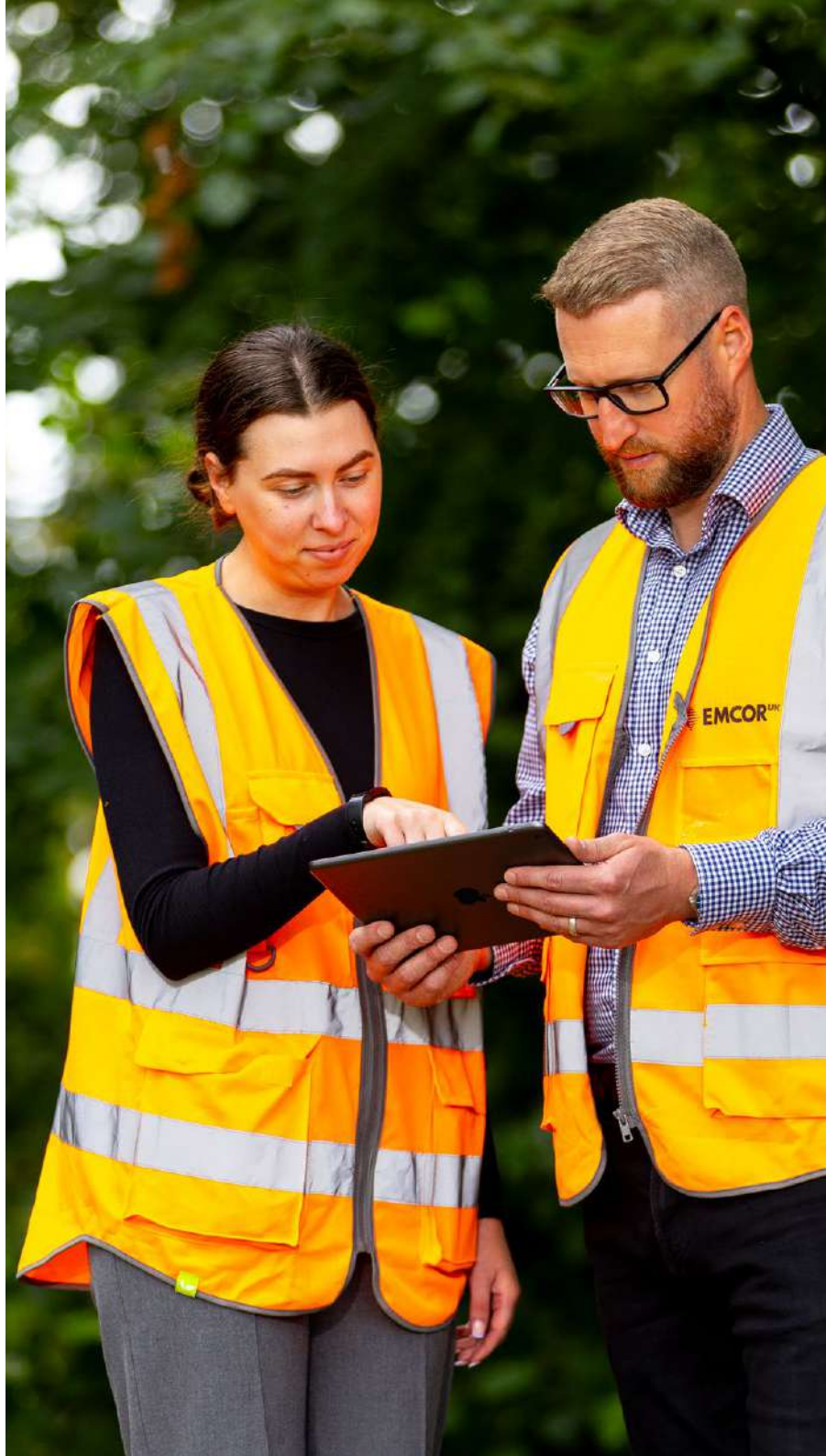
EMCOR UK | Innovating workplaces, engineering excellence

Sustainability Report 2024

Creating a better world at work

Discover



Welcome to EMCOR UK's 2024 sustainability report.

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

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

This report covers the calendar year 2023. As the non-financial reporting space continues to evolve, we are committed to ongoing evaluation and improvement of our approach to ensure we provide comprehensive disclosure for a broad range of stakeholders.

For more coverage of our sustainability 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 46 of this report.

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Highlights

Gold Award

from the Sustainable Facilities Management Index (SFMI)

United Nations Global Compact

Became a signatory of the United Nations Global Compact initiative

£51m Social Value Portal

delivered in social and local economic value (of the customer accounts measured)

Our Three Peaks Challenge team raised £74,206 for Macmillan Cancer Support

50+ energy and carbon projects completed for customers – delivering carbon savings equalling 1,150 tCO_2e for these organisations

Named as the UK's 37th most inclusive employer by Inclusive Companies

CLIMATE AMBITION ACCELERATOR

Participated in the UNGC Climate Ambition Accelerator Programme

Refreshed Supply Chain Charter

Launch of LGBTQIA podcast

This is us The Podcast

New Female Leadership Apprenticeship Programme

2023 awards

RoSPA Awards

- Facilities Management Industry Sector - Winner
- Water Industry Sector - Winner
- Commended in the National Defence Industry Sector for work with Atomic Weapons Establishment
- Four Gold Medals with customers United Utilities, Anglian Water, Thames Water and British Sugar
- Two Gold Awards for work with Department of Health and Social Care and Royal Sun Alliance
- Workforce Involvement in Safety and Health Trophy

British Safety Council

Excellence in safety and wellbeing standards

IWFM Impact Awards

Social Value Award - Finalist - Allyship, wellbeing and resilience building

Sustainable Facilities Management Index

Gold Award

Inclusive Top 50 UK Employers

Ranked 37th in 2023

British Diversity Awards

Outstanding LGBTQIA Network of the Year - Winner

Bank of London Rainbow Honours

Outstanding LGBTQIA Network of the Year - Finalist

The Great British Workplace Wellbeing Awards

Lifetime Commitment to Wellbeing - Finalist - Executive Director of Safety, Quality & Risk
Best DE&I Initiative - Finalist

IIRSM Risk Excellence Awards

The IIRSM President's Commendation awarded to EMCOR UK's Executive Director of Safety, Quality & Risk

About EMCOR UK

We revolutionise facilities management by combining our unique engineering heritage and innovation capability.

Who we are

We are an integrated facilities management company with over 3,000 colleagues across six offices nationwide. EMCOR UK is part of the Fortune 500 company EMCOR Group, Inc. (NYSE:EME).

What we do

We provide a range of customer-centric services through Facilities Management, Workplace Evolution, Carbon Transformation, Asset Dynamics and Insight Intelligence. A consistent, holistic focus on sustainability and a commitment to achieving net zero is embedded in our services and operations.

FACILITIES MANAGEMENT

WORKPLACE EVOLUTION

ASSET DYNAMICS

CARBON TRANSFORMATION

INSIGHT INTELLIGENCE

Our services focus on enhancing safety and compliance while optimising efficiency and minimising the environmental impact.

We deliver safe, compliant and efficient buildings for our customers. Taking a data insight-led approach combined with the expertise of our people, we help customers create smarter, more sustainable buildings, providing the best possible workplace experiences for their people.

Environmental considerations form a key part of our customer and business strategies, helping to reduce energy consumption, waste and carbon emissions to mitigate climate change, thereby promoting a greener future for customers, employees and other stakeholders. Assisting customers in setting and achieving short - and long-term carbon and net zero targets, underpinned by robust measurement, verification and reporting, is central to our approach.

Q&A with Cheryl McCall

EMCOR UK's new Chief Executive Officer discusses the company's sustainability foundations, focus areas and future plans.

On 1 January 2024, Cheryl McCall, EMCOR UK's Chief Financial Officer since 2021, was appointed as CEO.

How do you view EMCOR UK's sustainability journey to date?

In recent years, we have worked to make sustainability a part of our everyday culture, thinking and behaviours. We have invested to bring some great people into the business and they have furthered our capabilities and identified where we can progress.

The leadership team have built real momentum across EMCOR UK as sustainability and social value become increasingly embedded in our DNA and how we operate.

There has also been strong development across the services we offer to help our customers with their own environmental and social objectives.

How important will sustainability be to you as CEO?

Sustainability remains a high priority, for us as a business but also for me personally. When I was CFO, engaging with sustainability and increasing my knowledge was an important part of being an effective decision-maker. Topics like positive community impact, ethical behaviour and living our culture and values are also close to my heart.

For EMCOR UK, it is vital that we keep our purpose of creating a better world at work front of mind and dedicate the right resources to deliver on our sustainability agenda both internally and externally. We're continually engaging with our stakeholders to learn what matters to them and how we can best support them.

What opportunities and challenges does EMCOR UK face?

There are many opportunities for the UK facilities management industry to increase its positive environmental and social impact. Energy and carbon remain critically important to us and to our customers, alongside better waste management and circular economy solutions. We have fully embraced the social value movement and were placed in the top 10% of Social Value Portal members for delivering social value in 2023.

In terms of challenges, as a business focused on driving growth and cost control, we have to ensure sustainability remains high on our agenda and that we identify the right investments. Given the important role that our supply chain plays in delivering our services, supporting those businesses to progress in line with our expectations is another challenge we're embracing.

What stands out among EMCOR UK's sustainability progress in 2023?

On top of the strong result from our first SFMI assessment and the many awards and recognitions we've received this year, many great initiatives have been launched across the business. Our Be There for Life programme continues to have a positive impact and be well received by our teams, and we rolled out our bank holiday swap scheme, which we hope will further improve our inclusivity.

Personally, I really enjoyed the allyship training that our equality, diversity and inclusion (ED&I) team delivered to over 200 of our senior leaders. The programme focused on the little things we can all do to make people feel more included and how we can all lead by example.

Where will you be focusing in 2024?

As part of our work to make sustainability integral to how we operate as a business, sustainability is one of the five key measurements of success of our new strategy. Within that, ED&I, social value and carbon are our primary focuses. With that strategy in place, we will be working to align the objectives of all our colleagues to ensure we all understand how we can contribute to its success.

Reengaging our supply chain partners with a refreshed Supply Chain Charter that better communicates our sustainability expectations will also be an important part of our activity this year.

Our sustainability approach

We create value for our customers and wider stakeholders while ensuring we manage our business responsibly, ethically and progressively.

Our sustainability mission

To deliver targeted economic, social and environmental benefits that reinforce our commitment to creating a better world at work for customers, individuals and for the communities in which we operate.

Our approach

We're creating a better world at work for our people and our customers while ensuring that we minimise our impact on the planet.

Alongside our focus on improving the impact of our own operations, our solutions enable our customers to move towards their own corporate responsibility objectives, amplifying our own contribution to tackling the world's key sustainability challenges (see page 33).

Our focus is guided by the eight UN Sustainable Development Goals (SDGs) where we believe we can best deliver true and meaningful action, and the Ten Principles of the United Nations Global Compact, to which we became a signatory in 2023.

This approach is strengthened by robust systems, processes, policies and measurement tools, including an industry-leading suite of ISO certifications and trade memberships. We received a Gold Award in our first assessment by the Sustainable Facilities Management Index (SFMI) in 2023.

United Nations Global Compact

SFMI Gold Award 2023

Prioritising social value

Delivering social value is a key part of our purpose to create a better world at work for our customers and wider stakeholders. It is embedded in our sustainability framework.

We have a Social Value Strategy and partner with Social Value Portal to maximise our impact. We utilise Social Value Portal's National TOMs Framework to measure how we contribute to society and report on the value created.

Underpinned by our purpose and values

Our purpose

Creating a better world at work by promoting a better workplace for all colleagues across our business, as well as those of our customers and partners; and driving forward the social and environmental agendas to preserve the planet and promote a fair, inclusive and respectful society.

Our values

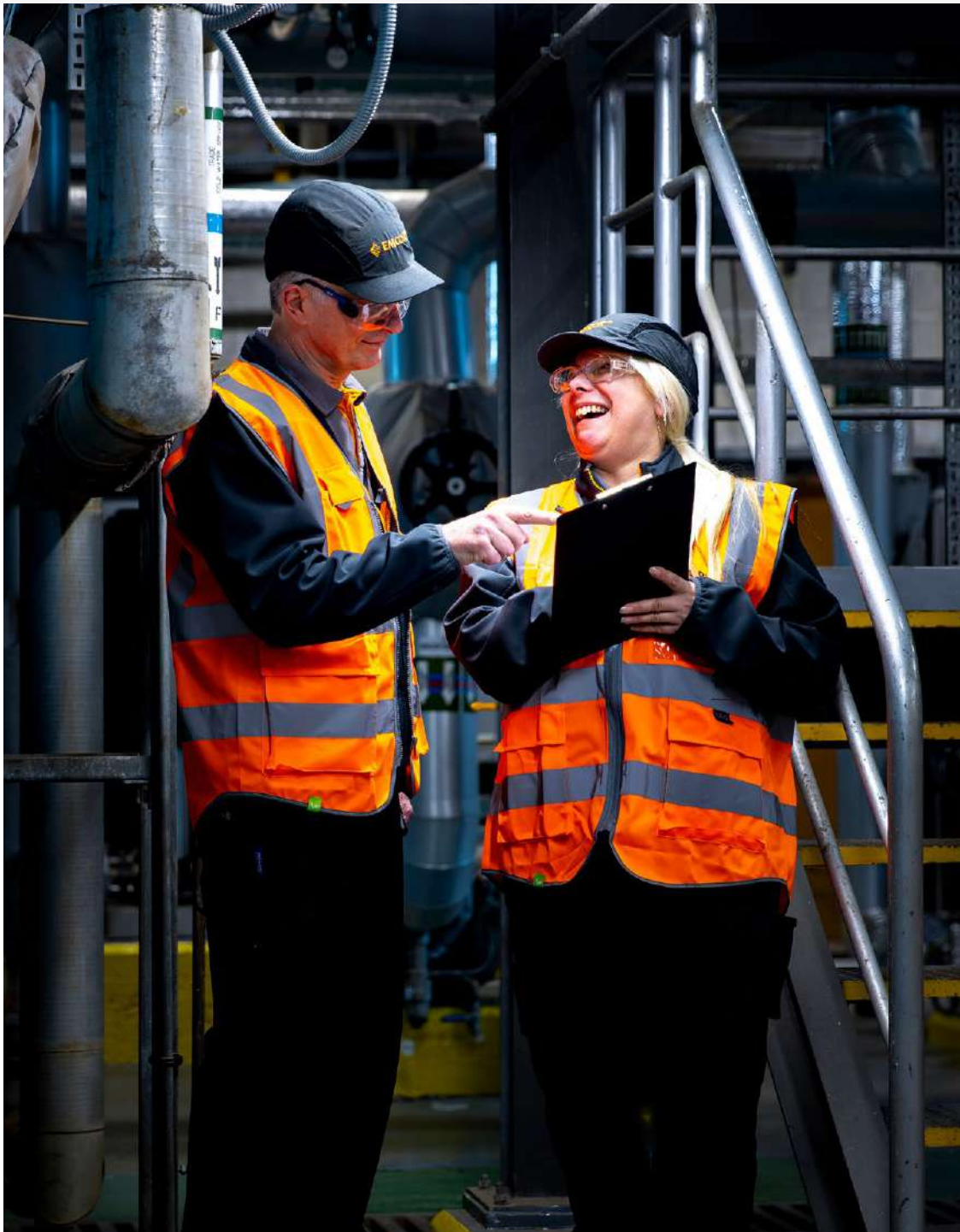
Our values underpin the way we work, and how we build and maintain positive relationships:

People who care

Safe & secure

Together as one

Active & ambitious



Responding to global challenges

Our suite of customer solutions and internal focus areas are driven by our engagement with global sustainability 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. 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 are working towards net zero by 2030 in our own operations and 2040 for our value chain emissions. Our position as a facilities management (FM) company means we are also helping numerous customers hit their net zero targets through our Carbon Transformation Service and project delivery, completing 50+ such projects in 2023.

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 delivered £51m in social value in 2023, a total which placed us in the top 10% of Social Value Portal members.

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 office footprint to best utilise their space and optimise their approach.

How we're contributing

Our Workplace Evolution services 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 and their employees.

Equality, 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 strategy, Creating Balance programme and six dedicated groups continue to raise awareness and improve our performance through training and initiatives. The impact of our efforts was reflected with several ED&I-focused award nominations and wins in 2023.

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 considering 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. The first organisation globally certified to the ISO 45003 standard, our recertification in 2023 demonstrates our commitment to managing psychosocial workplace risk through our safety management system.

Guided by the needs of our stakeholders

Sustainable development and ensuring positive stakeholder outcomes are at the heart of our ambition, strategy and delivery.

We consider and balance the needs of our key stakeholders in all decision-making, built on engaging with and gathering feedback from our customers, colleagues and supply chain partners.

Customers

Our services 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 partnerships with our key customers, with some relationships in place for over 10, 20 or even 30 years.

Our account management framework ensures 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 ensures 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 3,000 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, primarily 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 11th and most recent EMCOR UK Voice survey was completed in January 2023, with our highest ever participation rate and overall engagement score.

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.

Following several substantial supply chain engagement events in 2022, we introduced a supply chain community of practice to engage key supply chain partners on a regular basis in 2023. These sessions are focused on a range of key sustainability and social value topics, with best practices and success stories shared from all sides.

We will build on this by rolling out a refreshed Supply Chain Charter in 2024, 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 will be communicated to all supply chain partners and promoted through various channels, including our supply chain portal.

Sustainability oversight and management

Ensuring engagement, ownership, and accountability from our leadership.

Responsibility for overseeing and managing our sustainability agenda lies with our Executive Leadership Team, which delegates ownership to a number of groups dedicated to specific areas of our sustainability work.

ESG Leadership Team

An Executive team that is ultimately responsible for delivering on our purpose and sustainability agenda. Chaired by our Executive Director of Safety, Quality & Risk, the team meets quarterly to oversee sustainability action and progress.

A Better World at Work Operational Team

The operational sub-group is responsible for managing all sustainability activity across the business.

Creating Balance Steering Group

Led by our Executive Director, Equality, Diversity and Inclusion (ED&I), this group manages our Creating Balance programme, which is dedicated to ED&I initiatives across our business and our leadership teams.

Wellbeing Leadership Team

Responsible for driving our wellbeing agenda, this team led by our Executive Director of Safety, Quality & Risk, comprises heads of department and representatives from our operational teams who meet monthly to manage all aspects of wellbeing. This team is supported by two subgroups:

Creating Balance focus groups

We have six Creating Balance focus groups dedicated to furthering specific aspects of our ED&I agenda, each sponsored by an Executive Director.

- Ability
- Beliefs & Culture
- Embrace
- Gender
- Generations
- Identity

Community of Practice

Our internal Community of Practice meets monthly to oversee and manage our core safety, technical and environmental initiatives.

Culture Groups

We have a number of site-based Culture Groups, which focus on both safety and wellbeing.

Partnerships and affiliations

Alongside our dedicated teams and individuals, external expertise and collaborative partnerships are key to the progress we are making on our sustainability journey.

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

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

See Her Thrive
As part of our partnership, 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 partner with BITC on a variety of joint rural regeneration programmes. In 2023, our Head of Social Value also joined its Southeast of England Leadership Board (alongside his existing place on the East of England Leadership Board).

REMPLOY
Through our partnership with REMPLOY, we created the Access to Work Mental Health Support Service – a confidential and vocational support service for employees with mental health challenges.

Social Value Portal
We partner with 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 20.

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 partnered with Citi Health in 2023 to offer flu vaccinations to all employees and to donate vaccinations to developing nations.

Salary Finance
Through our partnership with Salary Finance, we have consolidated the debt of 91 colleagues, resulting in an average saving on interest of £256 per loan.

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

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

Commercial Foundation
By procuring through the Commercial Foundation social enterprise, via Commercial Ltd, every £1 spent generates £3.51 of social value.

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.

Social

Our business touches a broad cross section of society, from customers and communities to our colleagues and supply chain partners. We want to promote a better world at work for all.

As a business, we believe we have a responsibility to treat people fairly and help the communities in which we operate.

EMCOR UK stands as a facilities management partner able to play a pivotal role in helping organisations to deliver greater social value. With clear alignment to the National TOMs Framework and a proven track record across several actions and initiatives, social value is truly embedded into the business.

For our colleagues, we're committed to inclusion, safety, wellbeing and collaboration. By keeping these principles in mind in all we do, we foster a safe, productive and engaging workplace.

Our focus areas

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

Social value and community impact

Creating social value for our communities to help the disadvantaged and vulnerable, and make a real difference to people's lives.

Delivering social value and developing ways to have a positive impact on local communities and broader society is a key focus for EMCOR UK.

Growing our social value impact

Since partnering with Social Value Portal in July 2022, we have been working to become an industry leader in delivering social value. In 2023, we explored why social value is a key priority for EMCOR UK and the role it can play in the facilities management sector in a dedicated social value white paper.

Social Value Portal

1/3 of turnover pledged in social value by 2026

Our social value goal

We have set ourselves a target which, of the accounts measured, we pledge to deliver one-third of turnover in social value by 2026 (as measured by Social Value Portal's National TOMs framework). In 2023, social value delivered equated to ~50% of turnover, showing we are on course to achieve our target.

NATIONAL TOMs

£51m delivered in social and local economic value in 2023

Social value performance

Using the National TOMs framework, in 2023 we delivered £51m in social and local economic value (2022: £53m). This was generated largely through 'Jobs' (local employment and training) and 'Growth' (local supply chains). Of all Social Value Portal members, this placed us in the top 10% for value created. See our full social value performance in our annual Social Value Report, produced by Social Value Portal.

We have delivered great social value projects alongside our customer Anglian Water (see more below) and British Sugar this year.

These projects and others have resulted in more opportunities for local businesses in our supply chain. They have also led to more local people in employment, improved skills and greater chances for disadvantaged people as well as safer and more resilient communities. In the context of the national TOMs framework, over the past two years we have generated a combined sum of £1.6m.

Internally, we have delivered a series of 'Lunch & Learn' sessions to engage our employees and supply chain partners on the importance of delivering and reporting on social value.

Our work with Access Community Trust (ACT) in partnership with our customer British Sugar, as detailed in last year's sustainability report, was a finalist in the Social Value category at the IWFM Impact Awards 2023 for 'Allyship, well-being and resilience building'.

As another sign of the positive impact of this collaboration, mental health training for British Sugar employees delivered by EMCOR UK and ACT led to a 50% reduction in the number of 'return to work' reports citing mental health as a cause of absenteeism at British Sugar in April 2023.

Looking ahead, following engagement with key customers and partners, we have decided to halt our work to pursue the BS 8950 standard for the time being and concentrate our efforts on achieving our wider goal of delivering social value equivalent to one-third of turnover by 2026.

We will continue to engage our customers on this commitment and are turning our attention towards unlocking social value through our supply chain partners. This is reflected in the refreshed Supply Chain Charter that we will roll out in 2024 (see more on page 45).

Our refreshed Supply Chain Charter

Case study

Tackling digital exclusion with The Feed

As part of our ongoing collaboration with The Feed, we delivered a session focused on increasing its members' digital skills and confidence in accessing services online.

The Feed is a social enterprise working to prevent poverty, hunger and homelessness in Norwich. Alongside our customer Anglian Water, we have been providing a range of support for the organisation and its customers since 2022.

With colleagues from Anglian Water, our Head of Social Value hosted the in-person, drop-in session in October to nine members, covering a range of topics from setting up an email account to accessing the internet safely.

Through these sorts of social impact initiatives, we are tackling digital exclusion and helping improve wellbeing for disadvantaged and underrepresented groups by widening the choices available to them.

"Today was very useful, great for a novice! I learnt about YouTube, and I'd never thought it would be useful."

Ava, The Feed customer

"Our work together at The Feed is a prime example of how collaboration can be used for social good over a long-term period."

Andy Brown, Group Chief Sustainability Officer at Anglian Water Group

Social mobility

Armed forces

Having signed the Armed Forces Covenant (AFC) in 2022, we established a dedicated group to manage priorities and objectives relating to our desire to be an armed forces friendly organisation and employer of choice. In 2023, we partnered with Tedworth House, a rehabilitation unit for service personnel. Our own veterans delivered sessions on career transition, the job market and working for EMCOR UK.

In 2024, we will look to cement this by targeting a Silver Award from the Defence Employer Recognition Scheme (ERS), which recognises organisations that pledge, demonstrate or advocate support to the defence and armed forces community.

Care leavers

We also signed the Care Leaver Covenant (CLC) in 2022, making a commitment to help care leavers by providing training, employment opportunities and support beyond that provided by local authorities.

We built on that in 2023 by partnering with Bright Futures for Children, a not for profit responsible for delivering children's services in Reading, to explore how we can build equality into our recruitment process for care leavers. Our first event together was held in early 2024.

Ex-offenders

We have an ongoing collaboration with the Department for Work and Pensions to facilitate the smooth reintegration of prison offenders nearing the end of their sentences.

Through tailored programmes and support systems – including training, mentoring and job placement services – EMCOR UK aims to equip these individuals with the skills and resources necessary to secure meaningful employment opportunities post-release and empower ex-offenders to rebuild their lives and contribute positively to society.

Our charity work

We support charitable organisations through fundraising and volunteering. We work with several charitable partners, including Macmillan Cancer Support, which we raised £84,186 for in 2023, including through our EMCOR UK Three Peaks Challenge (see case study).

We also support our colleagues in their own fundraising, contributing almost £8,848 in donations for marathons, bike rides and other challenges last year.

In 2024, we will build on our Three Peaks momentum with a triathlon fundraising event, taking place to coincide with the Paris Olympics and Paralympics from July to September.

Case study

Taking on the Three Peaks Challenge

A team of 21 climbers, comprising 11 EMCOR UK employees and 10 of our supply chain partners, conquered the Three Peaks Challenge in June 2023 in one of EMCOR UK's biggest ever fundraising events.

The challenge involves climbing the three highest mountains in the UK in a 24-hour period, requiring 26 miles of walking up a total ascent of 11,182ft, alongside 462 miles of travelling.

The team completed the challenge in 23 hours and 39 minutes across 7-8 June and raised £74,206. This surpassed the collective aim of raising just over £62,000 – enough to pay for a Macmillan Nurse for a whole year.

We supported our heroic colleagues through financial donations, hosting local fundraising events and paying for equipment, as well as giving them paid leave to be able to carry out the challenge.

"Without EMCOR UK's support for the cause this would not have been possible. It makes me proud to work for EMCOR UK; I feel a sense of belonging within a wider team that cares about its employees and gives us a platform to do great things on."

Jamie Walker-Smith, Account Director

See the climbers in action in their video diary

Occupational health, safety and wellbeing

Our holistic whole person approach prioritises both safety and mental health.

Following the relaunch of our Be There For Life (BTFL) programme in 2022, this year we made a commitment to lead by example, promote best practice and uphold positive safety behaviours. This is aligned with our overarching focus on promoting physical, psychological and financial wellbeing for all colleagues and supply chain partners.

Our whole person approach to safety and just culture is delivered through BTFL, which is founded on our ISO 45001 and ISO 45003 standards, our safety values and our expected safety behaviours.

bsi ISO 45001 Occupational Health and Safety Management CERTIFIED

bsi ISO 45003 Psychological Health and Safety at Work CERTIFIED

Through our culture groups, wellbeing champions and focusing on leading indicators in our balanced scorecards, we've been shifting our mentality towards prevention and proactive intervention based on leading indicators.

Working with an external consultancy, we continued to investigate our behaviours and engage our colleagues on a more proactive approach. This led to the development of a new two-day training course.

We have seen an overall reduction in our incidents in 2023

In 2023, this work led to a reduction in incidents and fewer colleagues being harmed. To continue this positive momentum in 2024, the Operational Leadership Team (OLT) have established commitments aligned to the six segments of BTFL.

Our safety performance

110 employee accidents and three supply chain partner accidents

150 near miss reports, 5,277 safety observations, 1,332 BTFL conversations

Leadership training delivered to over 300 leaders

Safety courses delivered to over 400 of our operational colleagues

Created 15 BTFL culture groups

Balanced scorecards embedded in five accounts

Our EMCOR UK Be There For Life framework

Equality, diversity and inclusion

Committed to building teams that are representative of UK society.

We value the diversity of our colleagues, believing that attracting, developing and retaining diverse talent is key to EMCOR UK achieving its business goals. Key to this is building a culture where everyone is listened to, has a voice and is free to be their best self.

We deliver on our commitment to equality, diversity and inclusion (ED&I) through our ED&I strategy and our Creating Balance programme. We have six Creating Balance groups dedicated to furthering specific aspects of our ED&I agenda: Ability, Beliefs and Culture, Embrace, Gender, Generations and Identity.

We achieved our key strategic plans for 2023, which were centred around the key theme of allyship. Allyship and privilege training was delivered to over 200 members of our leadership. We developed our ED&I dashboard, which is being used to identify opportunities and drive improvements.

We introduced our "Speak Up, Speak Out" initiative to provide support in situations where colleagues have experienced or witnessed inappropriate behaviour.

Other new initiatives included our Female Leadership Apprenticeship Programme (see more on page 32) and a new transgender policy and guidance to support transitioning colleagues.

Our ED&I progress was recognised by several organisations in 2023 (see all awards on page 4). We were particularly proud of reaching the Inclusive Company Top 50 UK Employers list in only our second year of submission – two years ahead of our timeline for achieving this aim.

Looking ahead, we will welcome our first interns from the 10,000 Interns Foundation in 2024 (see more on page 31). We are also working towards moving up to the next level of the Disability Confident scheme to become a Disability Confident Leader.

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 Workplace Equality Index by 2025
- Achieve Disability Confident Leaders status by 2025

Case study

Introducing MENCOR – our Men's Health Network

As an employer to ~2,000 men, we recognise the vital need to create spaces for our male colleagues to have important conversations across a range of topics that affect their physical and mental wellbeing.

Driven by the Creating Balance Gender group, in June 2023 we started MENCOR, our Men's Health Network. Across a monthly programme, the network is a safe space for all men in our business to come together to learn about and discuss men's physical and mental health issues.

Hosted by Rising Vibe – experts in culture change and people development – the network hosts a call each month, with each session covering a different topic through presentations and small group discussions. The 2024 programme covers topics including work life balance, parenting and mental health awareness.

Across feedback from almost 50 colleagues, 100% said they would recommend the network to their male colleagues, with respondents highlighting connecting with colleagues from different teams and levels of the business, breaking stigmas and engaging hosts as key strengths of the sessions.

Across feedback from almost 50 colleagues, 100% said they would recommend the network to their male colleagues

Case study

Raising LGBTQIA awareness across EMCOR UK

In January 2023, our Creating Balance Identity group launched 'This is Us', an internal monthly LGBTQIA podcast. The podcast was created to amplify the voices of the LGBTQIA community, raise awareness and tackle discrimination in a new and engaging format.

The team drew on support, guidance and knowledge from our LGBTQIA colleagues and partners, including guest speakers from ED&I leaders such as Stonewall and LGBT+ in FM, as well as independent LGBTQIA activists.

Its first year saw episodes on wide ranging topics including Pride through the ages, International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), Hate Crime, LGBTQIA Parenting and Active Allyship. Having set themselves a target to reach 10% engagement within the first year, the group were delighted to reach 13% by August 2023.

Through ongoing engagement with the audience and analysis of metrics, the group has tried to ensure maximum accessibility by implementing changes to episode length and introducing subtitles and transcripts.

Alongside its other activity, the podcasts played a key role in our Creating Balance Identity group winning Outstanding LGBTQIA Network of the Year at the British Diversity Awards and being a finalist in the same category at the Bank of London Rainbow Honours awards.

> **Our journey with the LGBTQIA podcast has been a profound learning experience. Through the power of storytelling, recognition of intersectionality, and emphasis on allyship and collaboration, we've made significant strides in fostering inclusivity and driving change. As we continue our journey, our dedication to amplifying marginalised voices and championing equality only grows stronger.**

Danielle (Danni) Rowland, ED&I Lead,
Co-Chair of the Identity Group and Podcast Host and Editor

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

With 3,000 employees across six offices and customer sites, we continue to develop our communication process to ensure everyone is informed and engaged.

Connect, our employee engagement app, and Flex, our benefits platform, are utilised as key channels for reaching all staff, particularly those without regular access to email, and we have increased site visits by the ELT to meet more colleagues face to face.

EMCOR UK Voice survey launch banner

Our annual EMCOR UK Voice survey provides the opportunity for colleagues to give feedback on engagement, motivation, trust and values.

The 2023 survey took place in January (as covered in last year's report).

We achieved the highest participation rates and engagement scores since we started running the survey in 2012.

3,000

employees across six offices

Employee experience and benefits

We continue to enhance the help and support we provide to colleagues to ensure they are paid fairly, have access to reward benefits and feel valued.

Bank Holiday swap

We have introduced a Bank Holiday swap scheme, which aims to increase inclusivity by enabling employees to swap up to three days of their Bank Holiday entitlement to celebrate religious festivities or cultural events more closely aligned to their beliefs.

Flu vaccinations

In 2023, we partnered with Citi Health to offer flu vaccinations to all employees. Through Citi Health and its support for UNICEF's 'Give a Jab, Get a Jab' campaign, we were also able to donate a significant number of vaccinations to developing nations. We will deliver the vaccination programme again this year with Citi Health, with our support set to benefit its new partner, Amref Health Africa.

Real Living Wage

In 2023, we again committed to paying the Real Living Wage as a minimum to our employees.

Salary Finance

Many colleagues continued to utilise our Salary Finance scheme in 2023. By consolidating loans and credit cards and repaying them through payroll at reduced interest rates and shorter terms, we help to reduce our colleagues' debts.

This year, we issued 91 loans and supported 82 colleagues, signposting them to debt advice services. We have saved our colleagues an average of £256 against bad debt and a total figure of £2,064,234 is being utilised to consolidate colleagues' bad debt, providing a total saving of £2,010,286.

Working parents

We were pleased to see more colleagues benefit from the industry-leading parental leave policies we adopted in 2022. This year, 83 colleagues took advantage of our enhanced parental leave, with 41 new mums taking maternity leave, 38 dads taking paternity leave and four colleagues benefitting from shared parental leave.

Talent and recruitment

In 2023, we hired a new Head of Talent to develop new strategies for hiring and retention. They have begun to implement an approach based on data insights and cross-team collaboration, ensuring better alignment with our ED&I and social value teams.

We have reviewed and refined our recruitment policy to encourage greater diversity in our candidate pool and ensure inclusion is embedded in our processes. We also refreshed our job advert template to improve clarity and better convey our commitment to ED&I, which went live in early 2024. The effectiveness of this work will be monitored by new dashboards of metrics and KPIs.

Another key focus area is improving learning and development and internal mobility for EMCOR UK employees. We are working to implement a consistent process for personal development and progression to ensure our colleagues can realise their potential and career aspirations with us.

We support learning and development through access to a range of learning and development opportunities, including workshops and blended learning programmes covering behavioural, supervisory and leadership skills as well as essential IT, technical, compliance and safety training.

Our Mentoring Programme, designed to support the personal and professional development of our people, continued to be successful with over 12 employees assigned a mentor in 2023. Having successfully completed a pilot scheme in 2023, we will roll out our Reverse Mentoring programme in 2024.

Apprenticeships and interns

We have a long-standing history of bringing new talent into the business through our apprenticeship programme. We're especially proud that many apprentices have progressed further within our business to leadership roles, including two of our executive directors and two of our operations directors. We successfully recruited 25 apprentices, 22 being trade apprentices, meeting our target for 2023, and introduced our Female Leadership Apprenticeship Programme (see more on page 32).

We are excited to welcome our first six interns from the 10,000 Interns Foundation for six-week placements starting in July 2024. We will also pilot our first T level student placement.

Case study

Growing our Apprenticeship Levy gifting

The UK government's Apprenticeship Levy is a tax paid by employers to fund apprenticeship training costs. EMCOR UK pays into the fund every year and accesses it to help pay towards the costs of our apprenticeship programme. We can also gift up to 50% of the previous year's contributions to other organisations to fund their apprenticeship schemes.

Growing our Apprenticeship Levy transferring has become an important area of focus for us as we look to foster a culture of continuous learning and development within our ecosystem. We are collaborating with our supply chain partners and training providers to provide guidance on how they can access and effectively utilise the Apprenticeship Levy funds available to us.

As of the end of 2023, we have gifted a total of £33,080 in Apprenticeship Levy funds.

Case study

Igniting a new generation of female leaders

EMCOR UK wants to unlock the potential of our female colleagues. To address challenges commonly faced by women in management and encourage the development of our female talent, we introduced our Female Leadership Apprenticeship Programme in 2023.

The 18-month programme combines a focus on building essential skills, capabilities and behaviours with strategies to address issues of self-perception and imposter syndrome. Participants engage in group workshops, peer learning, assessments, one-on-one coaching and talks from guest speakers.

Two participants joined our first cohort, including **Suzanne Rowbottom**, Quality Assurance Manager.

> **I have really enjoyed taking part in the course. The workshops are excellent and delivered by fantastic tutors. I received lots of support and there are lots of opportunities for collaborative working with the cohorts of my training workshops. It has already improved my confidence in the work environment, challenged my thinking and exposed me to new ideas.**
>
> **Suzanne Rowbottom,** Quality Assurance Manager

Environmental

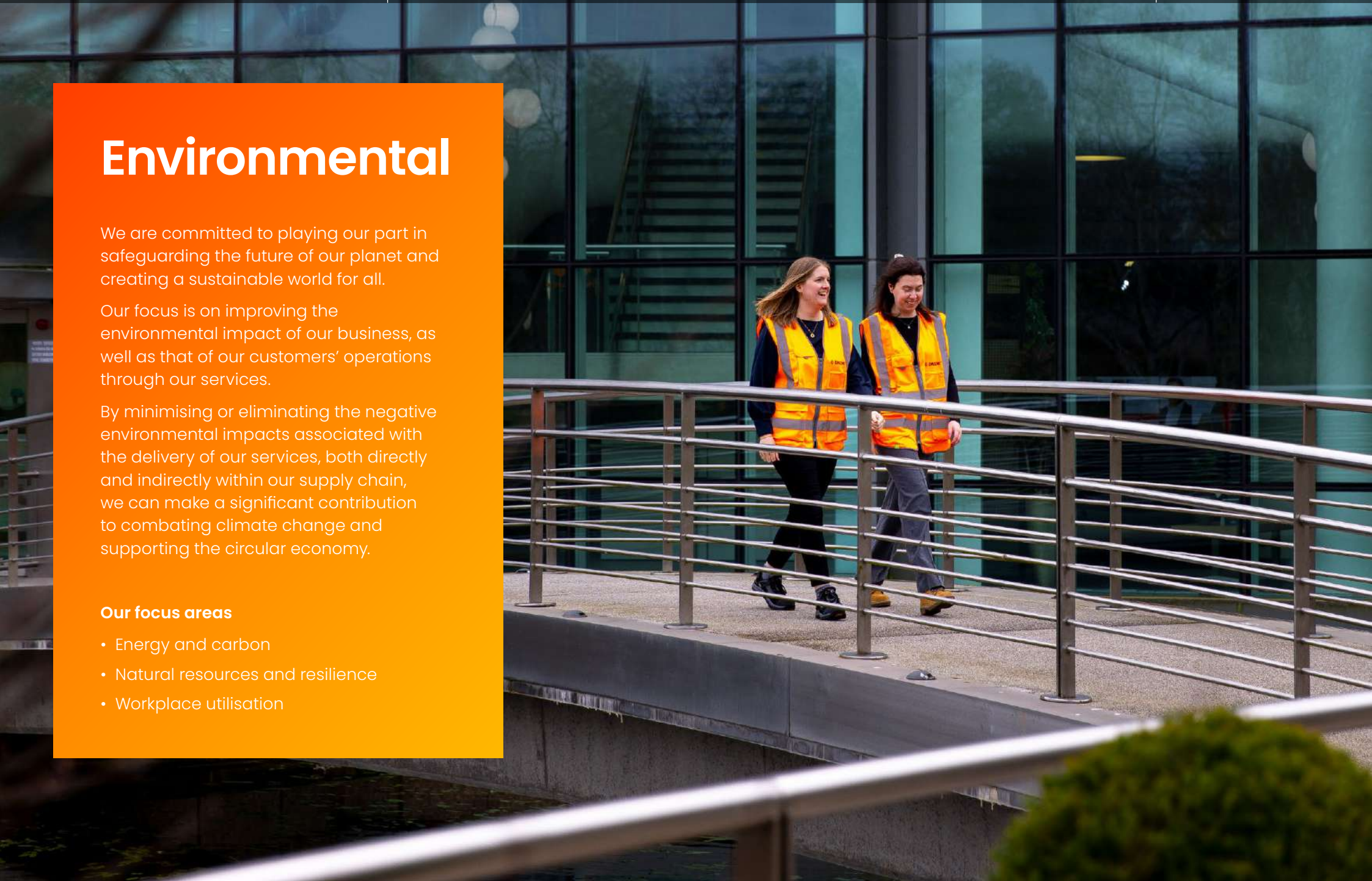
We are committed to playing our part in safeguarding the future of our planet and creating a sustainable world for all.

Our focus is on improving the environmental impact of our business, as well as that of our customers' operations through our services.

By minimising or eliminating the negative environmental impacts associated with the delivery of our services, both directly and indirectly within our supply chain, we can make a significant contribution to combating climate change and supporting the circular economy.

Our focus areas

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



Energy and carbon

Our Carbon Transformation Team are delivering carbon reductions for both our operations and for our customers.

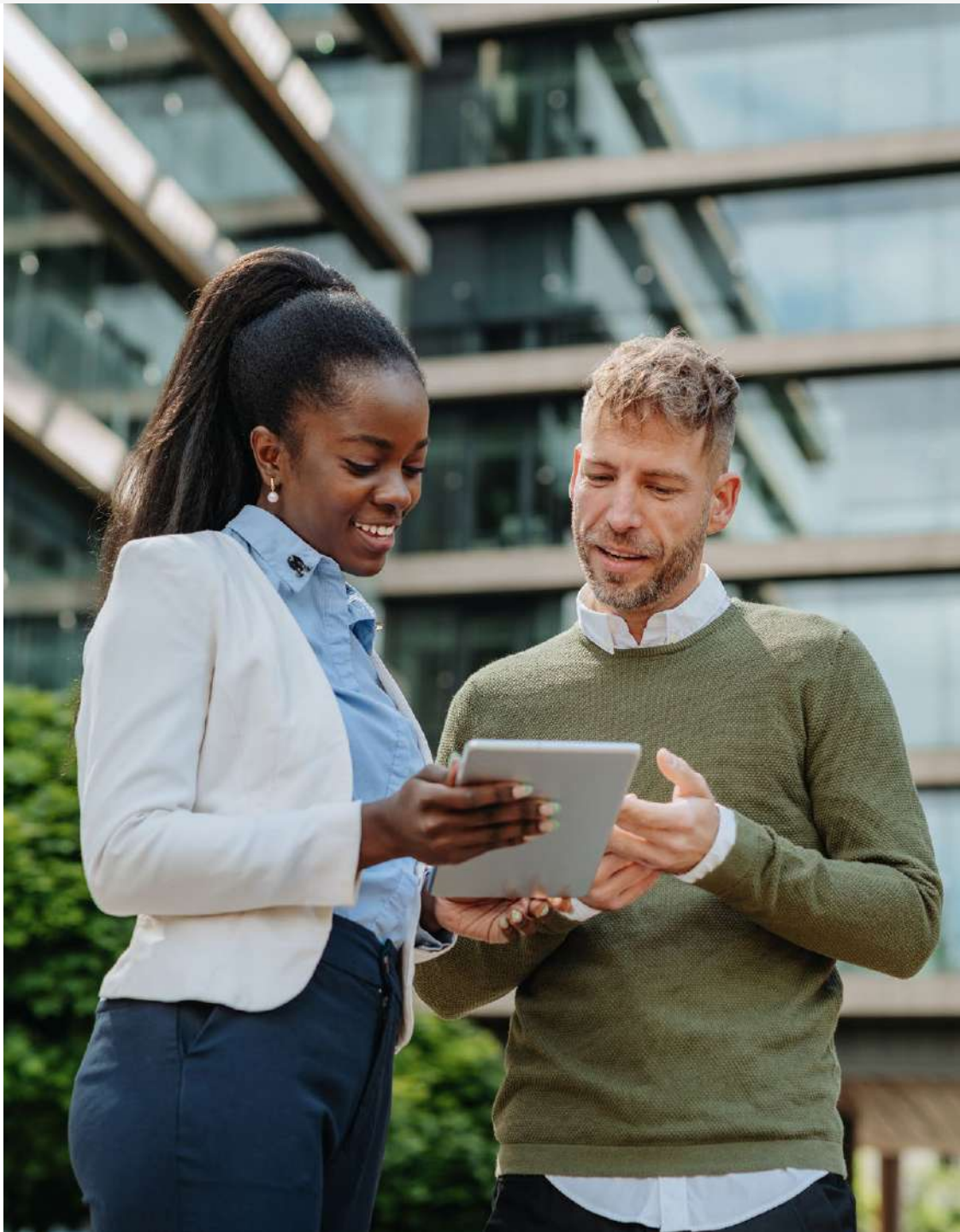
To play our part in addressing the climate crisis, we are committed to decarbonising our operations and supply chain, and to helping our customers ensure their assets and facilities make a positive contribution in the collective journey towards net zero.

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.

In 2024, we will be committing to the Science Based Targets initiative (SBTi) and submitting our targets to be verified by the initiative. Members of our energy and carbon team prepared for this in 2023 by participating in the United Nations Global Compact Climate Action Accelerator training programme on the process of setting a science-based target.

UN GLOBAL COMPACT CLIMATE AMBITION ACCELERATOR



Our 2023 energy and carbon performance

We delivered reductions in both Scope 1 and 2 emissions against 2022 and our 2019 baseline as we work towards achieving net zero for our operations by 2030.

This has been achieved through efficiency savings, decarbonisation investment and engagement with our internal and external stakeholders. Key projects included greater use of REGO-backed renewable supplies, improved HVAC and lighting control, as well as behavioural change programmes and increased working from home.

We cover all of our Scope 1 & 2 emissions plus elements of Scope 3, such as commuting and homeworking by buying verified carbon credits. The project we have chosen to support in this regard is removing carbon from the atmosphere by reforesting degraded grasslands in Tanzania.

In 2024, we will turn our focus towards exploring how we can decarbonise our extensive fleet of vehicles.

	2023 performance (tCO_2e)	2022 performance (tCO_2e)	2019 performance (tCO_2e)
Scope 1	**2,728**[1]	3,140	3,698
Scope 2	**0**[2]	25	134
Scope 3	**93,929**[3]	90,835	74,226

Understanding our Scope 3 emissions

Scope 3 emissions reflect the impact of our supply chain and our interactions with service providers, including grey fleet, waste management and commuting. It also includes an assessment of the impact of our purchased goods and services.

Since the creation of our specialist Energy and Carbon team in 2022, we've significantly enhanced the quality of our Scope 3 emissions data. We have committed to achieving net zero value chain emissions by 2040 and the first step of that journey is developing a methodology to measure and track the current impact of our supply chain.

We reached an initial broad understanding of our Scope 3 emissions in 2023, using a spend based methodology to calculate our baseline and 2022/23 emissions across the relevant categories.

Our focus now shifts to implementing an activity-based model to provide a more accurate measure of our emissions. To deliver this, we will partner with a proprietary platform provider to supply us with a detailed and robust analysis of our emissions data by the end of 2024.

1 Diesel, petrol and gas. 2 All electricity (either REGO backed or covered by removal carbon credits). 3 Based on the five categories relevant to the FM industry.

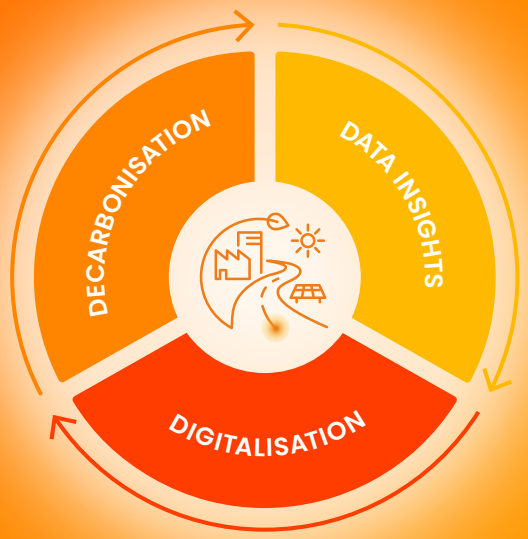
Customer Carbon Transformation services

Our energy and carbon reduction capabilities lead the way in the UK facilities management sector and continue to evolve. Solutions driven by energy and carbon considerations are embedded in all customer bids and accounts.

Throughout 2023, we delivered a range of projects alongside work to further develop our suite of energy and carbon solutions to ensure maximum impact for our customers.

We completed over 50 energy and carbon projects for customers this year, delivering carbon savings equalling 1,150 tCO_2e for these organisations. These projects encompassed a breadth of solutions, including heat decarbonisation, LED installation and control, solar PV, solar thermal and wind energy generation systems, advanced asset management via metering, sensors, controls and automation, and managing EV infrastructure.

Carbon Transformation - your pathway to a sustainable future



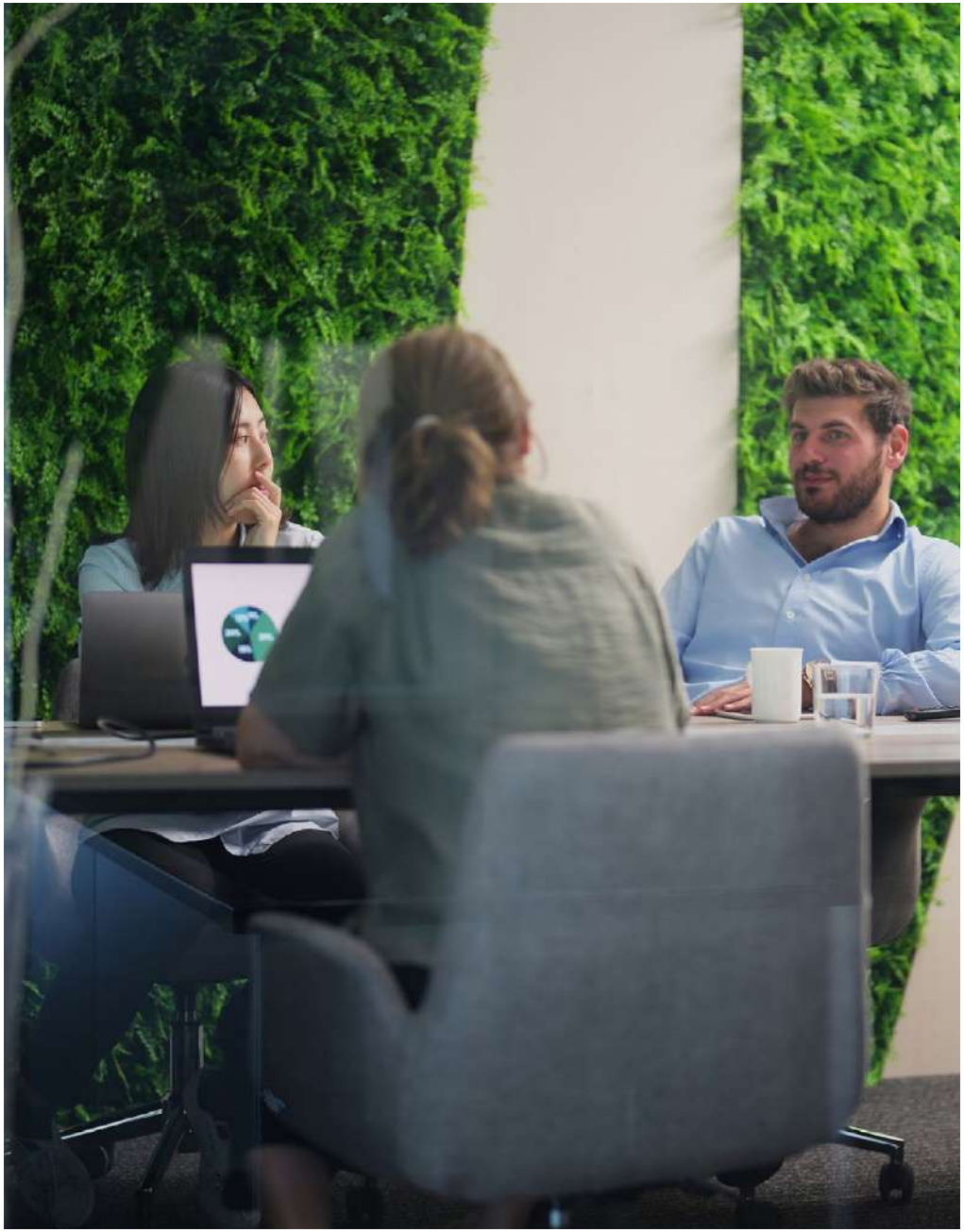
Through these services, we will help customers to set key energy and carbon targets, implementing their pathway to optimise and replace existing assets to improve energy efficiency, mitigate energy price and supply risk, and ensure full compliance with regulations.

Within this, we have set objectives around identifying energy and carbon opportunities for our customers, supporting them with energy procurement, and delivering specialist services for managing the energy demands of data centres requiring a stable and efficient means of energy supply.

50+ projects completed in 2023

Delivering carbon savings equalling

1,150 tCO_2e



Case study

Five years of energy management support for the UK Government

Across a five-year collaboration, EMCOR UK has worked with a central government department to support the development of their decarbonisation strategy and goals, and help them meet their Greening Government Commitments (actions that UK government departments will take to reduce their impacts on the environment).

The long-term project ran between 2017/18 and 2022/23 and saw us deliver energy management support and services across a portfolio of commercial offices. This included energy saving projects, energy analysis in line with ISO 50001 standards, procurement support and data validation, and energy, water and GHG emissions reporting.

The impact of the collaboration has seen a 63% reduction in energy use across the portfolio against the baseline year, leading to cumulative savings of £542k between 2017/18 and 2022/23. It also led to a nomination for an energy management award at the BCIA Awards 2023.

63% reduction in energy use

Natural resources and resilience

Ensuring responsible consumption of resources and managing our environmental risk.

Our ISO 14001 Environmental Management System demonstrates our adherence to sustainable processes and continuous improvement across both our own estate and our customers'.

Circular economy

In response to an increase in customer expectations around sustainable facilities management services, we continue to focus on maturing our circular economy approach.

We have a Circular Economy Working Group, which consists of members from our Energy, Procurement, Asset Management, Social Value, Waste and Environment teams. Working alongside Business in the Community (BITC), it is developing our approach to circularity and how we move away from the traditional linear resource use model of 'take-make-waste'.

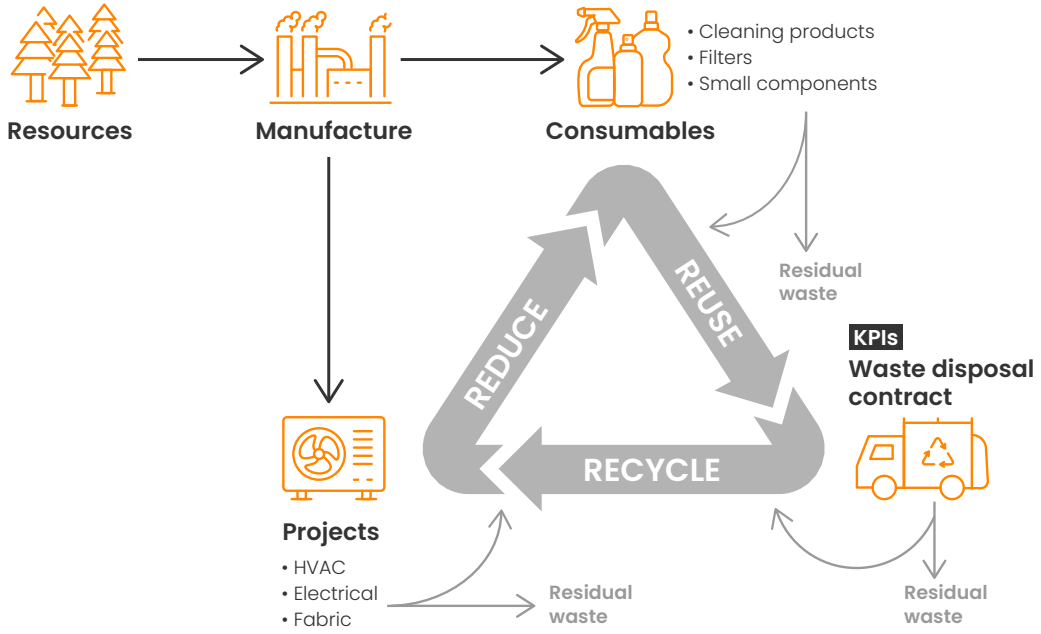
Facilities management service providers are uniquely placed to introduce circular economy models into customer workplaces and building operations.

As an industry, facilities management is moving away from typical time-based maintenance/replacement schedules to a more preventative approach where resources are kept in operation for as long as possible to minimise waste.

Our approach is summarised in our circularity model (below). We recognise that we impact waste generation in three distinct areas in a typical customer relationship.

Consumables

The day-to-day operation and maintenance (inc. cleaning) of a building requires the use of consumables such as cleaning products, air filters, electrical components, etc. We are trying to shift our mindset from a single-use approach to a more responsible sourcing and disposal approach that increases the use of recycled products.



Circularity model

Waste disposal contracts

Waste disposal contracts are an integral part of facilities management cleaning services. Managing the waste contractor is typically the responsibility of the facilities management service provider. However, providers often face challenges in moving contractors towards a service rooted in the principles of recycling and circularity.

Projects

We are also engaged in major projects in HVAC (heating, ventilation and air conditioning) upgrades/replacements, refurbishments and fit-outs. These present significant opportunities to introduce circularity: from extending the lifetime of the plant through to improved maintenance regimes or the reuse/recycling of furniture. A statement on the circularity considerations of a project should clearly indicate the departure from a linear model.

Water provenance

Recent research from the CDP[4] found that the water crisis threatens global supply chains as never before. The audits undertaken as part of our SFMI assessment highlighted to us the importance of deepening our understanding of water risks and opportunities. Therefore, water provenance has been added to our key environmental objectives for 2024, and we will spend the year establishing our risk management and continuity plans, and assessing whether we need to set a water goal.

Biodiversity

Though our first SFMI assessment resulted in a Gold Award for EMCOR UK, it also provided guidance on opportunities for us to go further. Within the 23 criteria assessed, an area of increasing significance that requires greater focus from us is biodiversity. Currently, biodiversity work is limited to ad hoc activities with certain customers. Taking that feedback on board, in 2024 we will begin work to develop an approach for measuring our ecological impacts and dependencies across the business.

4 https://www.cdp.net/en/articles/media/water-now-a-major-risk-for-worlds-supply-chains-reports-cdp

Workplace utilisation

Helping organisations consider their workplace requirements and balance the needs of their stakeholders.

The need for a more flexible approach to workspace is being driven by factors such as changing work patterns, environmental responsibilities, recruitment and retention, wellbeing, cost efficiency and productivity.

We help our customers respond to these workplace challenges through our extensive facilities expertise and deep understanding of the dynamic relationship that exists between people, organisational culture and workplace. Our evidence-based workplace strategies are backed up with powerful data-led insights to enable a new generation of responsive workplaces.

Aligned with our energy and carbon team, our workplace solutions target sustainable economic, social and environmental benefits as standard.

Case study

Occupancy and workplace experience study for the Care Quality Commission

We worked with Care Quality Commission (CQC) in 2023 to help it understand how its hybrid working programme was impacting the utilisation of its Redman Place offices.

We completed a study of utilisation, busiest times and peak occupancy across six months, supported by a workplace experience survey. Using sensors to capture the use of workstations, meeting rooms and collaborative spaces, we built a robust picture of current utilisation and insight on opportunities for CQC to improve the current space efficiency and increase sharing across the five arm's length bodies (ALBs) occupying the space.

Research was completed between April and November 2023. The workplace experience survey was subsequently held in December 2023. It drilled into the employees' motivations for their current habits across topics including office environment, space and technology, ultimately identifying changes and additions that could improve their experience.

The combination of the study and the survey provided the CQC with the data needed for informed and evidenced-based decisions to be made.

"We knew we weren't fully utilising the space, but it was difficult to work out what capacity we had to spare. The data and insight that this project produced has been hugely useful in informing our decisions going forward. Through this work we have been able to properly establish what our surplus capacity is and how we can better use the office space. It's been very thought provoking."

Max Hood – Head of Workplace, Facilities & Safety, Care Quality Commission

Governance

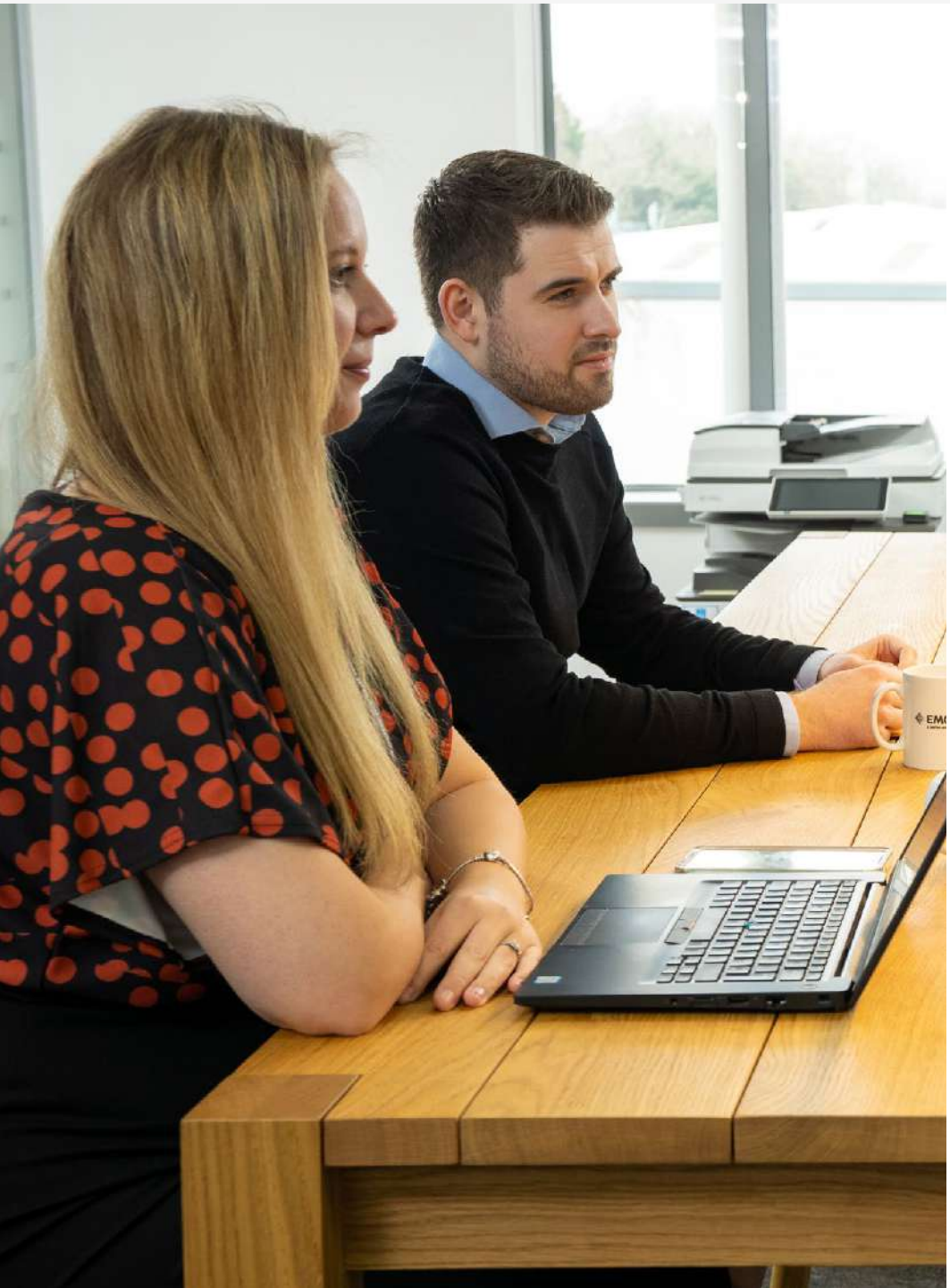
Our approach to sustainability is underpinned by robust governance.

Alongside a clear oversight and management structure to ensure ownership and accountability **(see page 17)**, we have a range of systems, processes and policies to monitor our performance and communicate our expectations to stakeholders.

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

Our focus areas

- Corporate governance
- Supply chain engagement



Corporate governance

Consistent with our shared values and purpose, we are committed to governance practices that ensure we act legally, fairly, responsibly and honestly in all our business dealings.

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 bribery 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.

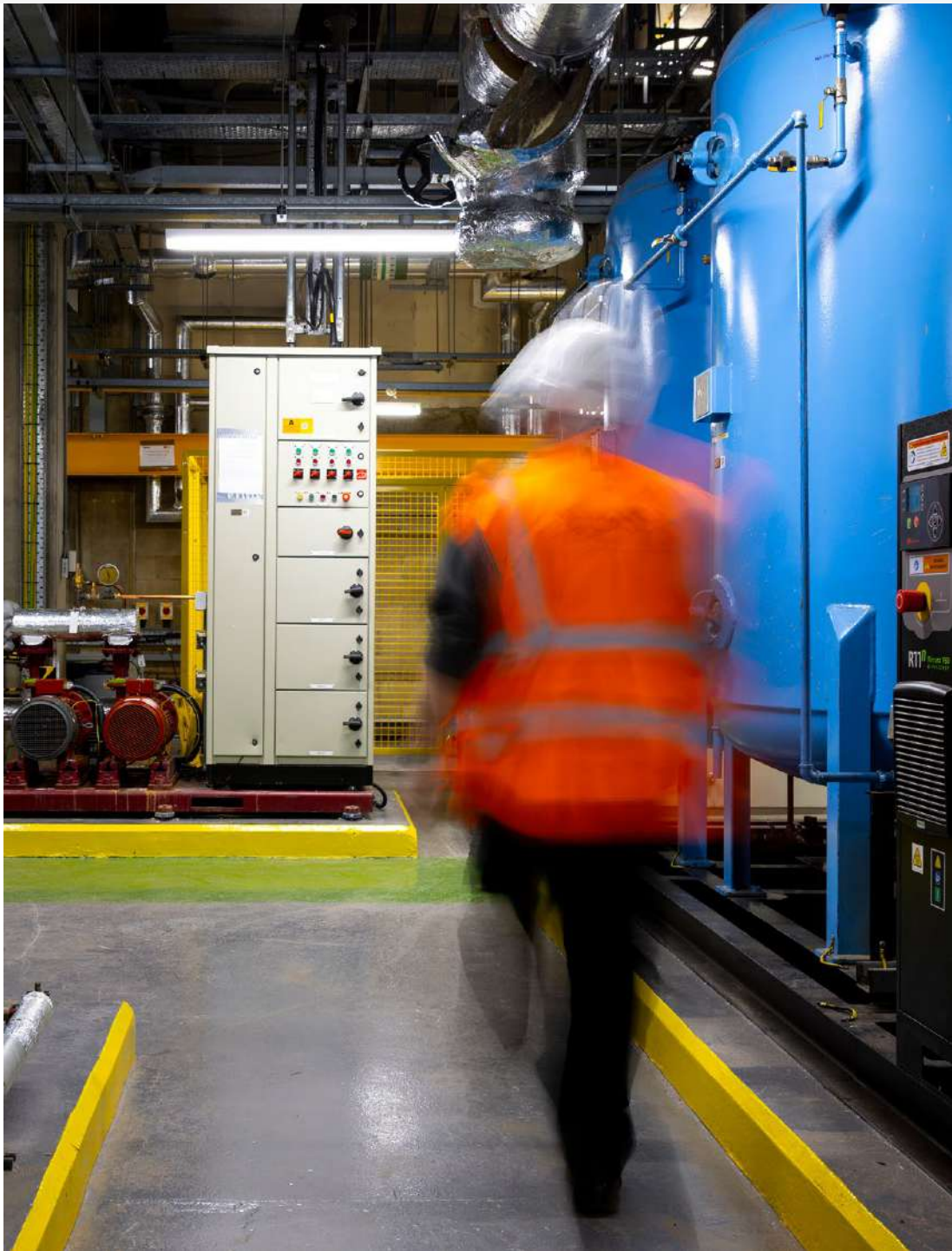
Human rights and anti-slavery

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.

Whistleblowing

We recognise that our employees are a vital source of insight for revealing possible issues or misconduct that need to be addressed. As such, we're committed to complying with all applicable laws relating to whistleblowing. Our Whistleblowing Policy encourages employees to raise concerns about any misconduct or wrongdoing that goes against the policies we have detailed in this section.



Supply chain engagement

Increasing expectations for our supply chain, which plays a large part in delivering for our customers.

We recognise that our supply chain has a broad impact on the workplace and that our responsibilities extend beyond our own operations and into those of our partners. Our sourcing of quality sustainable goods and services represents a significant portion of our total expenditure.

We proactively seek partners who share our vision and can work with us to achieve our goals and create a better world at work for all.

Our supply chain approach is underpinned by the ISO 20400:2017 – Sustainable Procurement standard and ISO 44001 – Collaborative Business Relationship Management. We were the first facilities management company to successfully complete the ISO 20400 assessment.

Refreshing our Supply Chain Charter

We have long been committed to working with organisations that provide us with goods and services without exposing our stakeholders, communities and the environment – as well as their own employees – to unacceptable risks.

Our Supply Chain Charter had been in place since 2019, but in 2023 we completed significant exercises to refresh and repurpose the document in line with our evolving sustainability journey.

The charter outlines the requirements that our supply chain partners must comply with and communicates the strategic priorities we expect them to align with.

Compliance requirements include following applicable legislation, protecting health, safety and wellbeing, maintaining high environmental standards, acting professionally, ethically and with integrity, ensuring business resilience and adopting a rigorous approach to data privacy and information security.

Quarterly supply chain community of practice meetings in 2023 were used to develop and refine the charter, which was rolled out in early 2024. Supply chain partners will be engaged on their responsibilities throughout the year.

Regularly engaging our supply chain community

Our supply chain engagement includes supply chain days, roadshows, share and learn sessions and questionnaires.

In 2023, we introduced a quarterly supply chain community of practice to engage our key partners on a regular basis. These in-person sessions involve presentations and discussions of best practice on important themes relating to our strategic priorities – both social and environmental – with 15 to 20 supply chain partners and key EMCOR UK leaders.

Strategic priorities

- Net zero
- Social value
- Environment
- Equality, diversity and inclusion
- Performance excellence
- Value for money
- Growth – Work winning and tender support

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.

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a better world at work