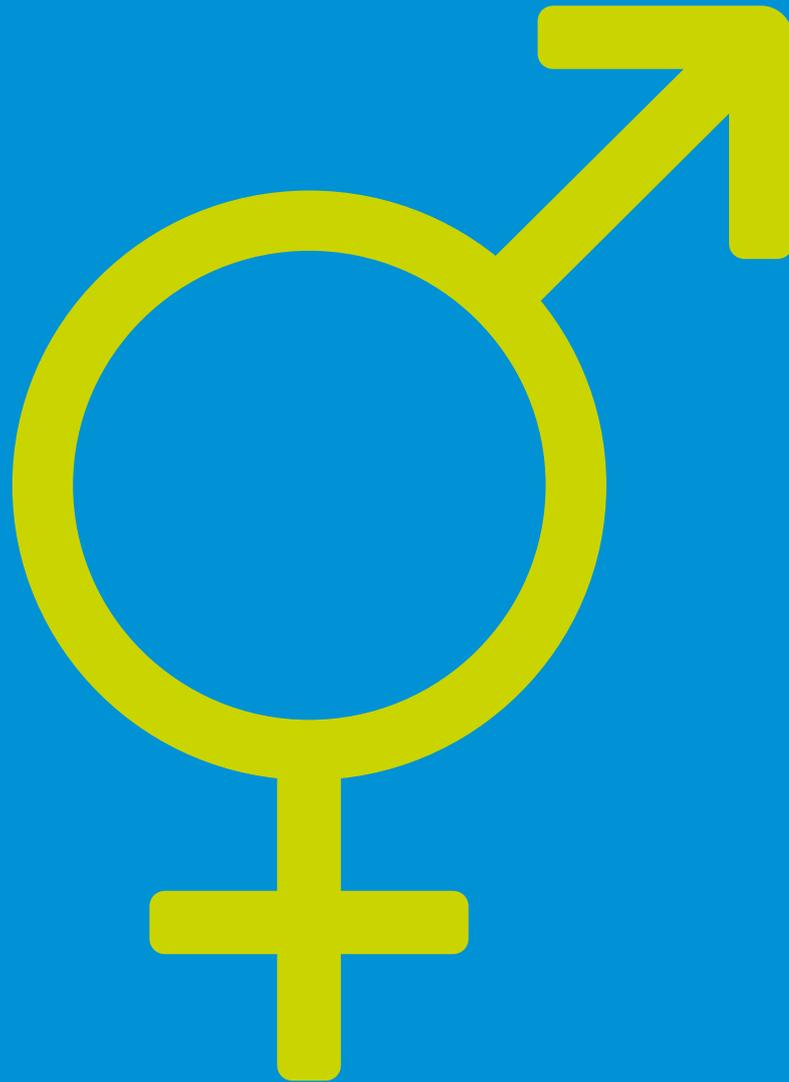


GENDER PAY GAP REPORT 2017

FOR EMCOR GROUP (UK) PLC (EMCOR UK)



INTRODUCTION

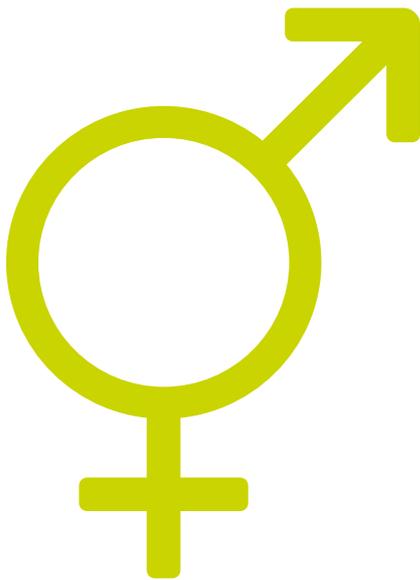
At EMCOR UK we believe improving equality and gender balance in the workplace is not only the right thing to do; it enables our employees and our business to perform better and grow.

We welcome the opportunity to review and report on our gender pay gap. With legislative pressure on large UK businesses growing, there is, at last, an unstoppable impetus to address gender inequality and job role stereotyping in the workplace. This isn't just morally correct, we believe that it will be good for our business and everyone working in it - regardless of their gender.

The facilities management (FM) sector has long been largely occupied by men. This is because the type of skills required to deliver services such as mechanical and electrical engineering and trades such as plumbing have tended to attract more men than women. We are working to change that.

The Gender Pay Gap Report is not a measure of equal pay for the same job between men and women. It measures the average difference between the pay of all of our men and women irrespective of job type.

Publishing our gender pay gap is an important step towards creating a more inclusive workplace in which everyone can flourish and progress in their career. EMCOR UK is totally committed to gender equality and diversity in the workplace and has already rolled out a number of key programmes and initiatives in support of this.

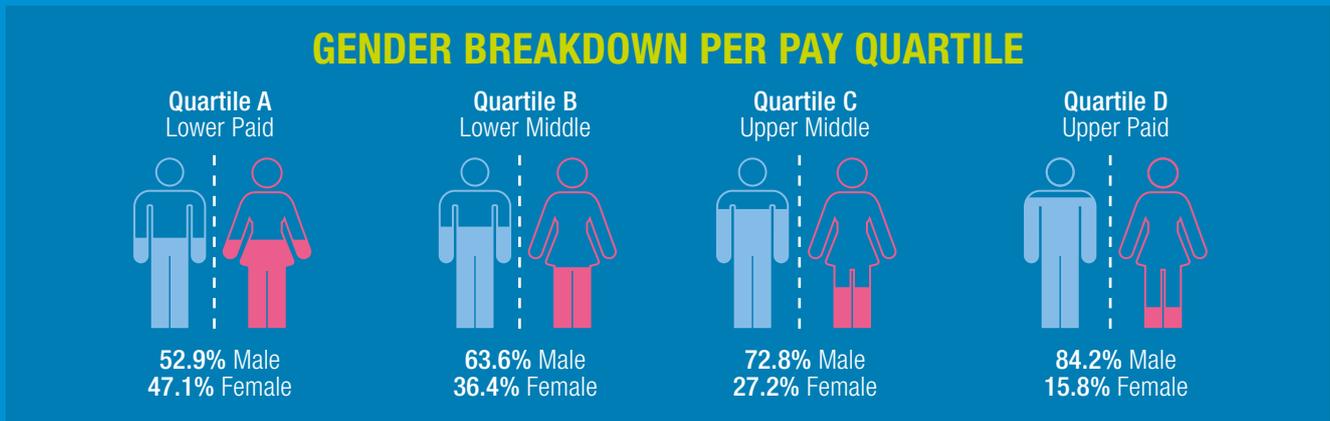
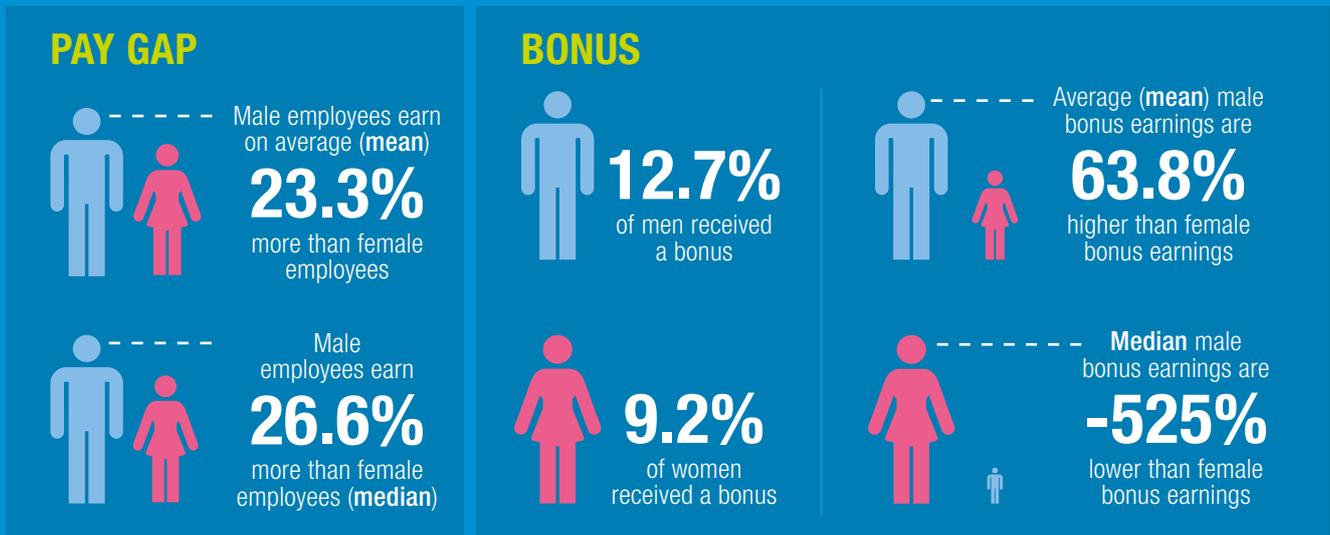


EMCOR UK'S GENDER PAY GAP

The law requires every company in the UK with more than 250 employees to report its gender pay gap in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ("the Regulations"). This report has been produced with reference to the Regulations and the associated guidance issued by ACAS and the Government Equalities Office, entitled Managing Gender Pay Reporting.

The Regulations require all organisations to make calculations based on employee gender on an annual basis. We have completed our annual calculations using our HR and payroll records supported by an external pay consultant.

We are required to carry out calculations that show the difference between the average earnings of men and women in our organisation. The results can be seen in the table below.



The table above shows the combined gender pay gap figure on 4 April 2017 for EMCOR UK

UNDERSTANDING THE GENDER PAY GAP AT EMCOR UK

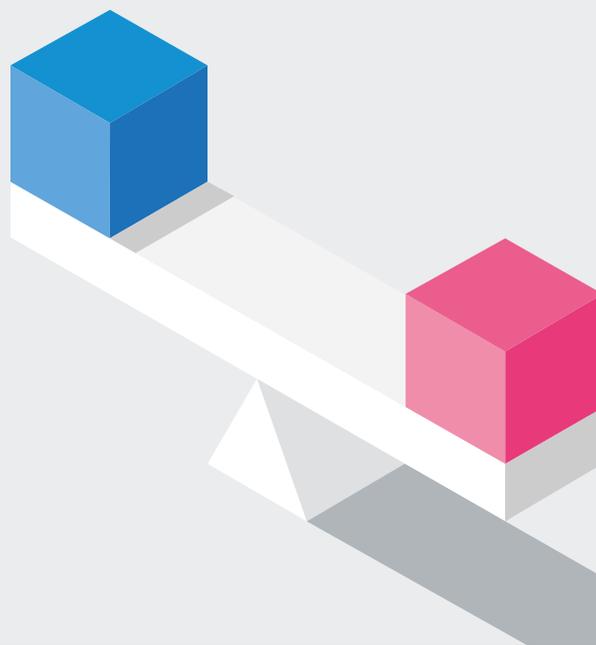
We would like to see more women in senior, technical or skilled trade roles such as engineers - areas where women are under represented.

In many of the professions utilised across our sector (such as plumbing and engineering) women are under-represented. While this is slowly changing, there are still fewer females than males commencing apprenticeships in these trades or studying STEM subjects (science, engineering, technology and maths) at school and university.

Our own internal research also shows that an imbalance of either men or women is particularly significant for some types of job. For example, cleaning roles (which tend to be lower paid) are largely occupied by female employees, and engineering (which is higher paid) is predominately occupied by men.

We would like to see more women in our business, in our industry sector, and in all the professions that have been historically occupied by male workers. At present, 70% of our workforce is male however, this is slowly changing as more women come to work for us. But we do need more women to apply for roles traditionally occupied by male applicants, as well as a step change in the numbers of women studying STEM subjects or training to work in those skilled trades referred to above. All of this should eventually lead to an increase in the number of women working in more highly paid roles within the FM sector.

Going forward, we remain committed to improving our gender balance by actively recruiting and retaining more women in our business.



THE STEPS WE ARE TAKING TO CLOSE THE GENDER PAY GAP

EMCOR UK's commitment to equality, diversity and gender balance is well-established and led by our Creating Balance Forum.

In 2016 we set up the Creating Balance Forum; a group of men and women from across our grading structure, working to improve the gender and diversity balance at EMCOR UK.

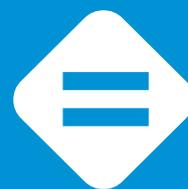
Since its inception, the Creating Balance Forum has been led by a senior, female employee. Under her leadership - and fully supported by EMCOR UK's board of Directors - gender equality and diversity initiatives have been developed and driven throughout our business.

Our Creating Balance Forum is in place to identify barriers to gender equality and inform priorities for action.

Initiatives under review at the time of this report include: a return to work incentive paid to new mothers; a review of our home working and flexible working policies to make it easier for women to balance their work life around children; the removal of names and reference to gender on CVs to eliminate unconscious bias; building our employer recruitment brand to attract more women into senior roles and skilled trades; and elevating the profile of our female ambassadors and role models to help inspire colleagues and to attract female talent.

Whilst these initiatives will help towards improving our gender pay gap, we need many more women to train, and apply for, roles traditionally occupied by men - to make a significant difference. In the meantime, the Creating Balance Forum will continue to implement gender, equality and diversity initiatives.

'Our overall workforce profile is predominantly male, which is typical in the FM sector. We remain committed to improving our gender balance and are taking steps to address it.'



**CREATING
BALANCE**



EQUALITY MATTERS TO EMCOR UK

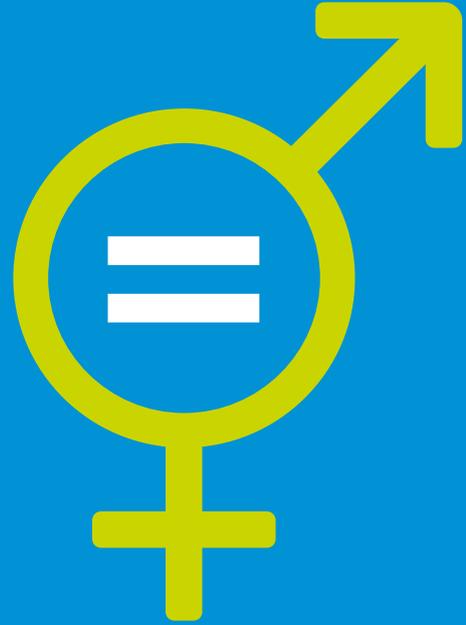
We value diversity, equality and inclusion and believe it contributes to the continued success of our business. We also want to attract and retain a workforce that reflects the customers and communities we serve.

Closing the gender pay gap is a challenge for most organisations. Our senior leadership team has a clear strategy in place to try and overcome this challenge.

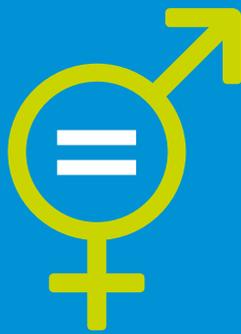
The data in this document is accurate and in line with Government reporting regulations.



Keith Chanter
CEO, EMCOR Group (UK) Plc



You can learn more about Gender Pay Gap Reporting by visiting www.acas.org.uk/genderpay



COMMITTED TO GENDER BALANCE

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