digital journey along for the rest of the transportation industry.

The A14 is a vital road that carries high levels of commuter and trade traffic.

In 2015, a £1.5bn upgrade to the Cambridge to Huntingdon section of the route sought to improve its capacity and reduce congestion.

The project was making use of a wide range of technologies, from geographic information systems (GIS) to 3D modeling. At the time, the sector was only just starting to embrace digital, and much of this data remained siloed. As a major design partner in the joint venture to deliver the A14 upgrade, our pioneering approach to digital allowed the project to finally capitalize on this data. We built a centralized asset database which contractors could both use and contribute to, generating a 'digital twin' that represented the on-the-ground reality accurately, in real time.









There is a digital revolution now underway in the construction industry. It could dramatically increase productivity and save billions of pounds.

- \$1.5bn upgrade
- 21 miles of highway
- 200 trial holes
- 85,000 vehicles per day



LOUIS ARMSTRONG NEW ORLEANS INTERNATIONAL AIRPORT, US

A multi-phase project hailed as the city's most transformative project since the Superdome.

As part of a joint venture, we were selected to oversee the airport's return to a world-class terminal. We provided a full range of planning, engineering and architectural services for the airport's long-term development.

The new airport has prepared New Orleans for increasing levels of tourism. Its state-of-the-art design supports the emergence of New Orleans as a destination city, while its durability and engineering advancements ensure that it can remain resilient in the face of future weather events.



The airport, along with the design team, encouraged all concessionaires to break away from typical concession standards and materials in favor of richer, higher-quality opulent finishes central to New Orleans' cultural trends.

- \$1bn terminal
- 972k square feet
- 35 gates
- 5th fastest growing airport in the US



RÉSEAU EXPRESS MÉTROPOLITAIN (REM), CANADA

The largest public transit project undertaken in Québec in the last 50 years.

The Réseau express métropolitain (REM) is an electric and fully automated light-rail transit network in Montreal.

Two consortiums were selected to design, build, operate and maintain the automated light metro system. As part of the NouvLR consortium, we were awarded the prestigious engineering, procurement, and construction mandates. The Groupe des Partenaires pour la Mobilité des Montrealais (GPMM) consortium,

which includes AtkinsRéalis, was responsible for delivering a complete automatic and driverless light metro system, including rolling stock and signalling, as well as operation and maintenance services for a period of 30 years.









The combined knowledge and expertise of AtkinsRéalis greatly contributed to delivering an optimized design for an efficient and integrated new transit system that will benefit generations to come.

- 67km of double track
- 26 stations
- 24,000 passengers per hour per direction
- \$5bn contract



THE LINE AT NEOM, SAUDI ARABIA

THE LINE at NEOM presents a radical blueprint for how we can reimagine our urban spaces.

THE LINE at NEOM is a neverbefore-seen approach to urbanization – a 170km-belt of hyper-connected future communities, without cars and roads and built around nature.

It has been conceived as a direct response to some of the most pressing challenges facing humanity, such as legacy infrastructure, pollution, traffic, and human congestion. THE LINE forms part of the extensive development work already underway on the world's first cognitive, smart city at NEOM in Saudi Arabia.

We have been appointed one of three Delivery Partner organizations on THE LINE. The Delivery Partner role, in collaboration with NEOM, will provide project and construction management consultancy services for the design, procurement, construction, testing and commissioning of THE LINE, together with the management of the critical interfaces that THE LINE shares with adjacent NEOM projects and logistics.







THE LINE is a truly ground-breaking, world-first project and we are proud to have the opportunity to bring our global engineering, digital and Net Zero expertise to help create a lasting legacy for the Kingdom and its people.

- 34km² area
- 140km length
- 9m population
- 4 distinctive ecologies connected



DARLINGTON RETUBE & FEEDER REPLACEMENT PROJECT, CANADA

The Darlington nuclear station is Canada's second largest nuclear facility by total energy output.

It has provided 20% of Ontario's electricity since the early 1990s. But by 2016 its four reactors needed refurbishing and modernizing, to keep them operating safely and efficiently for another three decades.

The nuclear industry has a long history in Canada, with the CANDU (Canadian Deuterium Uranium) reactors setting a high standard in design, innovation and sustainability. Modernizing

Darlington's four CANDU reactors would ensure that Ontario could continue to benefit from safe and reliable baseload for decades to come. The refurbishment remains Canada's largest clean energy initiative to date.

In 2016, we entered into a joint venture with Aecon Group for a \$2.75 billion contract to carry out the execution phase of the Darlington Retube and Feeder Replacement scope of work.



This tooling success is just another example of our long history of innovation, including the ability of CANDU reactors to use several alternative fuels.

- \$2.75bn contract
- 480 fuel channels and components replaced
- 1,920 multi-ton heavy lifts required
- 30 days reduction to outage schedule



COEUR ROCHESTER MINE, US

The Coeur Rochester Mine is one of five mines operated by Coeur in North America. It is Coeur's largest mine and most significant expansion project.

The Rochester Mine site is important to the local economy in Pershing County, Nevada, with a large portion of the mine workforce coming from the county seat of Lovelock.

We are providing engineering, procurement and construction management, as well as overall project management services. Our scope covers detailed engineering for the new crushing plant, Merrill-Crowe process plant, and power distribution, as well as the heap leach pad and site civil works.



When undertaking a large-scale project, world-class project management is key to ensuring quality, schedule and budget.

- 28 million tons annual capacity
- 13 years estimated mine life extension
- 450 contractors on the project
- 370+ mining professionals employed



HINKLEY POINT C, UK

The UK's largest infrastructure project.

As a nuclear plant, Hinkley Point C will play an important part in the UK's transition to a low-carbon energy future. The new 3.2GW power plant will power six million homes and supply 7% of the UK's electricity.

We have supported EDF NNB GenCo with the development of the power plant from its very early stages. Our presence played a role in its securing of the first Nuclear Site Licence to be granted by the UK's Office for Nuclear Regulation for over 20 years.









As well as accelerating the UK's transition to Net Zero, the Hinkley Point C project stands to generate many social and economic benefits, including wide-ranging and potentially life-changing employment opportunities.

- 10-year construction period
- 3.2GW power plant
- 6m homes powered
- 7% of the UK's electricity generated



MEDICOM N95 MASK FACILITY, CANADA

The blueprint for further Medicom mask sites across the world.

When the Covid-19 pandemic hit in 2020, nations suddenly found themselves short of millions of N95 masks. The Canadian government decided to develop a local and resilient supply chain as its priority.

Working alongside Medicom, our multidisciplinary team engineered their critical first mask manufacturing facility in Montreal.



Our specialized resources in the manufacturing sector, and more specifically in the pharmaceutical and agri-food sectors, can be mobilized rapidly with flexibility, agility and precision, in order to meet the quick turnaround and demanding implementation requirements.

- \$8,000,000 value
- 60,000 ft² facility
- 2m masks produced per day
- 1 year project timeline



MINISTRY OF DEFENCE: ENGINEERING DELIVERY PARTNERSHIP, UK

Maintaining technical advantage while moving towards Net Zero.

Defence Equipment & Support (DE&S) is part of the UK's Ministry of Defence (MOD). It supplies essential equipment and services to the Royal Navy, the British Army, and the Royal Air Force.

Since 2018, we've worked with DE&S to make sure it has the engineering capability it needs to specify, acquire, and deliver that support.

Our revolutionary partnership – which connects the MOD to a world-class network of suppliers and thinkers – allows the Armed Forces to maintain its technical advantage while moving towards Net Zero.



This partnership enables us to work with the MOD to apply engineering excellence to its immediate challenges.

- 170 projects live at any one time
- £10bn DE&S annual budget
- 10-20% AEP efficiency target
- 250 of our people working on EDP at any given time
- 10 year commercial arrangement



DUBAI OPERA, UAE

One of the most significant, vibrant and successful performing arts and entertainment centres in the Middle East.

Our stunning design and engineering services for Dubai Opera are a testament to what can be achieved through a truly collaborative approach between all stakeholders involved in its delivery.

The venue adds an important multicultural offering for Dubai's residents and visitors, supporting its long-term growth as a dynamic and successful city.



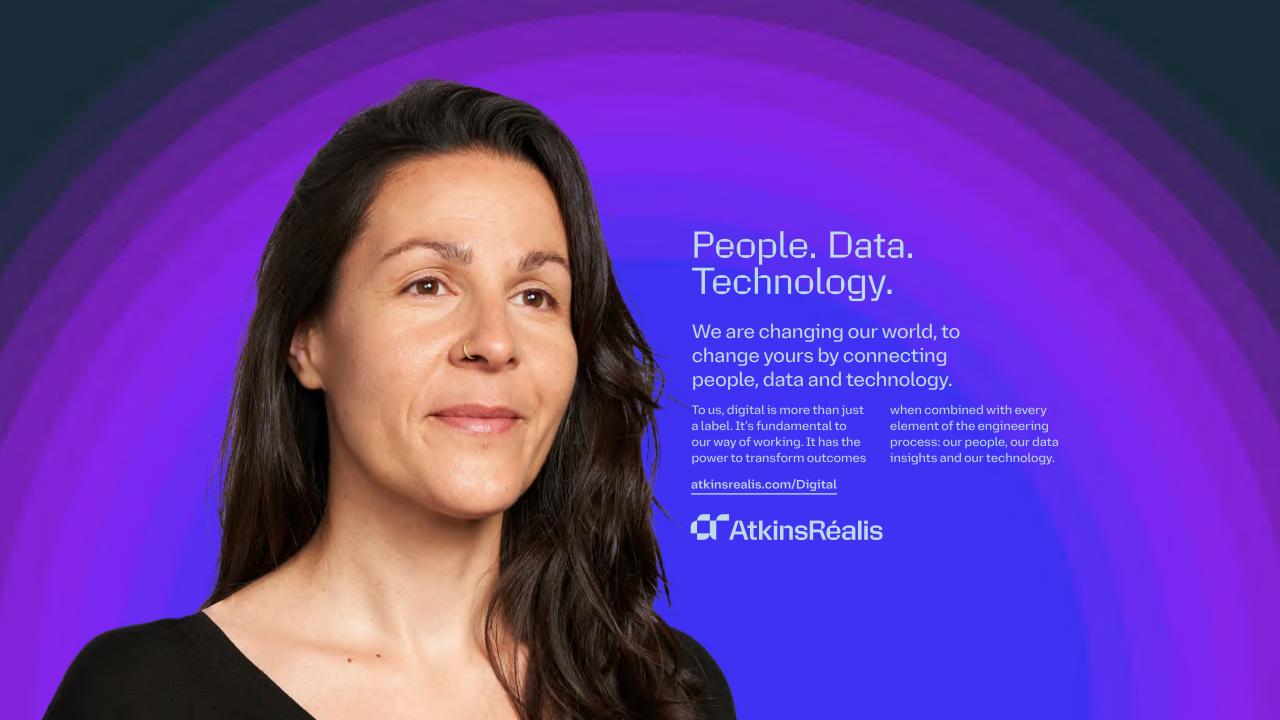






What makes Dubai Opera so important is the new offering it brings to residents and visitors of the city. It is a hub for cultural activity, entertainment and artistic expression.

- 2,000 seats
- 60,000 m²
- 2,000 m² of space for events



Our global workforce of over 36,000 speaks over 70 languages and represents 130 nationalities across six continents.

These differences are one of our greatest strengths – and key to understanding the needs of our clients worldwide.

atkinsrealis.com

