EMCOR UK | Innovating workplaces, engineering excellence

Environmental Social, and Governance (ESG) Report 2025

Creating a better world at work

Discover >





Welcome to EMCOR UK's 2025 ESG report.

At EMCOR UK, we revolutionise facilities management by combining our unique engineering heritage and innovation capability.

Reporting transparently on the broad range of ESG issues that we focus on and that affect our business is a vital part of our sustainability journey.

This report covers the calendar year 2024. As the non-financial reporting space continues to evolve, we are committed to ongoing evaluation and improvement of our approach to provide comprehensive disclosure for a broad range of stakeholders.

For more coverage of our ESG approach and progress, visit www.emcoruk.com.

Certain forward-looking statements are included in this report, which should be considered alongside our full forward-looking statements disclaimer on page 51 of this report.

Contents

3 Highlights
4 2024 awards and recognition

5 About EMCOR UK
6 Our services and solutions
7 CEO's outlook

9 Our ESG strategic plan
11 ESG oversight and management
12 Collaborations and affiliations
13 Responding to global challenges
15 Guided by the needs of our stakeholders

17 Environmental
18 Energy and carbon
23 Natural resources and resilience
25 Workplace utilisation

27 Social
28 Social value and community impact
34 Occupational health, safety and wellbeing
37 Equity, diversity and inclusion
41 Employee management, development and engagement

45 Governance
46 Corporate governance
50 Supply chain engagement
51 Forward-looking statements

Highlights

Environmental

74% of all EMCOR UK electricity is purchased from renewable sources

Scope 3 emissions recalculated to be 61,019 tCO_2e (93,929 in 2023 using global sector estimates)

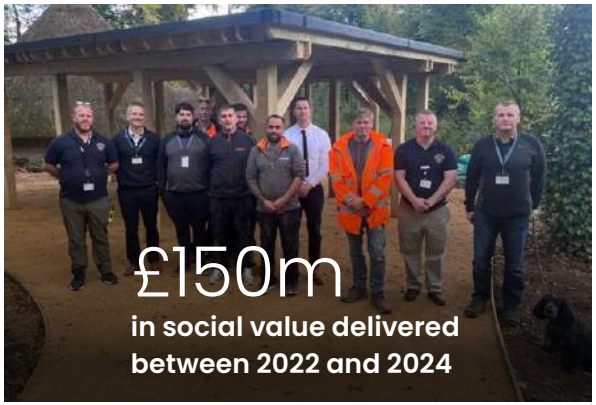
8.9 tCO_2e / £m
emissions intensity

35.6 MWh / £m
energy intensity

B rating from the Carbon Disclosure Project (CDP)

~£7m
of energy projects spanning 61 energy conservation measures

Social



0.12 accident frequency rate (lower than our objective of 0.13)

5,890
safety observations (up from 5,105 in 2023)

76%
overall engagement score in our annual employee survey with an employee participation rate of 67%

21st place in the Inclusive Companies Top 50

INCLUSIVE TOP50 UK EMPLOYERS 2024/25 — 21st MOST INCLUSIVE EMPLOYER

MACMILLAN CANCER SUPPORT

Over £160,000
raised across five years of collaboration with Macmillan Cancer Support



72 employees dedicated a total of 44 days to volunteering for local charities and community initiatives

Through the 10,000 black interns programme we welcomed 6 university graduates for a 6-week summer internship in 2024

2024 awards and recognition

SFMI Gold award
Recognising our FM credentials for Sustainable Facilities Management Index (SFMI) assessment.

UNGC (United Nations Global Compact)
Membership of the world's largest sustainability community.

CDP (Carbon Disclosure Project)
Adherence to best practice CDP principles for reporting.

Sir George Earle Trophy
Winning the highest accolade the Sir George Earle Trophy in the RoSPA Awards.

GALA
Recognised for our outstanding safety record by receiving the Health & Safety Award at the Considerate Constructors Gala Awards.



LGBTQIA
Our Creating Balance identity group was recognised at the British Diversity Awards, winning the Outstanding LGBTQIA Network award.

Disability Confident
We're proud to be a Disability Confident Employer.

21st most inclusive employer
at the British Diversity awards recognising our ongoing commitment to equity, diversity, and inclusion in the workplace.

Certifications

ISO 20400
Certification for the 2017 international guidance standard for sustainable procurement.

Additional ISO certifications:

- ISO 9001 Quality Management Systems CERTIFIED — FS 667232
- ISO 44001 Collaborative Business Relationships CERTIFIED — CBR 557508
- ISO 14001 Environmental Management CERTIFIED — EMS 668131
- ISO 45001 Occupational Health and Safety Management CERTIFIED — OHS 668133
- ISO 22301 Business Continuity Management CERTIFIED — BCMS 673907
- ISO 45003 Psychological Health and Safety at Work CERTIFIED — PHSW 758002
- ISO/IEC 27001 Information Security Management CERTIFIED — IS 673850
- ISO 50001 Energy Management CERTIFIED — ENMS 668135

About EMCOR UK

We revolutionise Facilities Management

Our unique engineering experience and innovation capability means we are trusted by major UK organisations in industries that keep the country running.

Who we are

We are a Facilities Management (FM) company with over 3,800 employees nationwide. EMCOR UK is part of the Fortune 500 company EMCOR Group, Inc. (NYSE:EME).



Our services and solutions

We provide an innovative and flexible range of six core services and solutions for our customers.



Facilities Management

Our integrated approach consolidates hard and soft FM services into one unified solution, creating a streamlined approach which means you have one provider with one purpose – to create a better world at work for you and your people.



Carbon Management Services

Carbon Transformation delivers a complete solution, for reducing energy and carbon expenditure in your facilities. We work closely with you to develop pathways to achieve your Net Zero, ESG and Sustainability goals.



Asset Management

Asset Dynamics optimises the performance of your buildings and assets. Offering an end-to-end solution, with flexible options for you to choose from strategy design, data quality, asset maintenance and total asset management.



Workplace Services

Workplace Evolution provides customised workplace solutions, tailored to the unique needs of your people, facilities and operations. We deliver the changes and technology required to achieve high performing, efficient and productive workplaces.



Data Centre Services

Advance your data centres with our comprehensive design, build, management, and maintenance solutions. With Data Centre Operations we self-deliver high-performance facilities, that are reliable, efficient, safe, compliant, secure, scalable and sustainable.



Technology, Analytics & Insights

Insight Intelligence turns your data into actionable insights, powered by our One Data World platform and the knowledge of our expert teams. We provide a single view of your entire estate's performance, enabling informed decision making for creating smarter and sustainable operations.

CEO's outlook

We asked Cheryl McCall our Chief Executive Officer to provide context for the company's ESG focus areas and future plans by reflecting on the three most pressing issues for EMCOR UK and our customers.



Cheryl McCall
Chief Executive Officer

1 Strengthening social value

Underpinned by a range of socio-cultural and economic forces, social value has become a prerequisite for growth – impacting aspects from talent attraction and retention to business development.

It has been elevated via the Procurement Act 2023 and the evolution of the UK Government Social Value model. In response to these requirements, social value has been embedded throughout our business, and our own momentum has been mirrored by our customers, their employees and communities.

The new Procurement Policy Note (PPN 002) will require a shift towards clearer, data-driven 'co-created' social value strategies, and it is vital that we meet our stakeholders' evolving requirements.

PPN 002 underscores the importance of considering social value in every stage of our procurement and contract management and the need to develop diverse supply chains.

This latest update clarifies expectations, improves consistency and broadens scope whilst retaining relevance. The key changes include better alignment with Labour's national priorities, greater accountability for suppliers and enhanced supplier engagement.

Facilities teams must engage with stakeholders to develop short and long-term social value initiatives that are tailored and created to deliver lasting positive community impact.

2 Decarbonising heat systems

Many of our customers have made net zero commitments for 2030, 2040 or 2050. While organisations were once focused on managing their Scope 2 emissions from purchased electricity, we are now seeing a significant shift as customers try to remove fossil fuel based consumption from their sites.

This is proving a major challenge in some cases and needs deep site-based investigations to reach the most feasible route to decarbonisation. Typically, heat pumps are the favoured solution.

We have also been supporting public sector organisations with securing funding for these types of projects through the Public Sector Decarbonisation Scheme (PSDS).

We see this as a significant growth area in the years to come as customers seek to decarbonise their heat sources.

3 Supporting the need for robust data

As stakeholder expectations continue to grow, so too does the demand for transparency, accuracy and accountability in ESG disclosures. This extends beyond environmental topics to encompass social value creation and workplace demographics, including equity, diversity and inclusion metrics.

In response, organisations are adopting more rigorous data assurance processes to enable consistent and credible reporting.

Regulatory developments – such as the EU Corporate Sustainability Reporting Directive (CSRD) and the International Sustainability Standards Board (ISSB) standards and evolving UK equivalent – are accelerating the requirement for assurable ESG data.

Independent verification is becoming best practice because of its ability to improve data reliability, support informed decision-making and strengthen stakeholder trust. In light of this, we have used ISAE 3410 to validate our reporting methodology for carbon emissions.

At EMCOR UK, we are committed to enhancing our assurance practices across all ESG domains to uphold the integrity, comparability and impact of our disclosures.

Cheryl McCall
Chief Executive Officer








Our ESG strategic plan

Our ESG strategic plan highlights our commitment to sustainable facilities management and contributing to wider sustainable development goals.

Guiding our work to 2030 and beyond, it sets out our ambitions to make our solutions more impactful, contribute to a healthier planet and improve the lives of our customers, colleagues and communities.





Kam Singh, Executive Director of ESG and **Cheryl McCall**, CEO

Vision

An industry leading, purpose driven organisation with a pioneering approach to ESG stewardship aligned to a framework specifically developed for the Facilities Management sector.

Goals

- Net zero across all scopes by 2040
- Five Equity, Diversity & Inclusion (ED&I) accreditations in 2025
- 50% of revenue in social value by 2030
- Demonstrable impact on our customers' net zero journeys
- Recognised as a Platinum Award Sustainable Facilities Management Index (SFMI) partner

Guiding principles

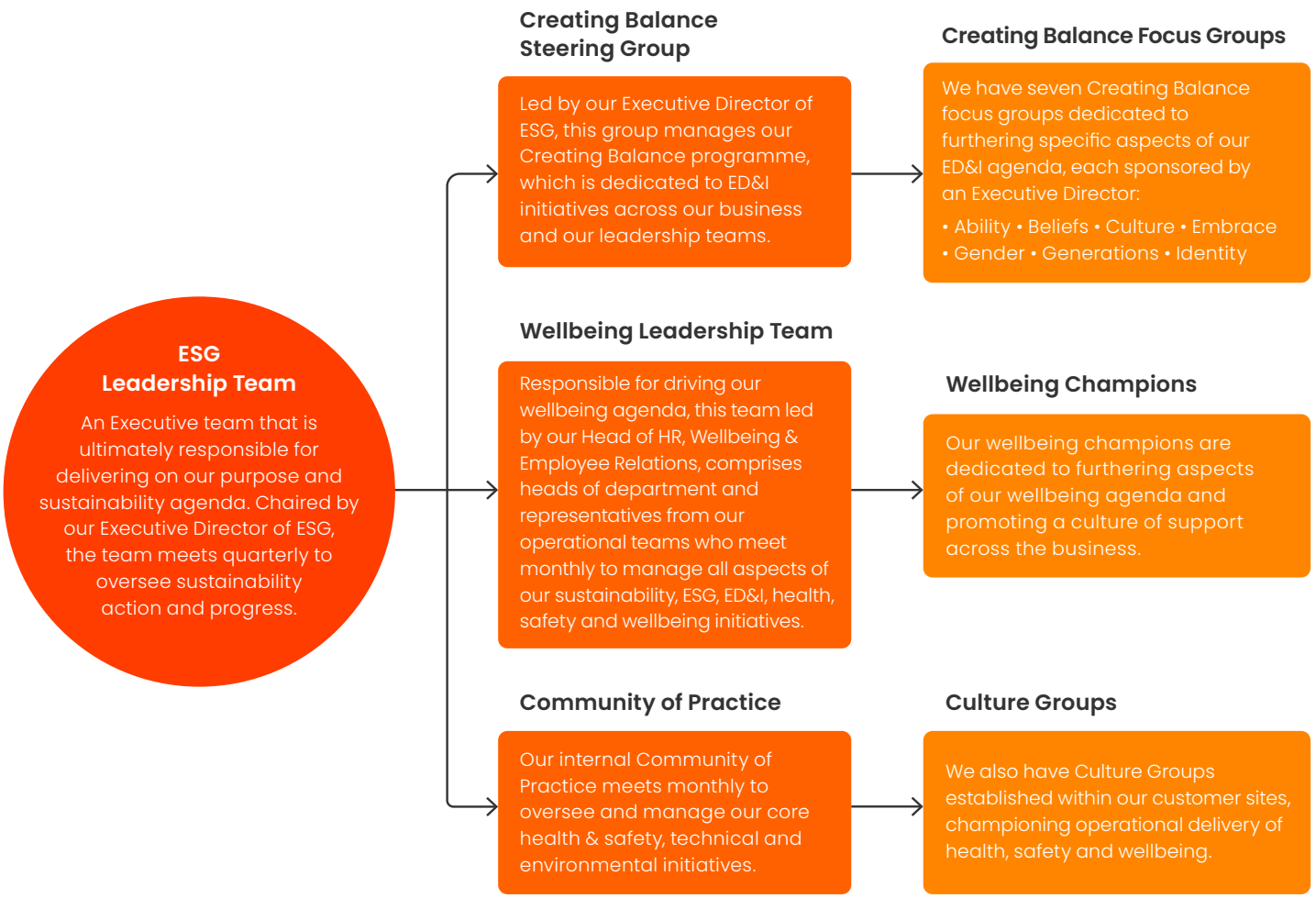
- UN Sustainable Development Goals (SDGs)
- 10 Principles of UN Global Compact
- Sustainable Facilities Management Index (SFMI)
- EMCOR UK Strategy
- EMCOR UK Values

ESG oversight and management

Engagement, ownership and accountability from our leadership and support teams.

Oversight and management of our ESG agenda is entrusted to the EMCOR UK Executive Leadership Team, which assigns responsibility to specialised groups focused on distinct aspects of our sustainability, ESG, ED&I , health, safety and wellbeing initiatives.

ESG oversight and management team structure for EMCOR UK



Collaborations and affiliations

Building collaborations and leveraging the expertise of many external organisations is essential to advancing our ESG goals.

ACT
We continued our collaboration with Access Community Trust (ACT), a charity providing services that promote social inclusion across Suffolk and Norfolk.

Commercial Foundation
Procuring through the Commercial Foundation social enterprise via Commercial Ltd generates £3.51 of social value for every £1 spent. We continue to blend own proficiency with external expertise to achieve our sustainability goals.

See Her Thrive
As part of our collaboration, we host joint events in support of women's health, covering topics such as menopause.

Sustainable Facilities Management Index (SFMI)
We are full participants in the SFMI, the only ESG leadership programme specifically designed to drive sustainable development in the facilities management sector.

Business in the Community (BITC)
We collaborate with BITC on joint rural regeneration programs. In 2024, we connected our functions with BITC's broader initiatives like inclusive recruitment and procurement, and began joining place-based leadership boards nationwide.

Inclusive Companies
Our collaboration with Inclusive Companies, a leading membership body specialising in ED&I, enabled us to develop our ED&I training programme.

Social Value Portal
We work with the Social Value Portal to maximise our social value impact and improve how we measure, manage and report on the social value we create.
See more on page 27.

UN Global Compact
We are active members of the UNGC, the world's largest corporate sustainability initiative. It calls on companies to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption.

Citi Health
We worked with Citi Health in 2024 to offer flu vaccinations to all employees and to donate vaccinations to developing nations.

REMPLOY
Through our collaboration with REMPLOY, we created the Access to Work Mental Health Support Service – a confidential vocational service providing employee mental health support.

Stonewall
As part of our engagement with Stonewall, the UK's leading LGBTQIA rights charity, we will be participating in its UK Workplace Equality Index to benchmark our progress on inclusion in the workplace.

White Ensign Association
Our partnership with the White Ensign Association helps us hire ex-military personnel and support their need for resettlement. We are proud to have ex-military veterans holding senior positions in our business.

Salary Finance
Through our engagement with Salary Finance, we have consolidated the debt of 82 colleagues, resulting in an average saving on interest of £566 per loan.

Supply Chain Sustainability School (SCSS)
We're a founding partner of the award-winning SCSS. For over a decade, the school has championed expertise in a wide range of areas relevant to our business and our customers.

Responding to global challenges

Our suite of customer solutions and our ESG strategic plan are driven by our desire to respond to global ESG trends.



Net zero

To achieve net zero, rapid transformation is required across all global systems. The built environment currently contributes 40% of the UK's total carbon footprint, and many organisations have set goals to achieve net zero by 2030. However, there is a visible global shift towards a common timeline of 2050. In the UK, this also aligns with central government commitments.

Alongside the significant work needed to reduce emissions, companies are also faced with volatile energy price risks and increasing regulatory requirements.

How we're contributing

We continue to work towards net zero by 2030 in our own operations and 2040 for our value chain emissions. However, all these timelines will be reviewed in the next 18 months as we develop and achieve a validated Science Based Target (SBTi). Our position as an FM company means we are also helping numerous customers hit their net zero targets through our Carbon Transformation solutions and project delivery. In 2024, we secured ~£7m of energy projects spanning 61 energy conservation measures.



Social value economy

Consideration of social value and wider economic, social and environmental impact has been a growing part of the UK procurement landscape since the Public Services (Social Value) Act was introduced in 2012. More broadly, as captured in our social value white paper, research shows that consumers, customers and employees are increasingly embracing brands that get behind social causes and positively impact their communities.

How we're contributing

We partnered with Social Value Portal in 2022 and are working to become an industry leader in delivering social value. We have directly delivered £150m in social value between 2022 and 2024.



Employee experience

Expectations around the employee experience and the role of the workplace have changed fundamentally in recent years. Hybrid working means that many companies are having to rationalise their property and buildings footprint to best utilise their space and optimise their approach.

How we're contributing

Our Workplace Evolution solutions help our customers determine the purpose of their workspaces and tailor them accordingly. We are adapting, modifying and managing buildings to deliver cost-efficiency, productivity and a positive employee experience for customers.



Equity, Diversity and Inclusion (ED&I)

Reflecting many global movements pushing back against discrimination and injustice across society, ED&I has evolved into a key business consideration. Companies are striving to undo long-standing unfairness and biases in hiring practices, policies and progression to achieve a workforce that better reflects society and feels welcoming and empowered.

How we're contributing

Our ED&I strategic plan, Creating Balance programme and seven dedicated groups continue to raise awareness and improve our performance through training and initiatives. The impact of our efforts was reflected in achieving 21st place in the Inclusive Companies Top 50 and winning the LGBTQIA category award at the British Diversity Awards.



Behavioural safety

Occupational health and safety has evolved in recent years, with an increased focus on proactive behaviour and learning. By embracing the use of leading indicators and preventive and protective measures, alongside consideration of the impact of psychosocial hazards, many organisations are improving health, safety and wellbeing outcomes for employees.

How we're contributing

Be There For Life encapsulates our whole-person approach to safety and occupational health. We were the first organisation globally certified to the ISO 45003 standard, our recertification in 2024 demonstrates our commitment to managing psychosocial workplace risk through our safety management system.

Guided by the needs of our stakeholders

We are guided by what our stakeholders expect of us, and strive to achieve positive outcomes for customers, employees and our partners.

We consider and balance the needs of our key stakeholders in all decision-making, and are committed to engaging with and gathering feedback from those we impact the most.



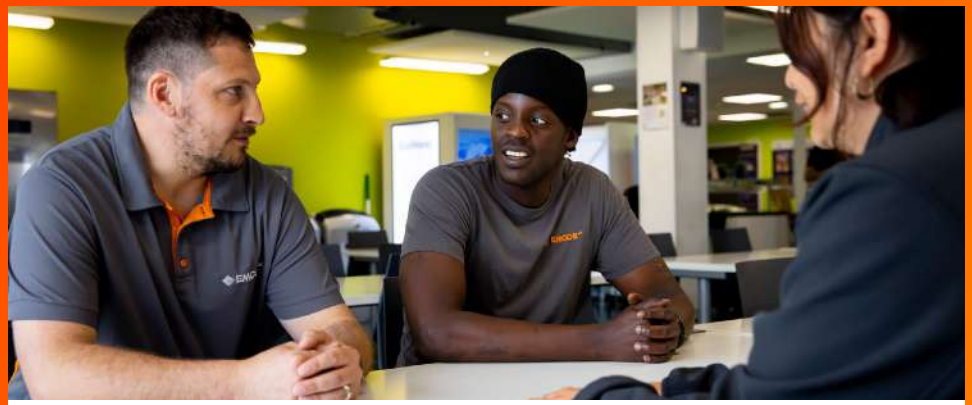
Customers

Our services and solutions enable our customers to move towards their own corporate responsibility objectives, amplifying our own contribution to tackling the world's key sustainability challenges. We are proud to have many long-term engagements with our customers, with some relationships in place for decades.

Our account management framework enables frequent stakeholder engagement, open lines of communication and opportunities to provide and discuss feedback.

We have an established Voice of Customer (VOC) programme to gather, track and action customer feedback. This includes monthly and quarterly feedback gathering and an annual VOC interview with an independent EMCOR UK colleague, alongside satisfaction surveys following work order completion and other ad hoc surveys.

The programme makes sure that feedback is consistently collected, analysed and actioned to satisfy customer requirements and expectations. It allows senior managers to review comments and actions, and provides transparency to customers through our "you said, we did" ethos.



Employees

EMCOR UK is home to over 3,800 colleagues. Our whole person agenda strives to provide decent work and create a safe, inclusive and rewarding workplace for each and every one.

We keep our employees informed through a number of channels, including Connect, our employee engagement app, and Flex, our benefits platform. This year has also seen increased site visits by our Executive Leadership Team (ELT) for more face-to-face information sharing and engagement.

Every year we carry out an employee survey to understand the engagement levels, motivation, trust and values that our colleagues feel in working for EMCOR UK. Our 12th and most recent EMCOR UK Voice survey was completed in June 2024, with a 76% overall engagement score in our annual employee survey with an employee participation rate of 67%.



Supply chain partners

We work with over 2,000 partners, and our supply chain contributes a significant portion of the overall impact we have as a business. Therefore, we recognise that our responsibility to improve extends beyond our own operations to those of our partners too.

We have an established Supply Chain Charter, which sets out our mandatory requirements and the strategic priorities we expect them to engage with, including our expectation that all supply chain partners will have credible net zero plans in place by 2030. This is communicated to all supply chain partners and promoted through various channels, including our supply chain portal.

We engage our supply chain partners in Community of Practice workshops, which cover a range of key ESG topics. We have also introduced Supplier Days in 2025, providing another collaborative environment to share ideas and best practice.

Environmental

We are dedicated to playing our part in safeguarding the future of our planet and creating a sustainable world for all.

In an age of heightened environmental consciousness and increasing global challenges including climate change, increased frequency and severity of extreme weather periods, biodiversity loss and resource depletion, our focus is on improving the environmental impact of our business, as well as that of our customers' operations through our services.

We work with our stakeholders to identify and implement environmental solutions that support our ISO14001 environmental certification.

Our focus areas:

- Energy and carbon
- Natural resources and resilience
- Workplace utilisation



Energy and carbon

We are committed to reducing emissions in our operations and supply chain, and supporting customers in making their assets contribute to achieving net zero.

Our net zero commitment

EMCOR UK is working towards net zero by 2030 in its own operations and 2040 for its value chain emissions. By 2030, all supply chain partners will be expected to have their own credible net zero plan in place.

Our Carbon Transformation team is delivering energy efficiency and carbon reduction in our own operations and for our customers.

We continue to invest in our data acquisition, measurement and verification (M&V) and analysis to support our own and our customers' decarbonisation delivery. Building on our Carbon Transformation Analytics M&V platform, we have trialled greater visibility of building control and asset performance data by integrating Building Management System information to identify avoidable waste, improve operational control and reduce utility consumption.



Our 2024 energy and carbon performance

We delivered a reduction in our Scope 1 emissions this year against 2023 and our 2019 baseline as we work towards our 2030 target of net zero operations. The drop was mainly due to our efforts to decarbonise EMCOR UK's extensive vehicle fleet, which is the main driver of our operational emissions (see Fleet management).

Scope 2 emissions have remained consistent as there was very little change in the electricity we consumed at our operational facilities. Where we have the option to directly contract with a supplier, all imported electricity is generated from renewable sources, backed by renewable energy guarantees of origin (REGOs). Where we do not have operational control, we offset these residual emissions with high quality removal carbon credits. As we transition to a more electrically powered fleet, we anticipate our Scope 2 emissions will rise as Scope 1 decreases. However, identifying where our electricity comes from and making sure it is renewable should keep us on track to achieve our 2030 target.

Our carbon and energy intensity remained stable this year at 8.8 tCO_2e per £1m of revenue and 35.6 MW/h per £1m of revenue.



EMCOR UK facilities, energy & carbon summary

2024 reported carbon data values

- Scope 1 tCO_2e - 2,238
- Scope 2 tCO_2e (Location Based) - 95
- Scope 2 tCO_2e (Market Based) - 35 (REGO Backed electricity. The residual emissions are covered by High Quality Removal, Carbon Credits)
- Scope 3 tCO_2e - 61,019

Emissions intensity (emissions per £1m revenue)

- 8.9 tCO_2e / £m

Energy consumption by end-use

- Heating - 0.2%
- Business operations (small power, lighting and operations) - 3.3%
- Fleet (fossil fuels) - 96%
- Fleet (Electric Vehicles) - 0.5%

Energy intensity (energy consumption per £1m revenue)

- 35.6 MWh / £m

Scope 3 emissions

Emissions we don't directly control, associated with our purchased goods and services (PGS), accounted for 96% of our total carbon footprint in 2024.

This Scope 3 impact was calculated using an extrapolation of our supply chain spend and was based on global conversion factors. We revised the method in early 2025 to use UK-specific statistics and sector-specific spend to more closely represent our UK impact.

The transition to a more accurate calculation reduced our Scope 3 emissions value from 77,379 tCO_2e to 61,019 tCO_2e. Our next steps will be to further engage with our suppliers and to recognise their own efforts to manage GHG emissions and to progress to an Activity Based method. We are committed to reducing our Scope 3 emissions by 25% by 2030.

Fleet management

We recognise that our fleet represents an area of operational control where there is a possibility to reduce emissions through electrification. We aim to manage and reduce our Scope 1 Greenhouse Gas (GHG) emissions through natural replacement of ageing commercial and passenger vehicles with Electric Vehicle (EV) alternatives and procurement of new vehicles alongside considerations of recharging infrastructure, efficient route planning and behaviour change training.

We are currently working to develop solutions with our supply chain that we envisage will allow for all recharging (both whilst on the road and at home) to be achieved using renewable energy. We also plan to introduce an employee salary sacrifice scheme to give employees the option of electrifying their own commuting, further reducing our Scope 3 emissions.

74% of all EMCOR UK electricity is purchased from renewable sources



Engaging with external experts and frameworks

We continue to participate in the Carbon Disclosure Project (CDP). Our 2024 submission was rated as a 'B', demonstrating our strengths and understanding of our Scopes 1 & 2 emission data, engagement and governance.

During 2024, we maintained our Gold Standard Sustainable FM Index (SFMI) accreditation. The SFMI recognised our excellent strategic programmes, highlighting decarbonisation and social value specifically. The SFMI's year-end review commented on the potential for sector leadership in these areas. This demonstrates a high level of Board commitment with clear alignment to strategy.

Our annual assessment highlighted our "coordinated and effective" stakeholder engagement, our "integrated and two-way management system approach" and our "holistic decarbonisation programme aligning into the strengths of EMCOR UK". This included praise for our Carbon Maturity Assessment Tool (CMAT), the development and implementation of which was a key success for 2024.

Carbon Transformation

Carbon Transformation is the golden thread that weaves through all aspects of our Facilities Management hard and soft services, and links into our Asset Dynamics, Data Centre Operations, Insight Intelligence and Workplace Evolution solutions. We offer a complete carbon management service for improving energy efficiency and reducing carbon emissions for our customers.

Our customers recognise the value and benefits of employing account-dedicated energy and carbon professionals to manage portfolio wide and site-specific energy and carbon strategies. Our aim is to help them achieve net zero, improve efficiency and reach ESG goals.

In 2024, we secured ~£7m of energy projects spanning 61 energy conservation measures.

These projects were estimated to have saved over 3,280 tCO_2e and included measures such as Solar PV (photovoltaic) installations, LED (Light-emitting diode) lighting, optimisation of control strategies and asset replacement.

There's an encouraging future trend too, as we look at early 2025 projects, we have seen a significant divergence in focus from electricity saving initiatives and on-site generation – such as LED replacements and roof mounted solar PV projects – to the removal of gas heating systems through the electrification of heat. We have seen a 300% increase in projects focused on air-source, water-source and ground-source heat pumps within the first six months of 2025.





Climate-related risks and opportunities

We are committed to integrating climate-related risks and opportunities into our governance, strategy, risk management and performance measurement frameworks. The company aligns with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations, ensuring transparency and accountability in addressing climate change impacts. We recognise both physical and transition climate-related risks and opportunities that could impact our business operations, our customers and our supply chain.

Physical risks

Extreme weather events, such as heatwaves, storms and flooding, could impact facility management services, disrupt supply chains and increase operational costs. The frequency, severity and impact of these physical risks are integral to our risk management process and strategic planning. This includes the management of and ability to mitigate the short-term impact of such events whilst addressing the medium- and longer-term risks. This includes the provision of core utilities and protection of our stakeholders' welfare.

Transition risks

Changes in regulatory requirements, carbon pricing mechanisms and evolving stakeholder expectations present risks in terms of compliance costs and investment in new technologies.

The transposition of international law into UK legislation is considered in our assessment of transitional risk. Other transitional risks to our business include evolving industry frameworks, management and compliance standards and transparency of data used to support performance claims. We aspire to document these centrally as part of our risk management policies.

Opportunities

We leverage climate-related opportunities through our Carbon Transformation solutions, supporting our customers to achieve decarbonisation and energy efficiency. By offering net zero consulting, energy optimisation solutions and smart asset management, we position ourselves as an innovative provider, offering a flexible range of services and solutions to help customers achieve their ESG and sustainability goals.

Natural resources and resilience

We encourage responsible use of resources and are taking our environmental risks seriously.

We have an Environment Policy – aligned to several UN Global Goals – in place to support our sustainability ambitions. Our Environmental Management System (EMS) is certified to ISO14001:2015 incorporating the full scope of activities and services for our own facilities and those delivered to our customers. This means we aim to eliminate, reduce and mitigate our environmental impact, whilst remaining safe and secure.

We will continually improve our EMS to enhance environmental performance through the implementation of operational controls and environmental objectives, considering aspects across the lifecycle, our compliance obligations and other risks and opportunities.

We are also protecting the environment through the identification of risk and implementation of control measures. Building on this, we are increasing resilience across our organisation to adapt to changing environmental conditions and their impact on our ability to deliver our service streams. This includes scenario planning and the use of external resources such as WWF's Biodiversity and Water Risk Filter[1].

In a market that places increasing value on nature and biodiversity-related initiatives, we will support our customers through the introduction of new services and by adapting best available techniques for the delivery of our services, ensuring a higher level of understanding and conformance with environmental best practice and reporting requirements.



For example, in 2024 we worked in collaboration with our preferred materials supplier to develop and adopt a three-tier categorisation system, where each stock item is measured against comprehensive criteria and awarded gold, silver, bronze or no award status.

We then reduced the number of products used from over 2,500 to 700 individual items, prioritising gold and silver rated options. With a reduced number of products, the first-time delivery rate increased, and we were also able to reduce fuel emissions.

The government's Simpler Recycling legislation provides an opportunity to further improve our waste segregation. Work is underway to provide information for all employees and customers on what this will mean and what actions will be required to maintain compliance with this new regulation.

1 WWF Risk Filter Suite

Case study

More sustainable cleaning solutions that reduce our impact

We have invested in smarter, eco cleaning solutions that reduce waste and lower emissions without compromising on quality or safety.

In Q1 2025, we switched our core cleaning material range to a naturally derived range, utilising microbe and enzyme-based technology produced by BioHygiene.

These products offer significant environmental benefits, including reducing our plastic consumption with the introduction of dissolvable sachets.







By June 2025, this had already led to:

- A 75% reduction in plastic waste, equal to 30 domestic hoovers (1,825kg)
- 18,136kg CO_2e saved, the same as planting 825 trees
- Consolidating products from 70 to 21 boosted efficiency and also residual cleaning quality













Workplace utilisation

We're helping organisations navigate changing workplace requirements and deliver inclusive, accessible and sustainable environments.

We have refreshed our workplace utilisation solutions, launching Workplace Evolution to support customers with today's dynamic workplace landscape.

Businesses continue to face challenges and opportunities arising from evolving workforce dynamics and occupancy levels in their facilities, rising operating costs and economic efficiency, technology advancements and the digitisation of facilities, as well as the growing demand for sustainability and replacing ageing infrastructure, whilst maintaining safety, compliance and best practice standards.

Workplace Evolution



We are also focused on understanding our customers' ESG and ED&I objectives and supporting them to develop workplaces that are inclusive, accessible and inspiring, where everybody can thrive.

Offering tailored solutions, Workplace Evolution incorporates, Workplace Insights, Smarter Workplaces and Workplace Experience helping customers to:

- Understand employee wellbeing and satisfaction to create attractive, safe and productive workplaces
- Operate efficient workplaces that are adaptable to changing needs, building use and occupancy levels
- Gain a full picture of estate operating costs to pinpoint inefficiencies, issues and where change is needed
- Modernise ageing infrastructure and technology to enhance occupant experience and streamline operations
- Implement sustainable practices to support organisations' energy reduction, net zero and ESG goals
- Advance all types of working environments from complex manufacturing, secure and pharmaceutical facilities to creating inspiring showcase offices

We aim to transform workplaces across varied sectors into adaptable, efficient and productive environments. By gathering insights on how people feel and the performance of facilities, we continuously evolve spaces to meet the changing needs of organisations, people and building use – to create modern workplaces that are optimised, smarter and more sustainable.

Workplace Evolution focuses on these areas:



Social

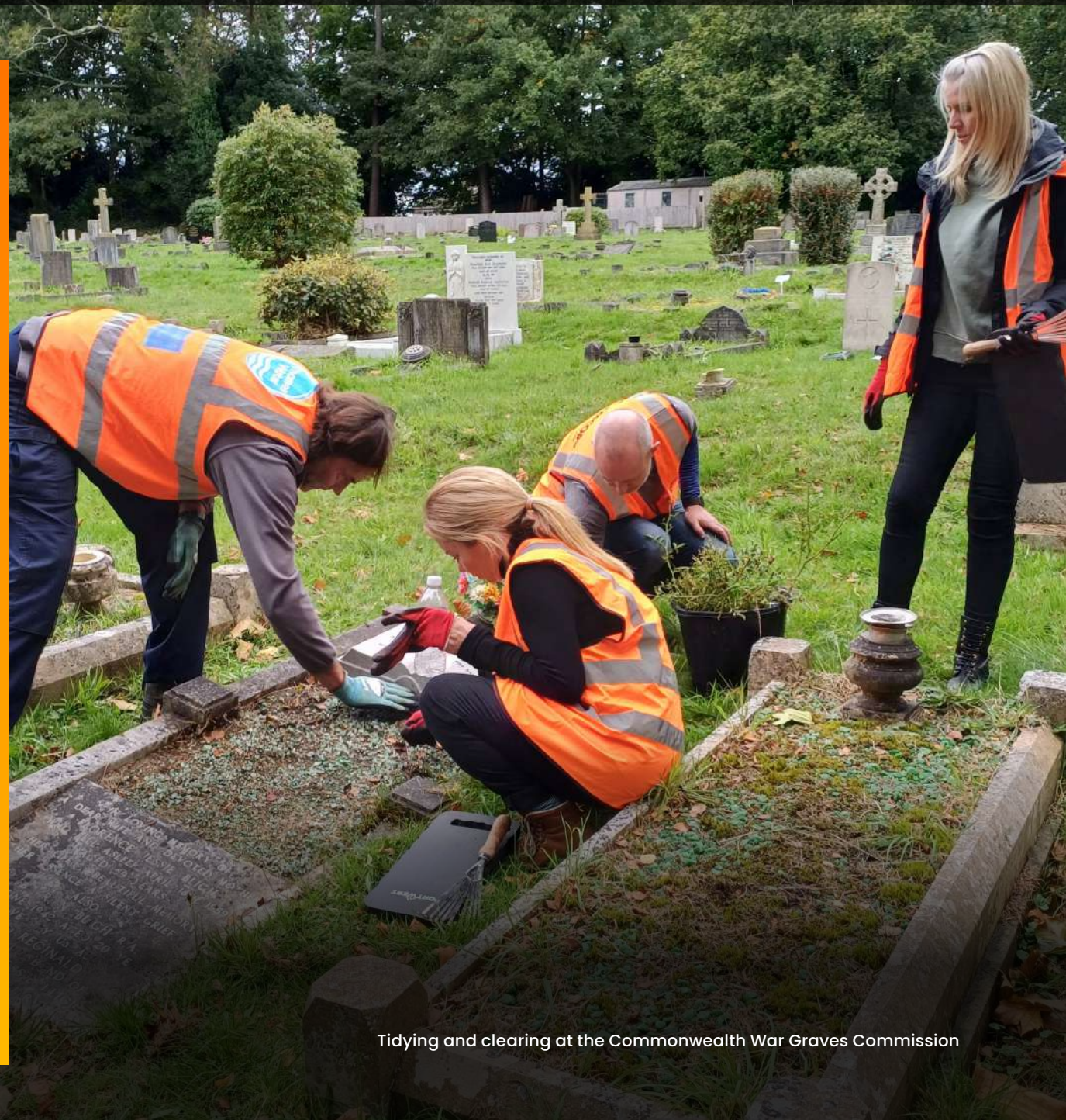
Our business touches a broad cross section of society, from customers and communities to our colleagues and supply chain partners.

Within our social focus areas, we are building the culture, skills and capabilities needed to help our business, the UK facilities management sector and the wider economy to thrive. We deliver a range of initiatives focused on wellbeing, diversity, inclusion, community engagement and personal development, ensuring that our people not only feel valued but are given opportunities to grow, contribute and succeed.

Wherever possible, we identify and embed activities and initiatives that generate added value for the communities in which we operate.

Our focus areas:

- Social value and community impact
- Occupational health, safety and wellbeing
- Equity, diversity and inclusion
- Employee management, development and engagement



Tidying and clearing at the Commonwealth War Graves Commission

Social value and community impact

Through a robust framework and passionate social impact ambassadors across our operations, we strive to create meaningful change in the communities where we operate.

We implement a place-based, purpose-led approach that creates measurable, economic and sustainable social impact. 2024 has been another strong performance in terms of leadership and delivering social value across our public and private sector customers.

Guided by our customers' priorities and the needs of their local communities, and underpinned by the UK Government Social Value Model and our Social Value strategy, we have directly delivered £150m in social value (based on the National TOMs framework and validated by Social Value Portal) between 2022 and 2024.

Our approach is maturing as we move towards our 2026 goal of delivering one-third of turnover in social value by 2026. We are also working towards reporting on social value in a more rounded way, looking beyond the monetisation of social value measurement and blending data with lived experiences.

Social Value Portal



Supporting a canal clearance project



Our strategic direction

2024 marked the start of a new journey with several new contracts laying the foundation for our strategic direction and continued growth.

Our long-term contract with a national broadcaster presents the opportunity to deliver social value through three, means-tested, dedicated SMART programmes.

These target those who are local, disadvantaged or from an underrepresented group, by focusing on the following three pillars:

- Employment & skills development
  - Apprenticeships, work experience, school/college engagement
  - Reducing the disability gap alongside tackling workforce inequality
  - Building resilience within local economies through utilising both local and diverse suppliers
- Community engagement and capacity building whilst promoting social integration and supporting charities affiliated with Children in Need
- Environment stewardship resulting in safeguarding and promoting biodiversity and green spaces.

This is an exciting opportunity for us to push the boundaries and build sustainable momentum in an area of social value where we are consistent but not as mature when compared to generating Local Economic Value. We have generated £80m in local economic value (TOMs) derived from local employment, apprenticeships, utilising local supply chain whilst ensuring all employees on new contracts are paid in line with the Real Living wage.

NATIONAL TOMs

LIVING WAGE Recognised Service Provider



Decorating at the Quids In Chorley food club

Our social value outlook

Our approach is maturing, and we have a clear trajectory toward achieving our goal of generating 50% of our turnover in social value by 2030.

Looking ahead, we expect changes driven by macro forces, such as the Procurement Act 2023, to support the social value agenda with mandatory social value assessments for central government contracts.

We believe the Procurement Act 2023 enhances access for SMEs, Voluntary, Community and Social Enterprises (VCSEs) and underrepresented groups by promoting inclusive economic growth and strengthening resilience and equity by requiring consideration of national/local social priorities in procurement decisions.

We are heartened by the move from Most Economic Advantageous Tender (MEAT) to Most Advantageous Tender (MAT). This has been evident during recent high value procurement opportunities where a mature approach is being called upon to demonstrate our approach to developing supply chain resilience via diverse supplier engagement and support. This is an area where we are moving at pace and have subsequently developed a strategy within our social value strategy which enables us to:

- Identify, engage and support diverse suppliers
- Implement initiatives that increase supplier diversity and impact
- Measure and track progress
- Continuously improve and evolve

Alongside this is the launch of a global reporting standard, the Taskforce on Inequality and Social-related Financial Disclosures (TISFD). Launched in September 2024, for those in scope it will drive integration of social factors into financial and strategic decision-making. Furthermore, it will encourage businesses to create a long-term social value plan and an equitable business model. On the other hand, it may lead to significant data collection and system upgrades to meet reporting standards – imposing additional reporting and compliance burdens.

We cannot deliver social value alone and we intend to do more to strategically unlock additional social value from within our supply chain. Through planned supply chain engagement, we can pool resources effectively and strategically re-distribute them in a way that helps tackle poverty and inequality in the places where we are based.

Our 2030 roadmap is ambitious, but our 2024 progress gives us confidence. We remain purpose-led and place-based and will continue delivering a more inclusive, resilient and equitable future for all our stakeholders.

Case study

Refurbishing a food bank with Siemens Industries

Food pantries have risen in prominence in the UK as a result of ongoing economic challenges, such as the cost-of-living crisis and rising unemployment and poverty rates.

The volunteer-run Quids In food club is aimed at households in Chorley, among the top 10% most deprived areas in the country, offering members a variety of food at significantly discounted rates.

Collaborating with our customer Siemens Industries, we refurbished this pantry in 2024 through a blend of donations, in-kind contributions and volunteers. This included:

- Decoration of the shop, kitchen and front of the building
- Electrical upgrades
- Donation of pre-loved furniture, including collection and delivery
- Reorganisation of appliances and furniture for smoother operations
- Cleaned up the shop and refreshed the signage

It was a substantial project, with work needing to be completed at set times to avoid causing disruption to the members who rely on Quids In.





"The work carried out by EMCOR UK at our local foodbank in Barlow Moor is a great example of supplier collaboration delivering social impact to the communities in which we operate."

Tony Saleh, SCM Sustainability Lead for Siemens Western Europe & Africa

Case study

Revitalising Tedworth House with one of our Defence Sector customers

Tedworth House is run by **Help for Heroes**, the UK Armed Forces charity. It serves as a **Recovery Centre** for wounded, injured and sick servicemen and women. The house and grounds offer accommodation, gym facilities and specialist support to help veterans and serving personnel rebuild their health and independence. Our customer has chosen to support and work with Tedworth House.

Since 2023, EMCOR UK has supported Tedworth House by running sessions on career transitions, the job market and working for EMCOR UK.

In summer 2024, we lent some more physical support in a project to restore an outdoor space that had become unusable. The canvas-covered area was originally used for therapeutic and skills-building activities such as woodwork. Our Armed Forces Covenant team, along with the Roads and Grounds team from our customer, worked together to clear the site, lay inscribed paving stones and replace the existing canopy structure.

Alongside this project, we have delivered further employability workshops (four to six times per year) at Tedworth House, which have benefited approximately 12-20 military personnel per workshop.



Restored outdoor space at Tedworth House

Case study

Supporting careers for care leavers

As reported last year, we have continued to build on our engagement with Bright Futures for Children, a not for profit responsible for delivering children's services in Reading.

Working alongside our customer Thames Water, we hosted an employability workshop for Care Leavers in February 2024. The session was designed to explore career options, to build confidence and workplace readiness and raise awareness of employment opportunities across the facilities management sector and at EMCOR UK and Thames Water specifically.

We went on to hire one of the participants, Kyle, who said after six months with the company:

"Since joining EMCOR UK, I have received loads of support from my manager and am picking up lots of new skills, including improving my IT and communication."



Employability workshop for Care Leavers

Our charity work

Supporting the communities where we live and work remains a core part of our values.

Macmillan Cancer Support is our primary charity partner, and we raised £26,288 in 2024 for its vital work.

Across the first five years of our partnership, we have now raised over £160,000.

We also donated over £8,000 to various charities in support of the fundraising activities of our colleagues.

72 employees dedicated a total of 44 days to volunteering for local charities and community initiatives. Activities were wide-ranging and included beach clean-ups, maintaining war graves, assisting at food and clothing banks, stewarding at charity events, fundraising and enhancing public green spaces.

These efforts not only made a tangible difference to local communities but also brought teams together, fostered pride and strengthened our social impact. Many of our volunteers shared their experiences internally, inspiring others to get involved and creating momentum for future projects.

MACMILLAN CANCER SUPPORT


Tough Mudder


Garden tidy at Whitley Growalot


Yorkshire Three Peaks Challenge



Occupational health, safety and wellbeing

Our primary focus is on creating a safe environment while also supporting the mental wellbeing of our employees.

Our whole person approach to safety and JUST culture is delivered through our Be There For Life (BTFL) programme, which is founded on our ISO 45001 and ISO 45003 standards, our safety values and our expected safety behaviours. These capture our overarching focus on protecting physical and psychological health, safety and wellbeing for all colleagues, customer and supply chain partners.

bsi ISO 45001 Occupational Health and Safety Management CERTIFIED
OHS 668133

bsi ISO 45003 Psychological Health and Safety at Work CERTIFIED
PHSW 758002

Through our Culture Groups and Wellbeing Champions and focusing on leading indicators in our balanced scorecards, we continue to shift our mentality towards prevention and proactive intervention.

During 2024, we continued the development of the competency framework to establish a base level of knowledge, experience and competence in the organisation. This included pilot competency frameworks specifically relating to electrical competency in one of our complex industrial contracts. Alongside this, we carried out a job description review to set a base level of skills, knowledge and experience for all new recruits. This will enable us to establish an organisational standard in 2026. We also updated our assurance framework with the consolidation of existing internal audit questions, and completed a gap analysis of the legal framework.

Our safety performance

We reported an organisational Accident Frequency rate of 0.12 for 2024, level with the 2023 rate and slightly below our objective of 0.13. This was based on 93 accidents occurring this year, representing a significant reduction from the 2023 figure of 120. Our proactive reporting culture remains strong, with 5,890 safety observations in 2024, up from 5,105 in 2023.

Our standing as an industry leader in health and safety was recognised by winning the by winning the highest Royal Society for the Prevention of Accidents (RoSPA) award, the prestigious Sir George Earle Trophy in 2024.

2024 RoSPA Sir George Earle Trophy

Case study

Analysing the underlying factors of incidents

Our online incident management software enables employees within the organisation to report and investigate on both a proactive and reactive basis. In 2024, our Safety, Quality and Risk team, undertook an investigation into reported incidents and accidents. Providing detailed insights on root-cause and recommendations for proactive rectification.

It became apparent through this process that while the organisation continues to innovate and progressively work towards improving the safety of the working environment, it was often a lack of basic safety precautions that caused most of the incidents.

Alongside the importance of training and communication, findings revealed that:

- Slips, trips and falls were the result of inadequate situational awareness.
- There is often poor general housekeeping, especially when it comes to the storage of equipment, materials and substances and PPE.
- With tools and equipment being used in diverse and harsh environments, regular inspection, maintenance and replacement are required to prevent the use of poor and damaged tools.
- The quality of the organisation's proactive reporting has dipped with a perceived mindset of quantity rather than quality, which was addressed in training programmes.

Having identified the hazards that resulted in slips, trips and falls being our most significant injury, we implemented a series of measures designed to reduce the frequency of these incidents. Actions undertaken included:

1. Launching new internal campaigns, toolbox talks, situational awareness and slips, trips and falls training in our online training portal.

2. Contracting a slips, trips and falls analyst to hold two workshops focusing on cleaning methods, cleaning chemicals, floor surfaces and PPE slip resistance. This led to the slip resistance grading of employees shoes being tested and the rating being upgraded.

3. A risk assessment review is being undertaken with stringent control measures implemented specifically around general housekeeping.

Wellbeing

Our Wellbeing Champions network

Our Wellbeing Leadership Team, made up of 12 dedicated individuals, achieved a significant milestone in 2024 by all completing the National Examination Board in Occupational Safety and Health (NEBOSH) course for Working with Wellbeing.

This qualification has further enhanced their ability to influence and lead on health and wellbeing across the business. It also reinforces our commitment to professionalising our approach to wellbeing and ensuring our leaders are equipped with evidence-based knowledge and practical tools.

Complementing this leadership effort is our network of over 100 Wellbeing Champions, who represent a wide cross-section of departments and sites. This group meets monthly to receive updates on company-wide wellbeing initiatives, participate in training and share insights from their own teams. Champions play a crucial role in cascading information, identifying local wellbeing needs and being a visible source of support for colleagues.



Women's Health Network goes from strength to strength

In 2024, a total of 461 women across EMCOR UK participated in our Women's Health Network, a monthly forum that provides a safe, inclusive space for open conversation around women's health and wellbeing topics.

These sessions are designed to promote awareness, reduce stigma and promote both physical and mental health in a supportive environment. Topics covered ranged from menstrual health and menopause to fertility, mental wellbeing and the impact of work-life balance on women's health.

Now in its fourth year, the network continues to grow in engagement and impact. We are proud to work with a trusted external subject matter expert who facilitates the sessions, offering professional guidance and creating space for meaningful, confidential discussion. Feedback from attendees has consistently highlighted how valuable these sessions are, not just for sharing knowledge, but for fostering a sense of support, belonging and community across locations and roles.

Equity, diversity and inclusion

We are committed to creating a culture where everyone is heard, supported and empowered to thrive.

Embracing diversity in all its forms is critical to achieving our business goals. This belief and our commitment to equity, diversity and inclusion (ED&I) is championed at the highest level and guided by our ED&I goals.

In January 2024, we appointed a full-time operational ED&I Lead, a dedicated role focused on advancing our ED&I strategy and delivering our Creating Balance programme, which includes our seven employee-led focus groups: Ability, Beliefs, Culture, Embrace, Gender, Generations and Identity. Each group works to promote specific dimensions of inclusion across EMCOR UK.

In 2024, we evolved our ED&I strategy to align with five highly respected external frameworks:

- Disability Confident Scheme
- Stonewall's Proud Employer Accreditation
- Race Equality Matters Trailblazer
- UN Women's Empowerment Principles
- Inclusive Companies Top 50 UK Employers List

By aligning with these frameworks, we are making a measurable commitment to building an equitable and inclusive workplace culture. This alignment not only supports our employees but signals to future talent that we hold ourselves accountable to high standards of inclusion and belonging.





Our ED&I goals

- Be listed in the Inclusive Companies Top 50 UK Employers by 2025 (achieved in 2023)
- Achieve a bronze Race Equality Matters Trailblazer award by 2025
- Achieve a minimum of a bronze award from the Stonewall Proud Employers Accreditation by 2026
- Achieve Disability Confident Leaders status by 2025
- Participate in UN Women's Empowerment Principles by 2025

Over the last 12 months, we've made significant progress against our ED&I goals, including:

- Achieving 21st place in the Inclusive Companies Top 50, two years ahead of our target
- Winning an LGBTQIA category award at the British Diversity Awards
- Preparing for audit to achieve Leader status in the Disability Confident Scheme, the programme's highest level of accreditation

In October 2024, we undertook a comprehensive review and update of our HR policies and training materials in response to the Worker Protection (Amendment of Equality Act 2010) Act. This legislation places a legal duty on employers to take "reasonable steps" to prevent sexual harassment in the workplace.

Our updated policies now provide clearer guidance on acceptable behaviour, bystander intervention and how to report concerns. We also updated line manager training to make sure that all those with people management responsibilities understand their duties under the new law. The revised materials reinforce our zero-tolerance approach to harassment and making certain that our workplaces remain safe, respectful and inclusive for everyone.

Case study

Celebrating LGBTQIA Inclusion and Allyship

In June 2024, we hosted a webinar on LGBTQIA Allyship, attended by 141 colleagues from across the business. The session, led by the co-chairs of our Identity focus group, explored what it means to be an ally, the importance of inclusive language and practical actions individuals can take to support LGBTQIA colleagues.

This event was part of a wider programme of activity delivered by the Identity group, which has grown significantly in visibility and influence over the past year. Their efforts were recognised nationally in March 2024 when they won "Outstanding LGBTQIA Network of the Year" at the 2024 British Diversity Awards.

The award celebrated the group's delivery of a consistent and impactful programme, including monthly podcasts, educational webinars and in-person awareness events that have reached colleagues at all levels. This recognition reflects not only the group's passion and hard work but also our broader culture of allyship and inclusion.



Case study

Implementing individualised support for our neurodiverse employees

In 2024, we placed a renewed focus on neurodiversity. An internal Creating Balance survey found that the three most commonly disclosed neurodiverse conditions across our workforce are autism, dyslexia and ADHD. In response, our Creating Balance Ability group has created Individualised Support Plans (ISP) for each of those conditions.

The ISP initiative has a dual purpose. It promotes inclusion on a practical level but also shifts mindsets across our leadership and management teams. It encourages empathetic leadership, reduces stigma and reinforces a culture where difference is understood and valued.

We believe this approach not only supports the wellbeing and performance of neurodiverse colleagues but also exemplifies our core values, 'People who care' and 'Together as one', and reaffirms our belief that a truly inclusive culture is one where everyone can be their best self.

An ISP is a confidential, person-centred document co-created by the employee and supported by their line manager. It provides a structured way for individuals to share:

- How their condition uniquely affects them at work
- Their key strengths and preferred working styles
- Specific challenges or barriers they may face
- Practical support or adjustments that could enhance their performance and wellbeing

The process encourages open dialogue and mutual understanding. Managers are supported in using the ISP to agree reasonable adjustments, from flexible communication methods, altered workspace setups and task modifications to more mindful approaches to workload or feedback.

ISPs are regularly reviewed to reflect any changes in the individual's needs, role or environment. This maintains ongoing relevance and helps managers monitor the effectiveness of adjustments over time.



Our Individual Support Plan guide

Employee management, development and engagement

Our whole person agenda strives to create a sustainable, engaging and rewarding workplace.

We are focused on being an employer that rewards fairly, encourages personal and professional development and has effective mechanisms of communication.

Employee engagement

Our annual employee survey goes out to the entire workforce, and we seek to understand the engagement levels, motivation, trust and values that our colleagues feel in working for EMCOR UK.

This year, the survey comprised 40 questions linked to our four corporate values: People who care, Safe & secure, Active & ambitious and Together as one.

The relevant HR business partners and managers of each business unit or cost centre analyse the survey results in detail and develop an appropriate departmental improvement plan.





Talent management

In 2024, we introduced Kallidus Talent, a talent management platform, to support regular performance and potential reviews. Managers, in collaboration with our HR business partners, assess individuals using our Progression Planning programme to identify performance levels and development needs across the organisation. Those requiring additional support are visible to the wider HR and Learning & Development teams, ensuring timely access to targeted guidance, resources and interventions.

The platform also allows us to easily identify high-potential employees and those ready for progression. This enables our Talent team to proactively match internal candidates with upcoming vacancies, for nurturing future leaders and provide clear development pathways.

Kallidus Talent plays a vital role in achieving the future readiness of our workforce by helping us grow and retain talent from within. This approach not only preserves critical knowledge within the business but also empowers experienced employees to mentor and train new apprentices, trainees and less-experienced colleagues, strengthening our talent pipeline for long-term success.

Performance management

In 2024, 73% of our employees had meaningful objectives set as part of our approach to performance and development. These objectives included regular one-to-one meetings with line managers to review performance, discuss output, agree on targets, explore career development opportunities and conduct wellbeing check-ins.

All discussions and goals are documented within our performance management platform, Kallidus Perform, which is accessible to both employees and their managers. This maintains full transparency, encourages open dialogue and supports a culture of trust, clarity and accountability around performance expectations and personal development.

Kallidus

Case study

Apprentices go outdoors

Eleven of our trade apprentices took part in our 10th annual two-day residential development programme at the Bowles Outdoor Activity Centre, a registered charity in Kent dedicated to experiential learning and local community support.

This immersive programme is designed to help our apprentices build essential personal, leadership and communication skills in a setting that fosters trust, teamwork and resilience.

Throughout the two days, apprentices engaged in a series of outdoor challenges and group activities that encouraged them to step outside their comfort zones, develop confidence and reflect on their personal values.

They were joined and supported by members of our Senior Leadership Team, who shared their own career journeys and experiences of learning and development. These interactions were not only inspirational but helped our apprentices connect the company's values to real world behaviours and leadership practices.

EMCOR UK's apprenticeship programme continues to be a highlight of our early careers offer and reflects our investment in the future of our workforce.





Case study

Welcoming our first cohort from the 10,000 Black Interns programme

Through the 10,000 Black Interns programme, we welcomed six university graduates for a six-week summer internship in 2024. Each intern worked in operations or central functions at our head and regional offices, where they met as a cohort and connected with their teams.

Supported by both their line managers and two learning and development specialists, the interns received tailored coaching and mentoring throughout their time with us. They formed a peer network and met weekly to reflect, share experiences and support one another. Each intern contributed to individual projects within their departments and collaborated on a group project, all of which were presented at the end of the programme. They also created video blogs capturing a 'day in the life', offering insight into their experience.

The interns brought enthusiasm, fresh perspectives and high-quality work to their teams. Their contributions were outstanding, and they gained valuable professional experience while making a real impact. We were proud to offer one intern a full time role, working in our recruitment team, after their internship.



#10000 BLACK INTERNS

Governance

Strong governance supports our sustainability efforts.

Alongside a clear oversight and management structure to demonstrate ownership and accountability (see page 11), we have a range of systems, processes and policies to guide our efforts, monitor our performance and communicate our expectations to stakeholders.

Our progress has been recognised by the Carbon Disclosure Project (CDP), which scored EMCOR UK as a B under its Governance category this year.

Our supply chain plays a large part in delivering our services to customers, and we strive to build long-lasting and trusted relationships with our supply chain partners.

Our focus areas:

- Corporate governance
- Risk management
- Supply chain engagement





Corporate governance

Our governance practices ensure that we operate in a way that is legal, fair, responsible and conducted with integrity.

Leadership and strategy

The Board is accountable for the effective leadership of EMCOR Group (UK) Plc in a way which promotes long-term sustainable success for the benefit of all our stakeholders. It sets our strategic objectives and oversees their implementation by the Executive Leadership Team (ELT).

Our corporate strategy promotes sustainability and links it to our business purpose, vision and values. It specifically outlines ESG goals for the organisation and clearly demonstrates the Board's commitment to ESG. See page 9 to read more about our ESG strategic plan.

We have invested in oversight and accountability for sustainability at the ELT level of EMCOR UK with the appointment of our first Executive Director – ESG in 2024. This individual is ultimately responsible for the formulation and delivery of the ESG strategy.

Our ELT is diverse, with representation from different backgrounds, genders and ethnicities. It is fundamental to our values that we celebrate and respect each other, whilst benefiting from our diversity, which brings a variety of skills, experiences, ideas and perspectives that contribute to our ability to grow and progress.

Code of Conduct and business ethics

As a part of EMCOR Group, Inc., we adhere to its Group Code of Conduct & Business Ethics Policy. The Policy defines the practices and standards of conduct that are the foundation of our operations, reflecting the Group's global commitment to conducting business with the highest ethical standards. All employees have a personal responsibility to familiarise themselves with and abide by the Code.

Anti-corruption and anti-bribery

EMCOR UK also adheres to the EMCOR Group, Inc. Global Anti-Corruption Policy. This is underpinned by our UK Anti-Bribery and Hospitality Policy, which articulates our zero tolerance approach to bribery.

As part of our commitment to creating an anti-bribery culture, the Policy is designed to help all employees understand the legal and ethical issues regarding bribery and prevent all forms of it from occurring.

Through the Policy, recruitment, induction and training practices, we ensure that employees are informed of their obligations under the UK Bribery Act 2010.



Human rights and anti-slavery

EMCOR UK is committed to conducting its business in a manner that respects the rights and dignity of all people. We have an established Human Rights Policy, which supports the principles of the United Nations Universal Declaration of Human Rights and the UK Human Rights Act. The policy applies to all employees, self-employed employees and temporary workers. We also expect our customers, supply chain and community partners to respect and adhere to this policy.

Our Anti-Slavery Policy sets out our procedures for preventing exploitation and human trafficking and protecting our workforce and reputation. We publish an annual statement setting out the steps we have taken to ensure slavery and human trafficking are not taking place in our supply chains and to demonstrate that we take our responsibilities seriously.



Cyber security

Given the nature of many of our customer organisations, we take cyber security extremely seriously. This is demonstrated by our ISO/IEC 27001 (Information Security Management System (ISMS)) certification.

Achieving ISO 27001 certification shows we have established, implemented, maintained and are continually improving a documented ISMS. This covers our processes, people and technology to manage information security risks effectively. We are also certified to Cyber Essentials Plus, a government-backed certification scheme critical to working with government contracts and sensitive data.

bsi ISO/IEC 27001 Information Security Management CERTIFIED

IS 673850



Collaboration

EMCOR UK was the first FM service provider to achieve the ISO 44001 (2017) international standard for Collaborative Business Relationship Management Systems. Collaboration is a central function within the business. The approach is systematic, with roles and responsibilities set out and understood and team competencies considered.

We also demonstrate collaboration with competitors in knowledge sharing opportunities through our work with the IWFM Sustainability Special Interest Group, where our Executive Director of ESG is the current chair.

bsi ISO 44001 Collaborative Business Relationships CERTIFIED

CBR 557508



Risk management

Our risk-based approach plays a vital role in achieving our ESG objectives and ensures we remain agile in responding to our customer needs.

Our risk management framework, aligned with ISO 31000 (Risk Management), is embedded at the core of our organisation. It enhances transparency, accountability and ethical decision-making, while underpinning our compliance with regulatory requirements, reducing the likelihood of operational disruptions and increasing overall resilience.

This builds trust among stakeholders, including customers and suppliers. By embedding a culture of risk-based thinking, our leadership team is equipped to respond to emerging threats and capitalise on opportunities. This ensures we maintain a strong, resilient strategy focused on delivering long-term value.

As the framework has matured, it has strengthened our ability to identify and mitigate environmental risks related to energy consumption, waste, emissions and climate change. We have embraced external resources, such as the WWF Risk Filter, which we have used to localise the assessment of water (flooding and resource scarcity) and biodiversity risks.

Our corporate risk register also now includes a specific section on ESG related risks, including a reference to climate risks as outlined in accordance with the TCFD (Task Force on Climate-related Financial Disclosures) framework. This will be further developed as part of a scenario testing approach going forward.

This proactive approach not only supports compliance with evolving legislation but also drives investment in sustainable technologies and practices that align with our broader organisational goals.

On the social front, our framework supports workplace health, safety and inclusivity through initiatives such as our Be There for Life programme and the dedicated Wellbeing Leadership Team, drawing parity between physical and psychological risks. These efforts enable early identification of employee wellbeing risks and enable effective controls to be implemented, reinforcing our commitment to creating a safe, supportive work environment.

Throughout 2024, we continued to develop our quality assured Learning from Experience (LFE) framework in support of continuous improvement. Reflecting on performance within a structured framework allows us to identify risks and opportunities and challenge actions arising from the review.

Supply chain engagement

We work closely with our supply chain partners, holding them to the same standards we set for ourselves and expecting them to share our commitment to addressing environmental and social impacts.

We work with over 2,000 suppliers to provide effective, efficient and sustainable goods and services to our customer base. A high concentration (over 70%) of those are local, SME and micro-organisations.

We recognise the impact of these businesses and proactively seek partners that share our vision and can work with us to achieve our goals. We engage our supply chain partners in Community of Practice workshops, which cover a range of key ESG topics. We have also introduced Supplier Days in 2025, providing another collaborative environment to share ideas and best practice.

Our procurement and supply chain management principles and approach are aligned to ISO20400 – the Sustainable Procurement Standard – and captured in our Supply Chain Charter, which has been refreshed in 2025. It sets out our mandatory requirements and the strategic priorities we expect suppliers to engage with, including our expectation that all supply chain partners will have credible net zero plans in place by 2030.

ISO 20400:2017

70% **of our supply chain partners are local, SME and micro-organisations.**



Our Procurement and Supply Chain roadmap identifies how we will collaborate with and support our supply chain partners on their own journey to a more sustainable and equitable future and includes a broad range of commitments that will enhance our own ESG performance. This includes a comprehensive review of our onboarding processes to better capture data on current performance to identify risks and opportunities.

Supporting businesses to progress in line with our expectations is a challenge we're embracing. We partner with organisations such as the Supply Chain Sustainability School that can provide a wealth of resources to support organisations across the broad spectrum of ESG topics. In 2025, we have gifted £70k of Apprenticeship Levy funding to two supply chain partners.

A key focus for the year ahead is to develop a structured programme of activity for our supply chain, supporting them to meet our requirements.

Forward-Looking Statements

This report contains certain forward-looking statements. Such statements speak only as of the date of this report, and EMCOR UK assumes no obligation to update any such forward-looking statements, unless required by law. These forward-looking statements may include statements regarding anticipated future operating and financial performance; our ability to assist our customers' transition to a cleaner environment and more sustainable solutions; that our operations will continue to support the UK's energy transition, including the renewable energy and renewable fuel markets; our environmental goals, including our net zero 2030 goals, workplace safety goals, ED&I goals and social value goals and our ability to achieve such goals; our commitment to reengaging our supply chain partners with a refreshed Supply Chain Charter; our initiatives to support science-based targets in alignment with the Science Based Targets initiative (SBTi) and our commitment to setting such targets; our gifting of our Apprenticeship Levy funds and commitment to other apprenticeship programmes. These forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from those anticipated (whether expressly or implied) by the forward-looking statements. Accordingly, these statements do not guarantee future performance or events. Applicable risks and uncertainties include, but are not limited to, adverse effects of general economic conditions; climate change and related environmental issues; market or regulatory responses to climate change; domestic and international political developments; changes in the specific markets for EMCOR UK's services; adverse business conditions, and inflationary trends more generally, including fluctuations in energy costs; the impact of legislation and/or government regulations; availability of alternative energy solutions and vehicles; increased competition; and unfavourable developments in the mix of our business.

Certain of the risk factors associated with EMCOR UK's business are described in its Annual Reports and Financial Statements, which are publicly available via Companies House in the United Kingdom, and are also described in Part I, Item 1A "Risk Factors," of the EMCOR Group, Inc. Annual Report on Form 10-K, and in other reports filed from time to time by EMCOR Group, Inc. with the U.S. Securities and Exchange Commission and available at www.sec.gov and www.emcorgroup.com. Such risk factors should be taken into account in evaluating our business, including any forward-looking statements.

In particular these forward-looking statements may be based on assumptions and expectations that are necessarily uncertain and may be prone to error or subject to misinterpretation given the inherently long timelines and the lack of a single approach to identifying, measuring and reporting on such matters. Calculations, statistics and certain facts included in forward looking statements may be based on third-party information, current estimates, assumptions and projections and therefore, subject to change. These forward-looking statements and statements regarding our environmental, social and governance measures have not been assured or verified by independent third parties. The statements are not intended to create legal rights or obligations.

EMCOR UK
1 The Crescent
Surbiton, Surrey
KT6 4BN

emcoruk.com

Follow us on LinkedIn

a better world at work