WSA
strategy
2022

EMCOR UK

a better
world
at work

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2022

contents

introduction

As people who care, EMCOR UK works hard to protect everyone we work and partner with by ensuring activities are completed safely in our bid to achieve zero incidents.

Our ambition to deliver 'A Better World at Work' depends largely on providing sustainable decent work, our safety and ultimately our good health and wellbeing. Sustainability in it's broadest sense refers to our organisational resilience in terms of 3 pillars: **profit**, **people** and **planet**. How we work and the way we do it can and should have a positive impact upon our colleagues, our customers and our supply chain partners and will ultimately be how we keep ourselves and each other safe and well.

The Wellbeing Sustainability & Assurance (WSA) Executive Director and Team are responsible for ensuring strategy formulation, development and delivery across seven pillars of WSA activity:

- **Safety Operations**
- **Technical Assurance**
- **Environmental Management**
- **Risk Assurance**
- **Wellbeing & Psychological Safety**
- **Social Value**
- **Security/BCP**

To support the delivery of our corporate purpose and values, the WSA team maintain several ISO standards which provide an effective suite of frameworks which support our eight selected United Nations (UN) Sustainable Development Goals (SDG). These Global Goals are designed to support and improve some of the most pressing global challenges.

Below outlines the WSA Strategic ISO standards and selected Global Goals:

ISO Standard	EMCOR UK SDG Alignment
ISO 9001 Quality Management	9 Industry, Innovation & Infrastructure 12 Responsible Consumption & Production 17 Partnership for the Goals
ISO 14001 Environmental Management	3 Good Health & Wellbeing 8 Decent Work & Economic Growth 9 Industry, Innovation & Infrastructure 12 Responsible Consumption & Production 13 Climate Action
ISO 45001 Occupational Health and Safety Management	3 Good Health & Wellbeing 5 Gender Equality 8 Decent Work & Economic Growth 9 Industry, Innovation & Infrastructure 10 Reduced Inequalities
ISO 45003 Psychosocial Risk Management	3 Good Health & Wellbeing 5 Gender Equality 8 Decent Work & Economic Growth 9 Industry, Innovation & Infrastructure 10 Reduced Inequalities
ISO 50001 Energy Management	12 Responsible Consumption & Production 13 Climate Action
ISO 44001 Collaborative Business Relationships	8 Decent Work & Economic Growth 9 Industry, Innovation & Infrastructure 10 Reduced Inequalities
ISO 22301 Business Continuity Management	8 Decent Work & Economic Growth 9 Industry, Innovation & Infrastructure
ISO 20400 Sustainable Procurement	5 Gender Equality 8 Decent Work & Economic Growth 10 Reduced Inequalities 12 Responsible Consumption & Production
ISO 27500 Human Centred Organisation	3 Good Health & Wellbeing 8 Decent Work & Economic Growth
ISO 31000 Risk Management	3 Good Health & Wellbeing 8 Decent Work & Economic Growth 9 Industry, Innovation & Infrastructure 11 Sustainable Cities and Communities 14 Life Below Water 15 Life on Land 16 Peace, Justice and Strong Institutions

Implementation of our strategy is discharged throughout EMCOR UK through the Executive Leadership Team (ELT) and delivered throughout the organisation through the Operational Leadership Team (OLT) and WSA Teams.

The seven pillars of WSA activity are outlined in more detail over the following pages of this strategy document with each pillar presenting the strategic themes and aims and focusses on the priority objectives and measures of success.

Furthermore, the WSA strategy aims to drive behavioural safety excellence through the integration of each WSA pillar with complimentary strategies across each function of the organisation.

our aims

The overall aim of the Wellbeing, Sustainability and Assurance (WSA) Strategy is to relentlessly work towards creating an environment which enables our people to thrive whilst maintaining their wellbeing and delivering safe and secure outcomes for our customers.

We will **G**uide, **L**ead, **A**dvise and **D**irect (GLAD) alongside all our colleagues, and leaders to champion our culture live our values and facilitate high performance.

To achieve this, we will focus on the seven key pillars below which will support our aim of delivering operational excellence which is Assured, Effective, Healthy & Safe, through life:

1 Safety Operations

Embedding a restorative just and Fair culture through our 'Be There For Life' (BTFL) program in order to build trust and accountability into the organisation and to provide an awareness of the guiding principles that drive our behaviours and habits.

2 Technical Assurance

Bringing our best together to deliver a framework of continuous, effective and efficient delivery of Technical Assurance to our customers and EMCOR UK.

3 Environmental Management

To work relentlessly towards delivering the most effective solutions which identify, eliminate, reduce and mitigate both our direct and indirect impact on the natural environment. Creating benefits and sustainable value for our colleagues, wider society and the communities in which we work.

sustainable

4 Risk Assurance

Critical to EMCOR UK is risk mitigation. Risk is the golden thread that runs throughout everything we do. Through the implementation of ISO 31000 principles of control we deliver our risk management processes with integrity and against specified risk control measures in support of our ABWAW commitments to being a resilient organisation.

5 Wellbeing & Psychological Safety

Our whole person approach to safety is designed to bring parity to physical and psychological safety in the workplace. Together as One we strive towards providing decent work and an authentic wellbeing culture. By ending the stigma of mental health and wellbeing we will create a healthier more inclusive world at work, keeping ourselves and our colleagues healthy and safe and To Be There For Life.

6 Social Value

To deliver targeted, sustainable, economic, social and environmental benefits through operations which reinforce our commitments to facilitating A Better World at Work and the UN's Sustainable Development Goals. Working with our customers and their local communities, we will understand local needs and priorities to deliver targeted, sustainable, economic, social and environmental benefits through operations. Reinforcing our commitments to facilitating A Better World at Work and the UN's Sustainable Development Goals.

7 Security/BCP

Our strategy is intended to reduce the risk to EMCOR UK and its interests from terrorism, organised and opportunistic crime, the risks posed by the insider threat, and any other threat or hazard that poses a significant risk to life, environment, and our assets.

safe

collaboration

communication

care

our objectives

Our strategic aims and key objectives are described for each WSA pillar over the following pages.

The following model aims to bring this all together under our whole person approach, highlighting the interconnectivity of WSA pillars and reinforcing the golden thread of our 'people centric' approach to delivering EMCOR UK's purpose of a 'Better World at Work'.

our behaviours

Adopting our operating model centred around our corporate values and underpinned by a restorative just culture, the WSA team adopts a 'people-first' approach to deliver our purpose with care, compassion and consistency.

Each member of the WSA team will continue to develop relationships built on trust. Through effective communication and collaboration , support all our stakeholders to deliver safe, assured and effective Facilities Management.

We will ensure that we:

- Engage with our colleagues and internal and external stakeholders openly and honestly.

- Discuss risk and opportunity, share best practice and learn from experience.

- Are true partners to the organisation, seeking workable solutions which are innovative, informed and which recognise organisational aims including those linked to our Social Value and Global Goals.

- Expect and encourage high standards within our own teams, ensuring we aim to be the best version of ourselves that we can be.

- Continuously embrace and enable innovation to gain information from insight from which positive action can be taken.

- Seek feedback, challenge ourselves and continually develop our skills, talents and expertise to be leading professionals in our fields in order to support our business and its evolving needs.

- Embrace and facilitate change, whilst challenging poor behaviours, ensuring our just culture company values are upheld.

- Work together to create a safe, positive and healthy working environment within our own teams and with other centres of excellence. Including internal stakeholders (Creating Balance, Innovation & Best Practice and Global Goals) and external stakeholders (Business in The Community (BiTC), Action Sustainability and the charitable sector).

1 safety operations

Strategic Themes:

Delivery of Safe, Assured, Effective and Healthy operational output, through life.

- Continue to develop and embed a restorative Just Culture through a reinvigorated 'Be There for Life' program.
- Improve the quality of our Near Miss and Safety Observation reporting (SOR) from which we can effectively learn from experience and fully deliver against out Safe and Secure Value.
- Develop our 'whole person' approach to physical and psychological safety, focusing on proactive health surveillance and improved occupational health reporting.

To realise the global goals, Safety Operations commitment is to:

- Embed a restorative just and fair culture through our 'Be There For Life' program. To build trust and accountability in the organisation and to provide an awareness of the guiding principles that drive our behaviours and habits and positive changes to them.

- Align to our Safe and Secure Value in order to pro-actively work to reduce accidents and incidents through Near Miss and Safety Observation reporting and reactively to better define the nature of the event through our reporting processes, root cause analysis and lessons learned thus preventing re-occurrence.

- Manage the wellbeing and safety of every employee through both intra and inter-departmental collaboration. Including occupational health/ health surveillance programs, form closer more mutual relationships with our supply chain partners and address both physical and psychological risk through our whole person ethos.

- Support the delivery of our 8 Global Goals that epitomise EMCOR UK's dedication to a safer and more secure working environment, that has the endurance to deliver sustainable positive outcomes and through collaboration, innovation and ambition a better world at work.

be there for life

Our Safety Culture and Behaviours

Strategic Aim: Aspire to reach our goal of do no harm

Key Objectives	Future Outcome / Measures of Success
1 **Full organisation awareness and ownership of EMCOR UK's restorative Just culture**	▲ Introduction of a re-invigorated BTFL model. ▲ Introduction of safety balanced scorecards. ▲ Full operational attendance and participation in community of Practice Forums. ▲ Re-introduction of safety culture groups. ▲ Routine safety performance engagement with our supply chain.
2 **Reduction in Accidents and Incidents year on year**	▲ Improved data quality capture (Near-Miss and SORs reporting). ▲ Proactive LFE based on data capture. ▲ Commensurate reduction in targeted accidents and incidents. ▲ Delivery of a broader proactive assurance ▲ framework based on leading indicators.
3 **Development of EMCOR UK's whole person approach to physical and psychological safety**	▲ Integrated delivery of ISO 45001 & 45003 best practice. ▲ Improved awareness, measurement, reporting and action driven through collective consideration of the physical and psychological elements which impact safety performance. ▲ Full participation in occupational health surveillance screening programmes.

collaboration

2 technical assurance

Strategic Themes:

- Delivery and continuous contribution of compliant policy, processes and procedures aligned to our Legal Register (setting the standard)

- Ensuring our colleagues are Suitability Qualified and Experienced Personnel (SQEP) to deliver safely what is being asked of them, managed through a Competency Management System (CMS) (measuring the standard)

- Provision of a holistic Assurance Framework based upon an appropriate mix of objective 'leading' and 'lagging' indicators from which insight can be gained, information created, and decisions made (assuring the standard)

Strategic Aim: Delivery of trusted technical assurance to our customers and colleagues.

Key Objectives	Future Outcome / Measures of Success
1 Progress the development, refinement, delivery and monitoring of EMCOR UK's Legal Register	- Identify legal register gaps (RAG assess). - Close 'Red and Amber' gaps. - Review legal update system functionality. - Maintain as Business as Usual (BaU).
2 Develop, pilot and commence roll out of a Competency Management System (CMS)	- Establish stakeholder & working groups, agree & approve scope. - Develop & deliver a pilot trial. - Roll out across EMCOR UK. - Maintain as BaU.
3 Develop, pilot and commence roll out of Assurance Framework	- Establish stakeholder & working groups, agree & approve scope. - Develop & deliver a pilot trial. - Roll out across EMCOR UK. - Maintain as BaU.

3 environmental

Strategic Themes:
To work relentlessly towards delivering the most effective solutions we can which identify, eliminate, reduce and mitigate both our direct and indirect impacts on the natural environment. To create benefits and sustainable value for our employees, wider society and the communities in which we work.

Strategic Aim: Protection of the Natural Environment.
Continue to develop, implement and maintain our ISO 14001 Environmental Management System (EMS) and Intelex based facilities to manage environmental risks and opportunities.

Key Objectives	Future Outcome/Indicative Measures of Success
1 Use ISO 14001 Environmental Management System (EMS) to support our Global Goal ambitions	◢ Full and effective implementation of the EMS on all contracts and central offices supported by trained and competent colleagues.
2 Carry out a Deep Dive review of each contract based Environmental Aspects & Impacts register on Intelex to improve risk identification and environmental improvement opportunities	◢ 100% review of Aspect & Impacts registers supporting our contract teams in managing their environmental responsibilities.
3 Ensuring compliance to the Waste Management Duty of Care obligations on all appropriate accounts	◢ Implementation of the Waste Management Portal on Intelex on all appropriate accounts.
4 Implementation of the EMCOR UK Waste & Resource Management Policy (WARM) and Targets	◢ Corporate and contract-based alignment to the waste hierarchy to eliminate, reduce, prepare for reuse, recycle, recover, dispose of waste and resources.
5 Integrate Natural environment opportunities into our Social Value delivery plan	◢ Connecting people with their environment and nature to improve both community amenity and individual wellbeing.

sustainable

4 risk assurance

Strategic Themes:

Critical to EMCOR UK is risk mitigation. Risk is the golden thread that runs throughout everything we do. Through the implementation of ISO 31000 principles of control we deliver our risk management processes with integrity and against specified risk control measures in support of our ABWAW commitments to being a resilient organisation to minimise risk to our organisation and people.

Risk Management

We can mitigate risk through the alignment of our risk management system ISO 31000, developing our policies and procedures in line with the framework.

Through the development of an enterprise level risk management system we can ensure that our risk registers are populated; identifying, assessing, escalating communicating and treating risk.

Monitoring of our risk management framework will take place through audit and review in addition to the development of a risk health check.

Business Continuity

Our business continuity management system is certified to ISO 22301 which is tested annually and objectives set as part of continual improvement of our management system.

We will continue to develop an enterprise level business continuity framework migrating across to our Assurance Continuity Platform.

Legal compliance will be monitored through our LUS platform with updates tracked through the system.

We will continue to test and benchmark our systems as part of continual improvement and organisational resilience.

Quality Management

Our quality management system is certified to ISO 9001 and monitoring takes place through a series of internal and external audits.

Our key account management through BSI is vital to ensure we continue to expand our ISO certification providing assurance in our management systems and processes as an organisation.

An annual management review takes place looking at risk and opportunity across our management system standards and enables planning to take place for the following year.

Corrective actions are monitored and measured to ensure an effective close out to root cause. We will continue to monitor the corrective actions raised providing insight into areas of risk and opportunity across our portfolio of accounts.

We will continue to drive improvement to our document control process and integrated management system (IMS) to make it more accessible for the user.

Data insights

We will continue to capture data through Intelex and transform our data into insight through interactive dashboard reporting within PowerBI providing a whole person approach to safety. Our integrated dashboard reports will drive intelligent action through our assurance framework and WSA team.
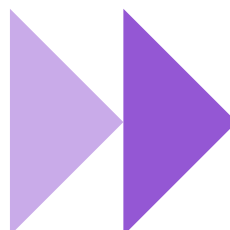
collaboration

Risk is uncertainty that matters

- Dr David Hallison, Risk Doctor

Strategic Aim: Through integrating our approach to risk management across the business providing an enterprise risk management framework we can identify, assess, escalate, manage and communicate risk across the organisation in support of a better world at work. Through the application of our risk policy and associated procedures EMCOR UK aim to minimise risks across the organisation to achieve our business objectives and core values.

Key Objectives	Future Outcome/Indicative Measures of Success
1 Implementation of Risk Framework in line with ISO 31000	◢ Alignment with ISO 31000 (review against gap analysis & maturity model). ◢ Population of risk register by the central teams & escalation of risk through to the corporate risk register. ◢ Inclusion of questions in IMS audit. ◢ Successful identification, escalation and treatment of risk to reduce impact to EMCOR UK.
2 Testing, migration & integration of Assurance Continuity Platform	◢ Review of platform by BSI & to inform development. ◢ Migration of central offices on to the platform. ◢ 2023 testing of plans through the platform (dependent on first outcome) during SO 22301 audit.
3 Improved data insight	◢ From Q2 2022 working with IT to migrate IMS on to the updated Sharepoint system to provide enhanced document control (reduction in documentation, timely reviews) and thus reducing the time spent on documentation.
4 Transformation of 'Professional Audit' application on Intelex	◢ Updated application to meet the requirements of the assurance framework and audit program. A revised root cause analysis of actions raised and reported.

5 psychological safety & wellbeing

Strategic Themes:

Our whole person approach to safety gives parity to physical and psychological safety in the workplace to support a better world at work and the United Nations Sustainable Development Goals 3, good health & wellbeing & 8, decent work & economic growth. Together as One we strive towards providing decent work and an authentic wellbeing culture by ending the stigma around mental health and wellbeing to create a healthier more inclusive world at work, keeping ourselves and our colleagues healthy and safe and To Be There For Life.

Strategic Aim:

As people who care, our wellbeing aim is to generate awareness, self-management and line manager support to embed a preventative risk-based approach to workplace health and safety whilst encouraging proactive wellbeing through EMCOR UK's 6 ways. We will provide the infrastructure, policies and wellbeing interventions that create a psychologically safe environment where everyone can bring their true and whole selves to work.

	Key Objectives	Future Outcome/Indicative Measures of Success
1	Embed ISO 45003, the management of psychological health and safety at work within all central and operational functions ensuring a preventative and proactive approach to intervention	▲ Successful company wide roll out of a psychosocial risk management tool to identify, control and measure workplace mental health risks. ▲ Increased scope of ISO 45003 certification.
2	Achieve parity between Physical & Psychological safety through our Be There For Life Model	▲ Integration of psychological safety and physical safety dashboards to inform root cause analysis and decision making. ▲ Integrated Safety and Wellbeing maturity model and improved maturity from 2021 baseline. ▲ Proactive annual health surveillance and improved occupational health reporting to evidence proactive preventative approach to health and wellbeing. ▲ Psychological safety & wellbeing training of HSEW representatives.
3	Using health & wellbeing data to inform decision making and action through wellbeing initiatives & promotion	▲ Continue taking an evidence-based approach to wellbeing interventions and measure the impact through our wellbeing & psychological safety dashboards.
4	Promotional activity to educate and encourage proactive approach to your own and colleague's wellbeing	▲ Increased number of colleagues engaging in wellbeing initiatives (workshops, team talks, networks and training). ▲ Increase number of BTFL wellbeing conversations. ▲ Increase usage of wellbeing services in collaboration with AXA. ▲ Increase in utilisation & line manager referrals of the employee assistance programme, mental health support service and occupational health provision.
5	Enhanced Wellbeing Champion Program which plays an important role in delivering a better world at work and supports the integration of operational wellbeing	▲ Enhanced training provided for wellbeing champions. ▲ Increased number of wellbeing champions supporting EMCOR UK's wellbeing movement. ▲ Wellbeing appraisal objectives for wellbeing champions.

6 social value

Strategic Themes:

To deliver targeted, sustainable, economic, social and environmental benefits holistically through our business reinforcing our commitments to the UN's Global Goals:

Working with our customers and their local communities, we will understand local needs and priorities and ensure that our business & supply chain delivers social value in a way that is targeted, transparent and promotes accountability.

To ensure our stakeholders and their local communities are at the centre of how social value initiatives are delivered and prioritised in their area(s); ensuring we leave a positive and lasting legacy.

Key Objectives	Future Outcome/Indicative Measures of Success
1 **Develop & embed an on-line solution which allows us to measure and report on our social value footprint delivered through operations**	◄ A tailored dashboard that aligns with our commitment to A Better World at Work objectives and our chosen UN Global Goals. ◄ Various quantitative reports/marketing collateral which is bespoke.
2 **BS 8950:2020** **- Guide to enhancing social value.** **The main purpose of this standard is to aid the process of recognising, accounting for and reporting on, as well as the analysis and use of, social value**	◄ Gap analysis; then introducing required measures / embedding the infrastructure so we can deliver social value efficiently whilst leaving a long lasting and positive legacy. ◄ 2023: Audited and awarded 'achievement' through a Scope of Work Statement.
3 **To increase our social value scope for engagement, delivery and outcomes (legacy)**	◄ Engage Subject Matter Experts (SMEs) & onboard targeted 'not for profit' organisations to co-deliver our Social Value offer which includes for example: Armed Forces Covenant. ◄ Grow delivery team (champions and dedicated resource) in-line with 2025 ambitions.
4 **Increase social value generated through our Supply Chain**	◄ Engage and on-board Social Enterprises. ◄ Divert Levy Contributions to support our Supply Chain's workforce development programme (Apprenticeships).

7 security / BCP

Strategic Themes:

Our strategy is intended to reduce the risk to EMCOR UK and its interests from terrorism, organised and opportunistic crime, the risks posed by the insider threat, and any other threat or security hazard that poses a significant risk to life, environment, and our assets.

Strategic Aim:

To Deploy, maintain and test protective security counter measures that are proportionate to the types and capacity of threats we face.

To utilises the framework developed by the Home Office for their counter terrorism and counter-organised crime work.

Key Objectives	Future Outcome/Indicative Measures of Success
1 **Stop insiders committing or facilitating criminal activity (Prevent)**	◢ There is early detection and reporting of vulnerabilities in our work force. ◢ The potential for breaches of our security and harm to our business is halted in the pre-criminal space.
2 **Strengthen our protection against criminal activity (Protect)**	◢ The disruptive effect and costs of our protective security work are proportionate to the risks we face. ◢ We are recognised as one of the industry leaders in the delivery of security services.
3 **Respond to and recover from a major incident and maintain security following a major incident (Prepare)**	◢ Our staff have the plans and training required to recover and secure our facilities following a major or catastrophic incident. ◢ Major Incident Plans [response] in place that dovetail with the Local Resilience Forum. ◢ Business Continuity plans [recovery] in place that supports the return of business-as-usual. ◢ Our plans ensure a return to compliance with legislation at the earliest opportunity. ◢ These plans are drilled and exercised in conjunction with partner agencies and other Stakeholders.
4 **Investigate and disrupt criminal activity whilst supporting law enforcement activity (Pursue).**	◢ We are sending a clear message that criminal activity and security breaches will not be tolerated. ◢ Our security personnel are effective in neutralising and investigating fully all identified threats. ◢ Our work is consistent and proportionate to the identified threats.

summary

The WSA Strategy is aligned to EMCOR UK's vision of bringing our best together to create 'A Better World At Work'

It supports the future direction of our business whilst acknowledging strategic initiatives already underway or planned. The WSA Strategy enables employee development whilst providing an employee experience which will drive the achievement of EMCOR UK's own ambitions.

In delivering the WSA strategy we will:

Deliver and support organisational transformation programmes as a key focus, ensuring business critical projects are underpinned by robust people-focused approaches.

Be solution-focused, working in partnership with colleagues to instigate and deliver change that supports our vision of A Better World At Work.

In doing so we will keep the Sustainability Development Goals at the forefront of our work, engaging our staff in the vision for the future, keeping our employees at the heart of our business and recognising the fundamental importance of both financial sustainability and organisational reputation.

collaboration

care

communication

sustainable

safe

EMCOR UK

1 The Crescent
Surbiton
Surrey
KT6 4BN