

Gender Pay Gap Report 2024

For EMCOR Group (UK) plc (EMCOR UK)



Introduction

At EMCOR UK we believe that improving equality and gender balance in the workplace is not only the right thing to do, but also essential for enhancing our employees' performance and driving business growth.

We welcome the opportunity to review and report on our gender pay gap, published in June 2025 covering the year 2024. In this 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 is something at EMCOR UK that we welcome as not only is it morally correct, but is also good for our business in helping to ensure we are an open and inclusive employer.

We know that the facilities management (FM) sector has historically been largely occupied by male employees due to the types of skills required to deliver services and trade based roles like plumbers and electricians which have tended to attract more men than women within our industry.

We continue to work to try and change that through various ways, such as attending schools and colleges to promote our industry sector.

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 and role level within the business.

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.



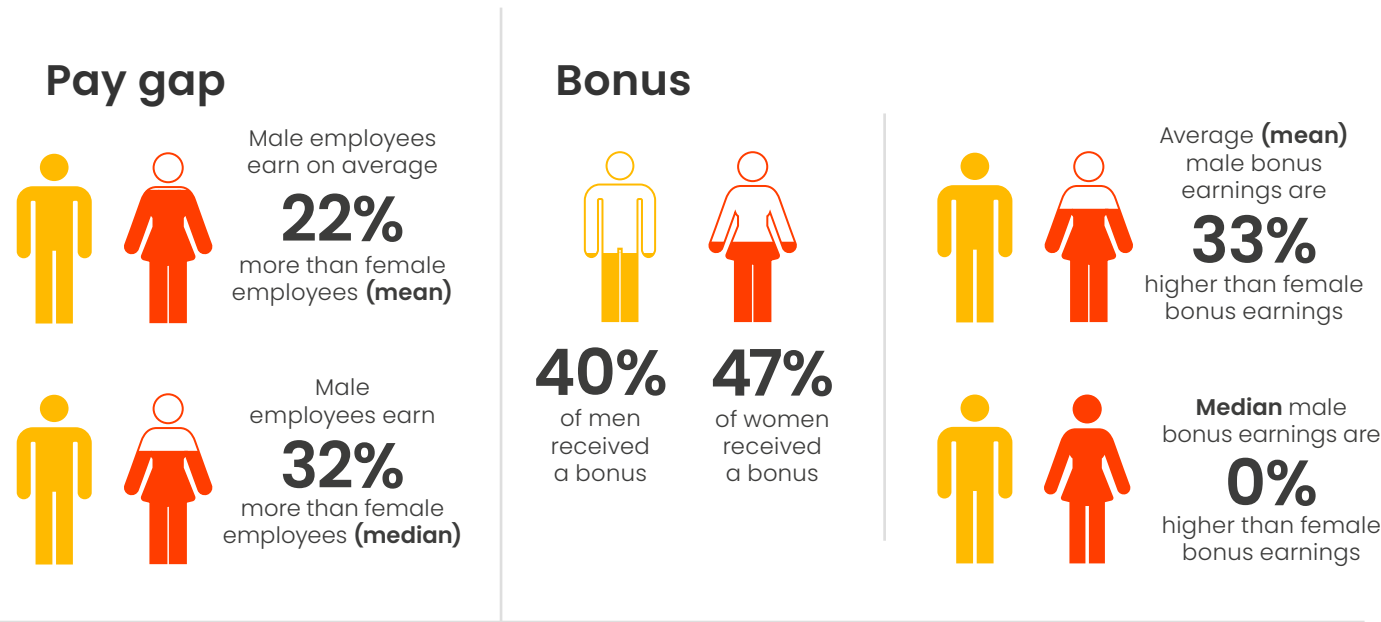
EMCOR UK's gender pay gap

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").

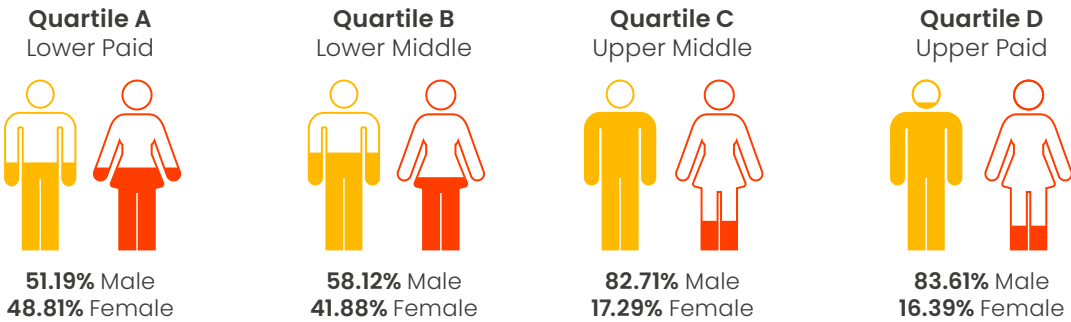
This report has been produced with reference to the Regulations and the associated guidance issued by ACAS and the Government Equalities Office, entitled Managing Gender Pay Reporting.

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.



Gender breakdown per pay quartile



The table above shows the combined gender pay gap figure on 5 April 2024 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.

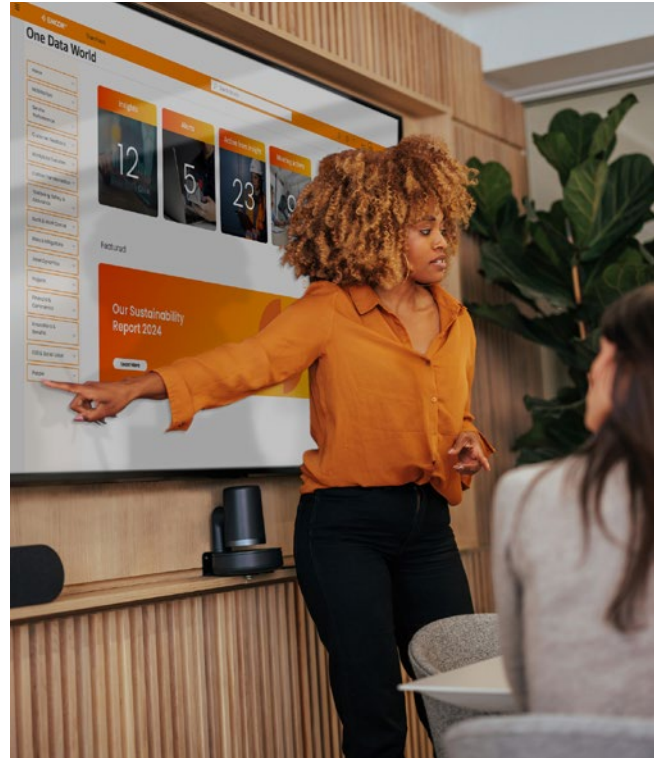
Our own internal research also shows that an imbalance of either men or women is particularly significant for some types of job.

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, 33% of our workforce are women, 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.



Inclusive Top 50 UK Employer ranking

We have recently refreshed our approach to ED&I to ensure the board has full ownership rather than one or two individuals. This approach has worked well as we continue to be an Inclusive Top 50 UK Employer and at the time of publishing our gender pay gap report we have significantly increased our ranking from 37th to 21st which shows our initiatives are working and are being recognised.



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.

We have a Creating Balance Forum in place which includes a collection of employees from across our grading structure, working to improve the gender and diversity balance at EMCOR UK.

The Creating Balance Forum is led by senior employees from across the business, under the steer of our Executive Director, ESG.

A newly formed role to strengthen and align our commitment to environmental, social and governance work.

This will ensure we keep the focus of our efforts at Executive Level. Under their leadership and fully supported by EMCOR UK's Executive Leadership Team our 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:

- We continue to pay a **return to work incentive** that is paid to new mothers returning from maternity leave, to support, where able, their return to the workplace.
- **We have introduced industry leading enhanced Maternity and Paternity pay as per the below:**
 - Maternity Pay at 26 weeks full pay, 13 weeks SSP and 13 weeks unpaid
 - Paternity Pay enhanced to 6 weeks full pay
 - Pregnancy loss (including terminations) 2 weeks paid leave
- **A review of our home working and flexible working policies annually** to make it easier for women to balance their work life around children.
- **Gender references removed from CVs** during the recruitment process to eliminate unconscious bias.
- **We continue to build our employer recruitment brand** with the aim 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 various channels and charities.
- **We ensure our grading structure is fair** in our approach to reward and recognition.
- **Our Succession Planning & Talent Management process** has also been revised to ensure develop 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 are deeply committed to promoting an environment of diversity, equality and inclusion, recognising that these values are integral to the success of our business.

Our goal is to attract and retain a workforce that mirrors the diverse customers and communities we serve.

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



Cheryl McCall
Chief Executive Officer
EMCOR UK

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



Committed to gender balance

EMCOR UK
1 The Crescent
Surbiton
Surrey
KT6 4BN

