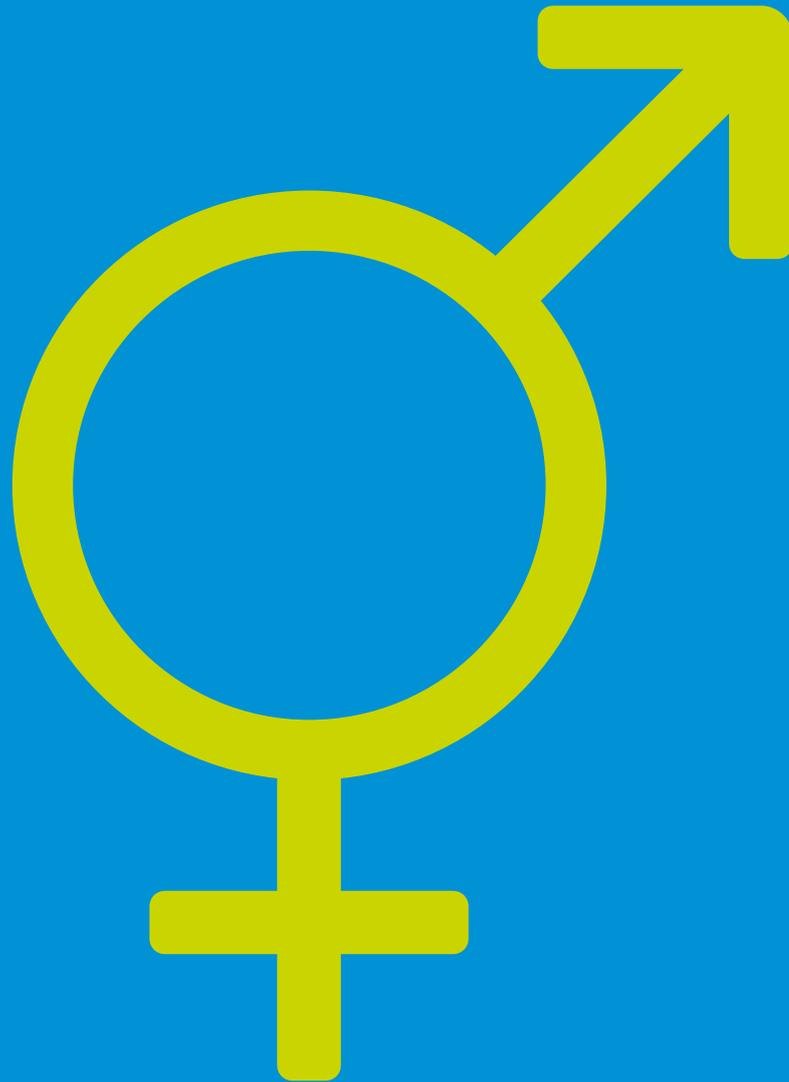


GENDER PAY GAP REPORT 2018

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.

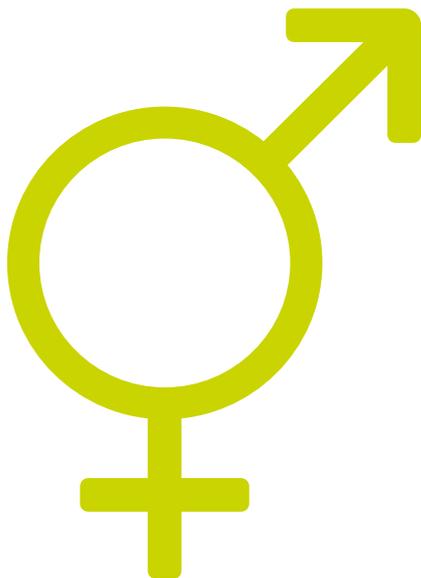
We welcome the opportunity to review and report on our gender pay gap and in this, our second gender pay gap report, we are able to reflect on a number of positive changes to our results.

With legislative pressure on large UK businesses, there continues to be a growing 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.

We have found that 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 continue to work to try and change that.

As with the previous year this 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 report 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.

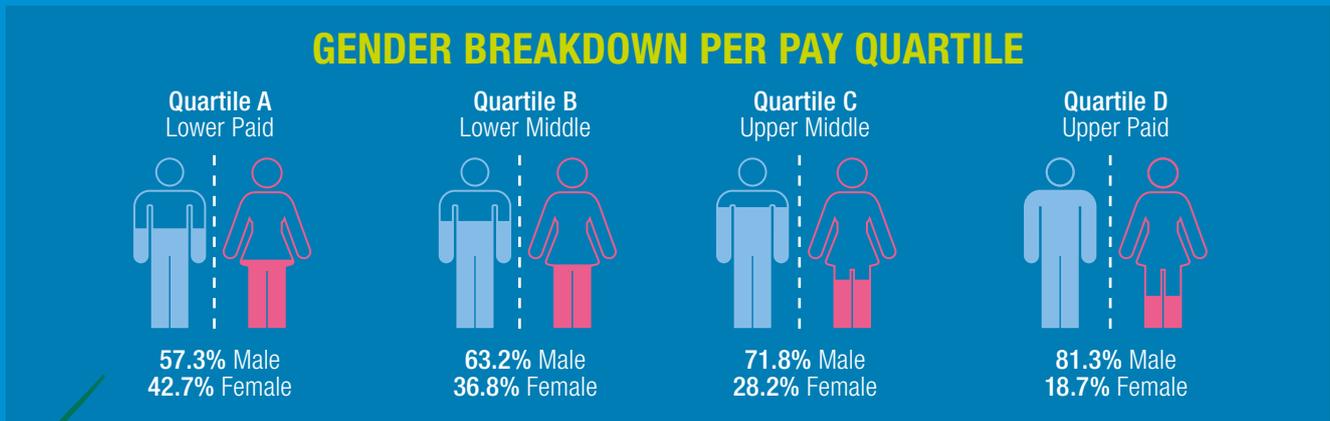
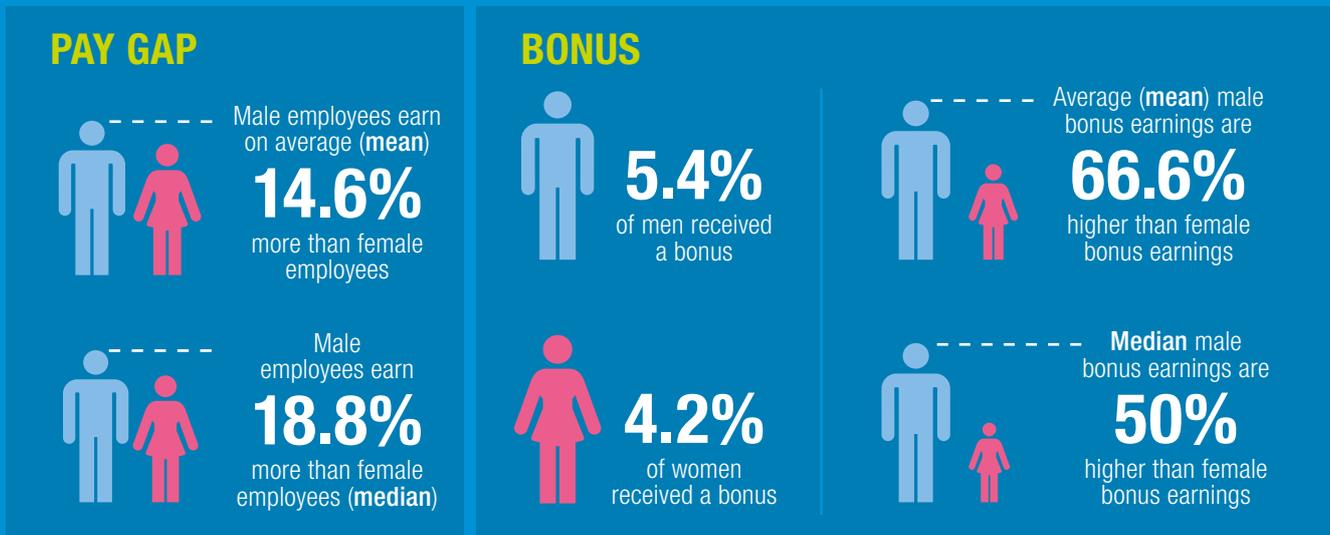


EMCOR UK'S GENDER PAY GAP

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 2018 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, 34% of our workforce are women. This is an improvement of 4% compared to 2017, so we're moving in the right direction but we still need more women to apply for roles traditionally occupied by men.

We also need to see a step change in the numbers of women studying STEM subjects or training to work in skilled trades as 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

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 two senior, female employees. Under their leadership - and fully supported by EMCOR UK's board of Directors - gender equality and diversity initiatives have continued to be 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 delivered in support of our Creating Balance activities have been:

- **A return to work incentive** paid to new mothers returning from maternity leave.
- **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.
- **Alongside this we have looked to work with schools and colleges** to try and help address some of the gender stereotyping at an early age, as well as promoting the FM market as a career path through the Inspiring The Future campaigns.
- **We have created a new grading structure** to ensure transparency in our approach to reward and recognition.
- **Our Succession Planning & Talent Management process** has also been revised to ensure development opportunities can be met by our internal talent regardless of gender.

These are just some of the great initiatives that EMCOR UK have been working through to ensure our gender pay gap is being addressed.

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.’



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.

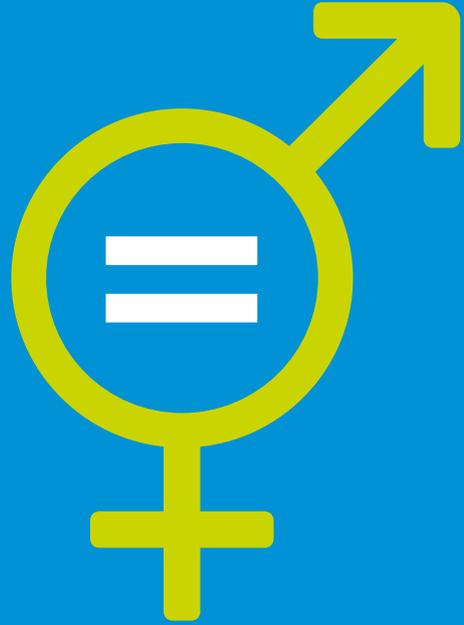
Closing the gender pay gap is a challenge for most organisations. Our senior leadership team has a clear strategy in place to try and overcome this challenge.

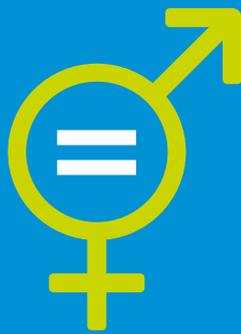
The data in this document is accurate and in line with Government reporting regulations.



Keith Chanter
CEO, EMCOR Group (UK) Plc

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





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