



EMCOR Group, Inc.

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# Sustainability Report

January 1, 2020



## A Message From Our Chairman, President and CEO

**At EMCOR, we operate in a sector that gives us many opportunities to set environmental, social and governance best practices that enhance our financial sustainability.**

Our core businesses enable our customers to do the same, extending our reach well beyond our own operations. We design, build, maintain and improve our customers' facilities, plants and infrastructure. This creates opportunities for us to enhance energy efficiency more broadly and deeply than we already achieve with our own operations. The growing focus on environmental issues has become a strong tailwind for us.

We measure our commitment to energy efficiency. We track our own carbon footprint and use external assessments and benchmarking for our energy compliance. EcoVadis awarded us Silver Recognition in its 2019 assessment.

Our commitment to our employees, their families, our communities, and future generations is similarly strong. Our EMCOR Values of **Mission First: Integrity, Discipline, and Transparency; People Always: Mutual Respect and Trust, Commitment to Safety, and Teamwork** permeate everything we do. However, we don't just tell our employees what our values are, we invest in them: We have over 1,900 online training courses; mandatory in-person and online ethics and sexual harassment training; mandatory safety training; and over 1,200 Good Work Practices. The Thayer Leadership Development Group at West Point and Babson College provide leadership and ethics training to our current and future leaders.

Just as we extend eco-efficiency opportunities to our customers, we extend our values throughout our supply chain via our Vendor Code of Conduct. From safety to living wage and anti-slavery requirements, we expect our vendors to share our values and comply with the code. In addition, our Human Rights Policy establishes global conduct standards for our employees and our vendors.

We receive excellent scores for our governance. Our Board of Directors supports and oversees the initiatives, policies and culture that we believe help make us environmentally, socially and financially sustainable.

We are proud of the company we have built and our long-term record of delivering results for our customers and shareholders. This sustained record of success allows our employees to build long-term careers at EMCOR and enhances our communities.

We hope the information contained in the pages that follow help you to understand what we do, the Company we have built, and our optimism about the future.



**Anthony J. Guzzi**  
**Chairman, President and CEO**



# EMCOR's Sustainability Report

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## About EMCOR Group, Inc. (as of January 1, 2020)

A Fortune 500® company with 2019 revenues of \$9.17B, EMCOR Group, Inc. (NYSE: EME) is a leader in mechanical and electrical construction, industrial and energy infrastructure, and building services. A provider of critical infrastructure systems, EMCOR gives life to new structures and sustains life in existing ones by its planning, installing, operating, maintaining, and protecting the sophisticated and dynamic systems that create facility environments—such as electrical, mechanical, lighting, air conditioning, heating, security, fire protection, and power generation systems—in virtually every sector of the economy and for a diverse range of businesses, organizations, and government agencies.

EMCOR represents a rare combination of broad reach with local execution, combining the strength of an industry leader with the knowledge and care of 180 locations. The approximately 33,000 skilled employees of EMCOR have made the company, in the eyes of leading business publications, amongst the “World’s Most Admired” and “Best Managed.” EMCOR’s diversity—in terms of the services it provides, the industries it serves, and the geography it spans—has enabled it to create a stable platform for sustained results.

EMCOR’s strong financial position has enabled it to attract and retain among the best local and regional talent, to undertake and complete the most ambitious projects, and to redefine and shape the future of the construction, industrial, and facilities services industries.



*Key metrics for company sustainability, safety, compliance and governance encompass several critical performance ratings.*

ISS Corporate Governance Score

1

CNA

4x

Safety Award Recipient for Safety Innovation

EcoVadis Sustainability Rating

silver recognition\*

1.09

2019 Safety

TRIR

AA

MSCI ESG Rating

Fortune 500 Company

18

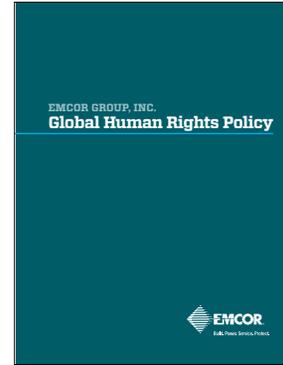
Consecutive Years

\*Top 30% of all evaluated companies.



### Environmental Overview Handbook

[View our handbook](#)



### Human Rights Policy

[View our policy](#)

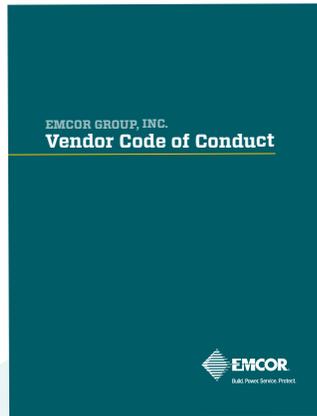
Our policies and programs that relate to sustainability are available on our website:

**[emcorgroup.com](http://emcorgroup.com)**



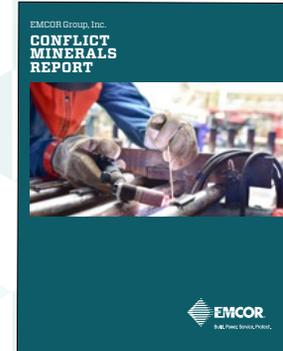
### Code of Business Conduct & Ethics

[View our code](#)



### Vendor Code of Conduct

[View our code](#)



### Conflict Minerals Report

[View our report](#)



Supporting Sustainability Through  
**Our Clients'  
Projects**



## Supporting Sustainability Through Our Clients' Projects

For decades, EMCOR has implemented smart energy solutions for our clients through our in-house technical staff, the EMCOR network of companies, and key energy-industry partnerships. We've been a Gold member of the U.S. Green Building Council (USGBC) since April, 2005, and 586 EMCOR employees are members of this important organization. We provide clients with expertise, technology, and smart solutions to maximize their energy efficiency and give them greater control over their energy use, sourcing, and costs.

Each year we analyze, design, or review energy projects in hundreds of facilities, saving our customers millions of dollars in annual energy costs while significantly reducing their carbon footprint (see the project profiles on the following pages).

Our capabilities in energy efficiency run deep, driving greater efficiency – and greater savings – for our customers. Our companies are equipped to handle everything from retro/

re-commissioning to LEED-certification support, to photovoltaics, fuel cells, wind solutions, and more.

We work closely with customers to develop strategies designed to reduce annual utility consumption and operating expenses. We also work to prioritize each of the suggested strategies in order to optimize the performance and financial results of the facility's operations.

### Our energy services and capabilities include:

- Assisting our customers in energy-saving initiatives
- Operation of energy systems and energy producing equipment
- Maintenance and construction of energy systems and equipment
- Design of energy systems and equipment
- Energy Audits
- Water System Conservation and Retrofits
- Lighting Retrofits
- Mechanical System Retrofits
- Electrical Upgrades & Electrical Maintenance Services
- Occupied Space Retrofits
- Solar & Wind Programs
- Building Envelope Services
- Building Automation System Implementation
- Design Enhancements
- Critical Equipment Monitoring
- Renewable Energy System Installations



## Supporting Sustainability Through Our Clients' Projects

Here are some ways that EMCOR's energy expertise drives cleaner, greener, and more energy-efficient buildings, generation, use and recovery:



### Green Buildings

EMCOR's accredited experts provide environmentally sound approaches to construction, site planning, materials, building upgrades, and energy management. The key accreditations our professionals hold are Certified Energy Manager (CEM), Professional Engineering (PE), and Leadership in Energy and Environmental Design (LEED).

### Green Generation

Our expertise encompasses a broad range of environmentally sound alternatives for power generation, including photovoltaic, wind, fuel cell, biomass, landfill gas, tidal, and biofuel-fired generation. Our companies are leaders in the design and construction of landfill-methane blending and transport plants. We have designed and built, and provide ongoing maintenance services for, alternative energy installations across North America.

### Cogeneration

We are experts at cogeneration – the use of efficient generating and waste-heat recovery technologies to produce

electricity and heat from a single fuel source. These technologies allow for a smaller carbon footprint by producing more energy with less fuel and lower emissions.

### Waste to Energy

We have extensive experience in developing waste-to-energy systems, which separate and burn municipal, agricultural, and industrial waste to provide a clean fuel source for steam heat and power generation. In addition, EMCOR companies have developed a number of systems for extracting, cleaning, and concentrating methane gas to serve

the transportation and wholesale natural gas markets.

### Energy Efficiency Program Management and Consulting

We provide a broad range of evaluation, consultative, program management, and feasibility services designed to save energy and reduce costs. Efficiency services include technical and economic evaluations of concepts and existing systems, site investigations, energy audits to evaluate energy use and cost, preconstruction services, program management, and turnkey services for alternative applications.

EMCOR's 80+ subsidiaries perform a vast array of services for over 13,000 projects across the U.S. and U.K. The Company has a significant opportunity to impact our clients' carbon footprint and sustainability efforts through our energy expertise which is applied to the projects we perform for them.

**Following are a few examples:**



Supporting Sustainability Through Our Clients' Projects

## PROJECT PROFILE:

### Valley Milk Turlock, CA

Food Engineering Magazine's 2019  
Plant of the Year Award

#### During the project, EMCOR subsidiary Shambaugh delivered the following:

- » Process design, equipment and control systems for milk receiving, milk separation, milk standardization, evaporation, and drying
- » Design and equipment supply for fire protection, steam production, refrigeration, and all other utilities required for the operation of the plant
- » Sanitary building design including architectural, structural and civil engineering
- » Design accommodating specialty dairy ingredient production including low spore, agglomerated, and instantized powders

The completed 142,000-square-foot plant can accept 50 milk tankers and process 2.5 million pounds of milk into non-fat dry milk and skim milk powder daily.

Cognizant of California's energy and water conservation initiatives, Shambaugh met or exceeded state regulations to reduce energy costs and designed and built the facility to be nearly 100 percent sustainable on its own water usage.

Shambaugh began developing the facility more than two years before the project broke ground. Valley Milk specifically sought a company with extensive experience in the dairy industry in order to provide full pre-construction consultation.

During preconstruction, Shambaugh held organizational meetings and facilitated tours to other new plants that had capabilities similar to those required by Valley Milk, and also led project-development assemblies which brought together engineers, architects, and major vendors to contribute their expertise and assist in charting the best course of action for the project.

[View Video](#)





Supporting Sustainability Through Our Clients' Projects

## PROJECT PROFILE:

### Molina Healthcare, Inc., Long Beach, California

\$1 Million in Utility Rebates for  
Molina Center Significantly Offset  
Costs of Energy Efficiency Retrofit



EMCOR Services Mesa Energy Systems (Mesa) was selected by Molina Healthcare to perform this challenging, highly technical and innovative project, based on Mesa's innovative solutions, a 30-year track record of success and a construction approach with no impact to facility operations.

Molina Healthcare is a managed care company that for 35 years has served members, partnered with providers, and worked with state governments. In 2015, Molina Healthcare was ranked 301 in the Fortune 500 and its health plans served about 3.5 million people through government-based healthcare programs.

Molina Center is a twin 15-story glass-encased office tower complex built in 1983, and totals 460,000 square feet of space. Due to the age of the existing Direct Expansion (DX) systems, outdated technology, the lack of cooling capacity, and frequent compressor failures, both the HVAC and controls systems had become highly inefficient, resulting in rising temperatures and an increase in both energy and operating costs.

A highly innovative Thermal Energy Storage (TES) system was selected and installed by Mesa, in part on a partial storage strategy designed to serve the building complex during summer peak hours. The new TEX-based plant reduces the overall utility demand by 1,140 kW, and reduces annual energy consumption by 755,775 kWh.

Mesa also installed environmentally friendly, polypropylene piping for the condenser water loop, that is resistant to corrosion, abrasion, and chemical breakdown, and engineered for a 50-year lifecycle.

Through a Southern California Edison rebate offered under the Permanent Load Shifting (PLS) program, the TES system shifted 950 tons off the on-peak period, which helped Mesa obtain an incentive of about \$997,500 for the client. As a result of the project, annual operating costs for the buildings are expected to be reduced by \$248,842 annually.



[View Video](#)



## Supporting Sustainability Through Our Clients' Projects

### PROJECT PROFILE:

#### Non-Profit Healthcare Provider Massachusetts

##### During the project, EMCOR Services Northeast delivered the following:

- » 21.8% reduction in energy costs
- » Flawlessly executed services in occupied spaces with over 2,100 employees and zero reported complaints
- » \$425,000 annual reduction in overall facilities spend
- » Reduced overall run times on mechanical equipment consisting of 2,500+ tons of mechanical cooling and 20,000,000 BTUs of heating
- » Increased overall building comfort

##### The completed project's scope, completed across two buildings, consisted of:

- » 821 replaced BMS controllers on VAV boxes and fan-powered terminal units
- » 32,000 feet of wiring connecting BACnet communications busses to field controllers
- » 82 panels that control 1,035 pieces of equipment, replaced or retrofitted over two years

This Massachusetts-based non-profit healthcare provider set out to increase energy efficiency in two of their larger properties, the size of which totaled approximately 648,000 square feet. The client had a proprietary controls system with flawed hardware and software programming, which increased the overall risk to critical pieces of the infrastructure and thus required costly upgrades.

EMCOR Services Northeast designed the project to be completed in two phases, with Building 1 comprising the first phase from 2017-2018 and Building 2 comprising the second phase and taking place from 2018-2019. A team that worked consecutively throughout the year on nights and weekends (consisting of 25 EMCOR Services Northeast controls technicians as well as 10 preferred-vendor electricians) completed the project.



The first step of the project involved the creation of precise network infrastructure drawings for both facilities. System performance was enhanced via the engineering of a new operations sequence. The team performed integration and sequence tuning of multiple large custom rooftop units with water-cooled screw compressors and built-in multi-stage gas burners.

Other project solutions included installing a dedicated BAS Ethernet Network to avoid customer IP conflicts and the integration of a BAS network into facility while ensuring security protocols had been met. Throughout the project, team leaders communicated all project goals and building operational procedures to technicians during training sessions.



Supporting Sustainability Through Our Clients' Projects

## PROJECT PROFILE:

### Edith Green-Wendell Wyatt Federal Building, Portland

#### Dynalectric Oregon installed systems that included:

- » Complete electrical
- » Lighting and lighting control
- » Fire alarm
- » Tele-Data
- » Photovoltaic system
- » Closed circuit video system
- » Access control
- » Two new 4000-amp, 480-volt electrical services and complete electrical distribution
- » High efficiency linear lighting with daylighting and occupancy controls
- » Department of Homeland Security compliant access control and video monitoring systems
- » 1-megawatt generator for emergency power requirements
- » New design-build Class A fire alarm system that was NFPA and GSA Region 10 compliant
- » 715 250-watt photovoltaic modules and 5 35-kW inverters for the rooftop PV array
- » A gutter system to capture rainwater coming off the array and prevent snow/ice from leaving the roof (the water captured is stored in a cistern on the basement level and used to maintain water levels for the fire sprinkler system)

EMCOR subsidiary Dynalectric Oregon reduced client energy usage 55% compared to the original facility. Additionally, there was a 40% reduction in lighting energy compared to Oregon Code requirements; and a rooftop PV array that produces 200,000 kWh annually, equivalent to approximately 4% of the full building load.



Originally installed in 1974, the building's mechanical and electrical systems were outdated and high energy users. The General Services Administration (GSA) had conducted comprehensive studies to reduce energy usage and bring the facility up to today's standards.

With the passage of the American Recovery and Reinvestment Act (ARRA), the GSA had the funds available to modernize the Edith Green-Wendell Wyatt Federal Building to meet the federal government's Energy Independence and Security Act (EISA) and become a LEED Platinum building.

Dynalectric Oregon was awarded the project based on the "Best Value Source Selection." The biggest challenge (as well as the high profile activity on the project) was installing a 180-KVA photovoltaic array on top of a high-rise tower in downtown Portland.



## Supporting Sustainability Through Our Clients' Projects

### PROJECT PROFILE:

#### Current Air Traffic Management client, Nationwide, U.K.

#### Environmental and financial benefits included:

- » Operational savings of \$313K+ per year
- » Ongoing reduction in energy use of 790 MWh per year
- » Increased business value through asset optimization

EMCOR UK provided this world-leading client with an Energy Manager to support its on-site teams, then identified and prioritized asset replacement and capital-investment projects across each of the sites.

Tasks included the rationalization of the low-temperature hot water heating system, replacing 392 air terminal units, and installing variable-speed drives to air handling units and temperature controls. By upgrading these assets, the customer achieved noticeable environmental and financial benefits.

This client handles some 2.2 million flights carrying approximately 200 million passengers every year. EMCOR UK has worked with this customer since 2003, and now provides total facilities management services to its corporate and technical center, its air traffic control centers, its academy of air traffic control, and executive offices.





Supporting Sustainability Through Our Clients' Projects

## PROJECT PROFILE:

### Heat Exchanger Cleaning Operations, LaPorte, Texas and St. Gabriel, LA

Cleaned more than 5,000 heat exchangers equating to 3.5 million tubes, all with a focus on environmental consciousness and water conservation.



In 2011, Ohmstede Ltd., a part of EMCOR Industrial Services, developed an innovative, environmentally friendly process for cleaning heat exchangers used in refinery and chemical plants, capable of conserving massive amounts of water. Since then, the Ohmstede team has cleaned over 5,000 heat exchangers equating to 3.5 million tubes.

In 2019, they significantly expanded this pioneering operation, opening additional offsite cleaning locations in St. Gabriel, Louisiana and a future site planned to open in Corpus Christi late 2020. The expansions are in response to customer demands throughout the Gulf Coast for their technology, reporting and safety-driven cleaning model.

The highly advanced water recycling process maintains water quality through the finite removal of solids and continuous monitoring and treatment. Water is not only mechanically cleaned, but biologically treated with microbes sourced from Gulf Coast salt water to remediate waste oils.

Before the recycling process was developed, heat exchanger cleaning used nearly 1,200 gallons of water a minute, which was then discharged into the sewer. Now, Ohmstede reuses this water and, to add an additional level of conservation, captures rainwater runoff at their facility to use in the cleaning process.

Ohmstede's process is the only heat exchanger cleaning method in the industry that recycles cleaning water, promoting environmental stewardship while simultaneously increasing cost effectiveness. Their team has been continually honing the process, increasing its effectiveness by more than 200 percent since it was first developed.

Because heat exchangers are cleaned offsite at Ohmstede's specialized facilities, it helps clients mitigate risk, reduce in-plant traffic, and alleviate labor costs during the turnaround process. During transportation, Ohmstede uses specialized trucks designed to prevent product spillage.

Throughout the years running this operation, Ohmstede has earned a reputation for outstanding quality, and, in the coming years, they will work to uphold that reputation while refining their process in sustainable ways.



## Supporting Sustainability Through Our Clients' Projects

### PROJECT PROFILE:

#### FormFactor Livermore, CA

Our advanced energy-efficient designs resulted in utility rebates of over \$120K and annual energy savings of \$175K.

#### The full scope of work included:

- » Commercial HVAC design-build services
  - N+1 redundancy
  - Chilled and heated water
  - Process exhaust systems
- » Electrical design-build services
  - Power expansion
- » Plumbing
- » Building automation
- » Process piping

FormFactor needed to transform a building on their corporate campus into a highly productive, energy-efficient semiconductor facility, with an eye towards cutting energy and operational costs.

To help FormFactor accomplish its goal, EMCOR subsidiary Air Systems incorporated highly advanced energy-efficient designs and new rotary wheel technology for dehumidification—the first time this type of system had been installed in California. The innovative design resulted in utility rebates of over \$120K and annual energy savings of \$175K.

Air Systems also installed an energy-efficient HVAC system with N+1 redundancy and equipped the facility with an advanced building automation system. Ultimately, the mechanical systems installed will provide year-over-year reductions in energy and operational costs.





Supporting Sustainability Through Our Clients' Projects

## PROJECT PROFILE:

### O'Hare International Airport Chicago, IL

Extensive electrical construction that featured design-build electrical and trade coordination and Leadership in Energy and Environmental Design (LEED) Platinum accreditation.

**The large-scale project involved extensive electrical installation, incorporating:**

- » 60,000 feet of raceway
- » 1,000 feet of cable tray
- » 500,000 feet of wire
- » Over 25,000 feet of fiber
- » Over 700 light fixtures



Executives at O'Hare Airport wanted to increase the efficiency, coordination, and frequency of airplane take-off and landings. To accomplish this, they required the addition of a new runway and the construction of the SATCT, their third air traffic control tower.

EMCOR subsidiary Gibson Electric provided a range of highly advanced technology, including complete Building Information Modeling (BIM), turnkey services on all high- and low- voltage systems, and three miles of airport fiber infrastructure to connect life safety, building automation monitoring, and runway lighting-control systems.

**Gibson's provided the following services:**

- » Installed underground duct-banks, manholes, and hand-holes within the project site and airside/roadways to support multi-system tie-ins
- » Furnished and installed advanced lightning protection, grounding, and surge protection systems
- » Furnished, installed, and commissioned state-of-the-art electrical power monitoring systems
- » Provided the airport control tower runway lighting interface
- » Furnished and installed 100-percent LED lighting and cutting-edge lighting control systems

The Gibson team met all mission critical deadlines while providing design-build electrical and trade coordination.

A large, faint, light-colored outline of a lightbulb with rays emanating from it, centered on the page. The lightbulb's filament is depicted as a series of loops.

*Sustainable Practices in*  
**Our Operations**



## *Sustainable Practices in Our Operations*

At EMCOR, we are also applying our expertise, and partnering with outside experts, to improve our own energy consumption. This takes the form of changes big and small, from reducing the fuel consumption of our 11,000+ service vehicles by using GPS to find the most direct routes to and between jobs, to reducing energy draw by installing solar panels at specific field locations, to applying our depth of knowledge in energy efficiency to choose, install, and maintain electrical and environmental control systems at our own facilities to optimize our energy efficiency.

Whatever the individual strategies, our mission to improve EMCOR's impact begins with developing and enforcing a strong compliance program, and is constantly strengthened and improved through performance measurement, energy tracking, and accountability to third parties.



## EMCOR's Environmental Management System

### Reducing our Environmental Impact

To reduce the environmental impact of our operations, EMCOR:

- Has established requirements and provided its employees with clear guidelines to identify and comply with broadly-applicable environmental regulatory requirements, in the form of the Environmental Overview Handbook (the "Handbook").
- Performs internal environmental audits at new and existing operations to ensure compliance with the Handbook to identify new or novel environmental risks and opportunities.
- Engages qualified third parties to perform additional environmental audits and provide additional guidance where appropriate (acquisitions, locations with a higher potential impact, special risks, etc.).
- Tracks internal energy and fuel usage and related emissions in order to set baselines and measure progress.
- Reports to its Board of Directors on environmental goals and reviews progress towards meeting such goals.





## Focus on Compliance

### Environmental Overview Handbook

Since 2009, EMCOR has provided its employees with clear guidelines to identify and comply with broadly applicable environmental regulatory requirements, in the form of the Environmental Overview Handbook (the “Handbook”). The Handbook is a company-wide resource provided to all employees, offering practical guidance on key topics of environmental responsibility, including:

- **Hazardous Waste Handling, Storage and Disposal** including electronic waste, universal waste, used oil / oil filters, aerosol canisters, parts washer solvent
- **Storage Tanks and Chemical Storage** including aboveground storage tanks (AST), under ground storage tanks (UST), chemical storage
- **Spill Prevention, Control and Countermeasure Plans**
- **Water and Wastewater Management** including water, process wastewater, septic systems, storm water
- **Hazardous Materials Inventory Reporting** including tier two reporting, toxic release inventory (TRI)
- **Air Permits and Ozone Depleting Substances** including general permits, ozone depleting substances (ODS)
- **Summary of Universal Wastes**

The Handbook also provides important resources to employees, such as state-specific distinctions and checklists for hazardous and universal waste storage and inspection.

When more specific expertise is required, we will work closely with a leading global consulting firm to review compliance company-wide, conduct investigations and, when necessary, provide guidance to us on any testing or remediation needed to comply with applicable laws, our own

internal policies, and the requirements of our customers.

In addition to the Handbook, all of EMCOR’s employees are bound by the EMCOR Code of Business Conduct and Ethics, discussed in more detail in the *Corporate Governance* section of this report.



## Internal Environmental Auditing

Every year EMCOR's Safety, Quality and Productivity Department audits locations and job sites to confirm compliance with environmental health and safety requirements.

- Since 2009, roughly 10% of EMCOR Companies receive an in-depth environmental inspection each year. These companies are selected based on an environmental risk analysis, business activity, and other factors.
- Since 2009, roughly 5% of EMCOR Companies are audited by a leading global consulting firm to review environmental compliance each year. These are often new companies or higher risk locations.
- Roughly 10% of EMCOR Companies receive an in-depth fleet management inspection each year, which includes a review of the driver's qualifications and the vehicle maintenance and inspection process.
- All of EMCOR's 80+ companies across three divisions are visited at least twice per year for general health and safety inspections which includes vehicle checks and a general environmental verification to identify any new environmental risk or compliance issues.

### Scale of EMCOR's Environmental Inspection Program in 2019

- 80+ subsidiary companies in 200+ locations in 35 states and the UK
- 8 Environmental Inspections
- 4 Environmental audits performed by an independent auditor
- 8 Fleet Management Program Inspections performed in partnership with third party experts
- 350+ General environmental Health and Safety Inspections.





## Carbon Footprint Tracking

In 2011, EMCOR launched a program to track and analyze our carbon footprint. With detailed breakdowns of energy usage by subsidiary, fuel consumption tracking, vendor source type and carbon dioxide equivalency, we can develop a clear picture of our carbon footprint and target specific opportunities for improvement and efficiency.

### Scale of EMCOR's Carbon Tracking Program

- 80+ EMCOR subsidiary companies across the three EMCOR Divisions
- 200+ physical locations across the UK and 35 U.S. States
- 100+ designated data “collectors” and “managers” responsible to capture and furnish required information
- 500 (est.) traditional utility company accounts with numerous additional “fuel” vendors
- 100+ unique fuel variations organized into seven unique fuel categories





## EMCOR Service Vehicles and Carbon Footprint

Representing the largest carbon footprint across the Company, EMCOR has made a priority of reducing the environmental impact of the Company's fleet of 11,000+ vehicles. Through a series of combined measures, we have reduced fleet gasoline consumption by more than 840,500 gallons per year—that's equivalent to taking 1,500 of our service vehicles off the road—and prevented more than 8 million pounds of carbon dioxide from entering the atmosphere.

### Among the means that we use to maintain fleet efficiency are the uses of:

- GPS technology in more than half of our service vehicles—which allows us to monitor and reduce miles driven
- An overall program of regular vehicle maintenance and replacement; vehicle-mix modification and continual fleet updating to stay current on safety and performance features
- The removal of unnecessary cargo and reducing vehicle weight by optimizing “stocked” material in order to reduce fuel per mile driven
- “Right-size” vehicles to actual need in order to help ensure a higher blend of smaller, more efficient vehicles. Examples include shifting supervisors to smaller, more fuel efficient vehicles, and providing controls and specialty techs a Ford Transit Connect vehicle to use rather than larger trucks

### Additionally, EMCOR has deployed hybrid and electric vehicles in selected portions of the fleet as appropriate.

For example:

- EMCOR UK has introduced to their fleet eight electronically powered vehicles which boast zero emissions
- EMCOR Services Mesa Energy Systems buys Ford Escapes whenever possible, which are significantly more fuel efficient than conventional field vehicles (e.g. 22 mpg vs. 15 mpg)





## Sustainable Practices in Our Operations

### The Fleet & Driver Program

EMCOR deploys about 11,000+ vehicles, the vast majority of which are used to support customer requirements available through mobile service, commercial site based service, and construction operations. Introduced in 1999, the Fleet & Driver Program includes several important components:



**Vehicle Monitoring Program** EMCOR monitors driver behavior to identify areas of risk and correct them before an accident or more serious incident occurs. In addition, decals on fleet vehicles invite members of the public to comment on our drivers' behavior and practices. The Vehicle Monitoring Program is a proven tool for changing driver behavior. Side benefits include improved mileage and lower emissions.

**GPS Program** Monitors and manages vehicles and drivers in real time. This program provides real-time vehicle usage (speed over posted speed, after-hours usage, "geo-fencing") and manufacturer recall/diagnostic code notifications to approximately 50% of our fleet. Direct benefits include improved mileage and lower emissions.

**The Fleet & Driver Program** is designed to minimize the risk of collisions with motor-vehicle record (MVR) monitoring and defensive-driver training. Vehicle Monitoring, GPS Tracking, MVR Monitoring, and driver education are all important tools to safeguard our assets and protect our shareholders, management, employees, other road users and the public from inappropriate, illegal, or dangerous use of company vehicles.

Over 50 (of the 1,200 total) Good Work Practice documents are available on Fleet and Driver subjects.

EMCOR reviews these programs each year to help ensure it continues to meet the needs of EMCOR's growing fleet and the expectations of shareholders, employees, and the public at large.





## Recycling, Energy Conservation, and Carbon Footprint

EMCOR encourages recycling and energy conservation measures at all of its locations. Recycling includes office supplies and business waste. Conservation measures include upgrading water, lighting, and power systems, and investing in equipment to reduce energy use in our operations.

We also regularly share information on environmental issues and energy conservation with employees via the EMCOR Guardian, a publication authored by EMCOR's Safety, Quality & Productivity Department and distributed Company-wide.

In addition, EMCOR actively participates in recycling programs including project-, service-, and office-based waste. Recycling of scrap metal is a good example of project-based waste recycling, both at the project and in fabrication activities.

EMCOR continues to stay abreast of the leading methodologies and efforts in the carbon counting arena. As our carbon counting program matures, EMCOR will continue to refine and improve information related to our environmental impact as measured by the carbon foot-printing process. What's more, we will use this information to develop additional targets and goals to reduce our carbon footprint as an organization.





## Sustainable Practices in Our Operations

### EcoVadis



In 2018, we began participating in the EcoVadis platform for measuring sustainability.

In evaluating our sustainability efforts, EcoVadis used a Corporate Social Responsibility (CSR) analysis system covering 21 criteria across four themes of Environment, Fair Labor and Human Rights, Ethics, and Sustainable Procurement.

#### ENVIRONMENT

- Energy Consumption & GHGs
  - Water
  - Local & Accidental Pollution
- Materials, Chemicals & Waste
  - Product Use
  - Product End-of-life
- Customer Health & Safety
- Environmental Services & Advocacy

#### LABOR & HUMAN RIGHTS

- Employee Health & Safety
  - Working Conditions
  - Social Dialogue
- Career Management & Training
- Child Labor, Forced Labor & Human Trafficking
- Diversity, Discrimination & Harassment
- External Stakeholder Human Rights

#### ETHICS

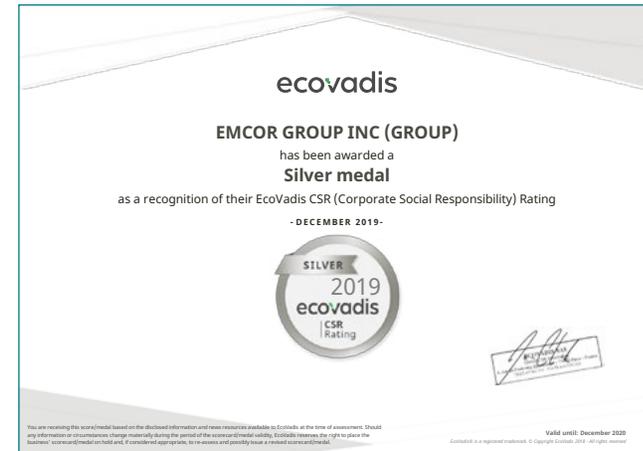
- Corruption
- Anticompetitive Practices
- Responsible Information Management

#### SUSTAINABLE PROCUREMENT

- Supplier Environmental Practices
- Supplier Social Practices

The methodology is built on international CSR standards including the Global Reporting Initiative, the United Nations Global Compact, and ISO 26000, covering 190 spend categories and 150 countries.

As part of our evaluation, EcoVadis required us to provide them with reams of information and terabytes of data. After several months of analysis, we were awarded the silver certification, representing the top 30% of all companies evaluated.



The background is a solid orange color. It features two large, faint, white line-art graphics: a globe on the left and a heart on the right. The text is centered within the heart graphic.

*Supporting Sustainability in*  
**Our Communities**



### EMCOR Touching Lives Program™

EMCOR's long history of corporate responsibility is built on a commitment to touch the lives of people in meaningful ways. On the job, this means protecting our workers from injury and helping our clients reduce their carbon footprint. In the communities in which we work, it means striving to be good neighbors by reflecting our EMCOR values in all that we do.



### The EMCOR Pink Hard Hat Program

Since 2009, thousands of EMCOR employees throughout the U.S. have commemorated Breast Cancer Awareness Month in October by wearing EMCOR Pink Hard Hats in support of our "Protect Yourself. Get Screened Today." campaign. In addition, thousands of our U.S. service vehicles carry Pink Hard Hat magnets to also spread the word.





## EMCOR Troop Support Program

EMCOR has a strong commitment to those employees and members of our community who serve in the armed forces. Just as we need military might to have a strong country, a company needs the power of its people in order to be strong. As a Fortune 500® company that leads the way in mechanical and electrical construction, industrial and energy infrastructure, and building services, we strongly believe that veterans serve our customers better because they were so skilled at serving our country. We're proud that in a number of ways, EMCOR supports those who have served, and are serving, our country. The discipline, leadership, and teamwork veterans bring to work every day is a core part of who we are—and what drives us—as an organization.



### Our Troop Support Program has four primary pillars:

#### Provide Jobs – Hiring Initiative

EMCOR offers exciting employment opportunities—from leadership and management positions to skilled vocational and specialized trade jobs—for men and women with valuable military experience. They have proudly served our great country. Through our hiring initiative, we welcome them to come serve our great company.

We value veterans and their principles of discipline, hard work, and leadership. That's why we've built a Fortune 500® culture that recognizes and rewards military experience. EMCOR employs over +1,949\* veterans, providing access to special personnel training and vocational coaching, all designed to foster and accelerate success in the business world.

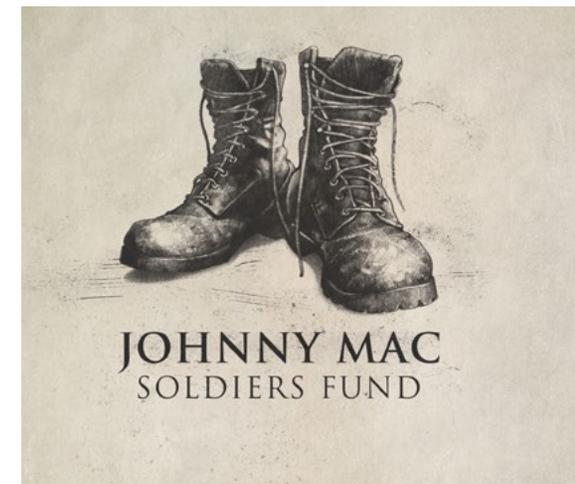
More information is available on our website:  
[www.emcorgroup.com/military](http://www.emcorgroup.com/military)

\* as of 09/2018

### Provide Education – Involvement in the Johnny Mac Soldiers Fund

The Johnny Mac Soldiers Fund's mission is to help veterans and their families through education assistance. Assistance includes college scholarships and grants, financial aid for professional certification programs and non-degree programs, and educational career counseling and mentorship.

EMCOR respects and appreciates the commitment our veterans and active servicemen and women have made to serving our country. That's why we're committed to supporting them abroad and when they return home through these programs. And why we





Supporting Sustainability In Our Communities

need their skills and experience on our team as we build, power, serve, and protect American businesses across numerous industries.

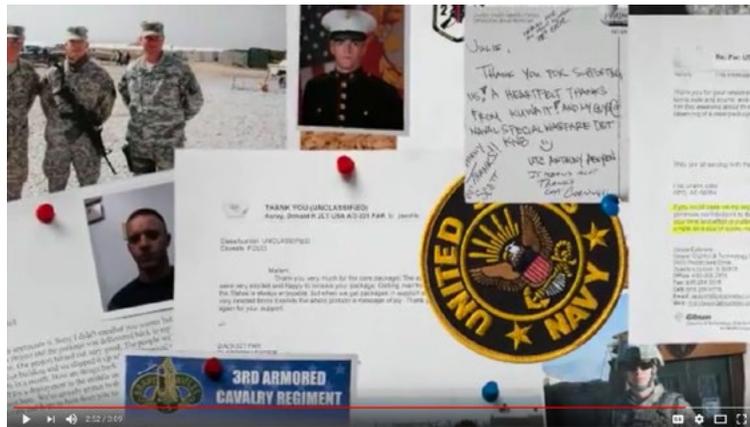
**Say “We Support You” - Military “Care” Packages**

Since 2011, we have been sending care packages seven times a year to our employees, associates, families, and friends deployed overseas. To date, we have sent care packages to

troops serving in Iraq, Afghanistan, Italy, and Germany.

These care packages contain non-perishable food items, reading and writing materials, clothing, and other useful things that can be shared amongst the unit.

It is our hope that these small gifts can help bring “a little bit of home” to those serving our country abroad.



[View our program video](#)



[View our program video](#)

**Support Our Future—our Army West Point Team Sponsorship**

As an ARMY West Point Team Sponsor, EMCOR creates awareness for our military recruiting efforts and the value we place on supporting our military in general. To this end, a range of tactics and media are deployed over the course of the year, including television, radio, video, web, social media, digital, and static signage in the West Point stadium, all of which reach a wide audience.

EMCOR's Troop Support Program sends packages containing useful items as well as small reminders of home to our employees and family members who are called to serve our country. Packages are often shared with others.



EMCOR companies believe in getting involved. You'll find our people engaging in a variety of charitable causes, community outreach programs, and other philanthropic activities in their local markets. **Giving back is just part of who we are.**



**Caring Adults Helping Grieving Kids**

At the Glanbia Nutritionals Charity Challenge golf event in Twin Falls, ID, a dedicated team from Shambaugh & Son, L.P., participated in the day's events. Together with Glanbia, Shambaugh donated \$80,000 to Because Kids Grieve – a compassionate cause that provides counseling to children who have lost a loved one.



**Giving Back in New Jersey**

Community-minded members of Forest Electric - New Jersey volunteered their time and energy to help the Food Bank of New Jersey in Hillside, NJ. Hundreds of people were impacted by the work of just a few.



**An Appetite for Making a Difference**

At the Feed My Starving Children organization in Mesa, AZ, members of the EMCOR Facilities Services team volunteered by packing meals that are distributed to schools, orphanages, and clinics in impoverished areas of the state, country, and world.

**CCI Mechanical Hits the Links**

Hosting their annual charity golf tournament at Willow Creek Country Club in Salt Lake City, CCI Mechanical, Inc., raised nearly \$50,000 – which was donated to the Children's Center of Salt Lake City to help provide infants, preschoolers, and their families with mental healthcare during times of trauma.



**Doing Great Work in the Greater Boston area**

EMCOR held its 12th annual charity golf event at Blue Hill Country Club in Canton, MA. An impressive \$10,000 was donated to the National Center for Missing and Exploited Children (NCMEC).



*Supporting A Sustainable  
Organization Through*

# Developing and Caring for Our People and Partners



## Supporting A Sustainable Organization Through Developing and Caring for Our People and Partners

At EMCOR, we strive to provide a diverse and inclusive workplace, and ensure that all employees have an equal opportunity to achieve their full potential in an environment that is safe and respectful. Through a combination of benefits and programs, we believe that we positively contribute to the well-being of our employees and the communities in which they live and work.

## people *always*.

MUTUAL RESPECT & TRUST,  
COMMITMENT TO SAFETY, AND TEAMWORK

The **People Always** aspect of our EMCOR values focuses on *Mutual Respect and Trust; Commitment to Safety; and Teamwork*. Inherent in *Mutual Respect and Trust* is a promise to always endeavor to treat people with dignity and consideration while encouraging openness and cooperation. This means that we will always stand against racism and discrimination while working tirelessly to foster a culture of inclusion and diversity.

### Philanthropic Activities

To further demonstrate our commitment to living out our EMCOR value of **People Always: Mutual Respect & Trust**, EMCOR makes financial contributions to various organizations, while also encouraging employees to donate by matching their financial gifts. By supporting several local and national organizations, including, most recently, The Thurgood Marshall College Fund and the Boys and Girls Club of America, EMCOR contributes to the goal of a more equitable and diverse future.

### Diversity & Inclusion Training

All EMCOR employees are required to complete annual Diversity & Inclusion Training, which seeks to equip employees with tools to better work with those of differing abilities, sexual orientations, backgrounds, nationalities, ethnicities, races, genders, religions, etc.

### Unconscious Bias Leadership Training

Embodying EMCOR values to foster a culture of inclusion and diversity also means understanding those predispositions people have that they may not be aware of. To that end, EMCOR requires senior leaders attending the organization's two foundational leadership training programs at Babson College and the Thayer Leadership Development Group at West Point to participate in unconscious bias training. Additionally, to prepare for the unconscious bias course, prior to the training session, EMCOR leaders are required to complete the Implicit Association Test (IAT). The IAT helps people understand predispositions that they may be unaware of, so that they are able to address them in their day-to-day lives.



Supporting A Sustainable Organization Through  
Developing and Caring for Our People and Partners

### Employee Benefit Programs

One of EMCOR's core values is its commitment to its employees. This commitment is embodied in our competitive benefits package, which includes medical, dental, and vision coverage, as well as health savings accounts, life insurance, disability income, an Employee Stock Purchase Plan, 401(k) Savings Plan, and Employee Assistance and Wellness Programs. Together, these benefits help protect employees and their dependents, while giving them tax-advantaged ways to save for retirement and establish long-term financial security. This package of programs also contains options and flexibility in order to meet the unique needs of each individual in our diverse organization.

An employee portal where all of this information can be accessed, is available to employees through our Where Better Lives Are Built Program website:

***[emcorbetterway.com](http://emcorbetterway.com)***



### Degree Assistance Program

At EMCOR, we know that continuing education has a positive impact on our employees as well as to our company. Under a program launched in 2008, we support our employees' educational efforts by reimbursing them for certain expenses associated with their efforts to continue their formal education at accredited institutions.

### Learning Platform

EMCOR's Learning Platform—the EMCOR Learning Center—provides employees with online courses and a variety of interactive webinars. These programs enable employees to work more effectively with their coworkers, perform their responsibilities more successfully, and reinforce the EMCOR Values. The program consists of more than 1,900 courses and, on average, serves more than 3,000 learners per month.





*Supporting A Sustainable Organization Through  
Developing and Caring for Our People and Partners*

**EMCOR Manager Certificate Program**

EMCOR supervisors and managers are selected to participate in the EMCOR Manager Certificate Program, which teaches participants key management skills, including effective interviewing and communication skills and workplace conflict management. The program consists of 30 classes taken over a 12–18 month period.

**Harassment Prevention Training**

On an annual basis, all EMCOR employees are required to complete harassment prevention training. Training is offered to both employees and supervisors and helps to create an environment where everyone feels safe and is able to thrive professionally.

**Code of Conduct & Ethics Training**

The Code of Business Conduct and Ethics reflects our commitment to conduct business with the highest ethical standards and defines the standards of conduct that are the foundation of our worldwide business operations. On an annual basis, the Company will ask its directors, officers and certain employees to certify that they are familiar with and understand the Code and are in compliance with all its terms.

**Cybersecurity**

Protecting our network and systems is key for EMCOR. Cybersecurity training is required for all of our employees and covers topics such as, password, email, and mobile security; social engineering; and identity theft.

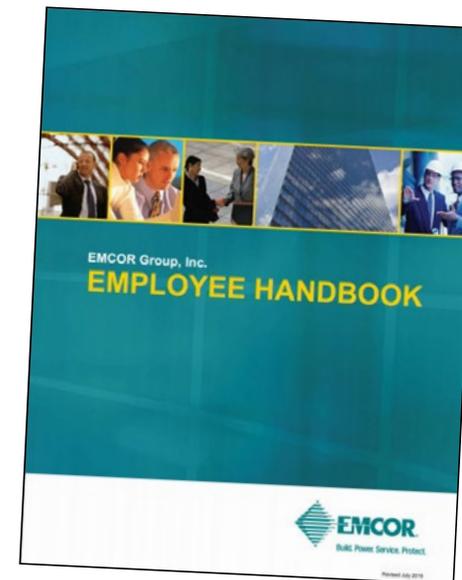
**Diversity & Inclusion Training**

To support our inclusive culture, all EMCOR employees are required to complete annual Diversity & Inclusion Training, which seeks to equip employees with tools to better work with those of differing abilities, sexual orientations, backgrounds, nationalities, ethnicities, races, genders, religions, etc.

**EMCOR Employee Handbook**

EMCOR's comprehensive Employee Handbook thoroughly discusses, documents, and provides guidance on a wide range of critical topics for employees across EMCOR. Topics are wide-ranging and include the following:

- Policy Prohibiting Harassment, Discrimination and Retaliation
- Drug-Free Workplace Policy
- Legal Right to Work
- Americans with Disabilities Act and Rehabilitation Act Policy
- Privacy of Employee Information
- Information Regarding IT Use
- Degree Assistance
- Equal Employment Opportunity Information
- Policy Regarding Americans With Disabilities Act and Rehabilitation Act
- Additionally, the Handbook has state specific information and adaptations





Supporting A Sustainable Organization Through  
Developing and Caring for Our People and Partners

## Leadership Development Opportunities at EMCOR

EMCOR offers its senior executives two distinct leadership development programs.

### Leadership for Results

EMCOR's Executive Leadership Program "Leadership for Results" has been developed with the objective of positioning EMCOR as the industry leader well into the future, and is designed specifically for leaders who make an impact on our organization. Located on the campus of Babson College in Wellesley, MA, the program helps develop entrepreneurial leaders who create opportunities to drive growth, live out our EMCOR values, and foster diversity and inclusion. 366 employees have attended 14 programs since its inception in 2007.

### Leading with Character

Leading with Character is a program created by EMCOR in collaboration with the Thayer Leadership Development Group. The program, held at the historic Thayer Hotel at West Point, supports EMCOR's focus on strengthening our leaders, and highlights our commitment to diversity, inclusion, and building leaders who display the highest levels of competence and character. 373 senior EMCOR leaders have attended 13 programs since its inception in 2012.





Supporting A Sustainable Organization Through  
Developing and Caring for Our People and Partners

## EMCOR Vendor Code of Conduct

To ensure that the commitment to, and impact of, our values extend beyond our own people and operations to the broad range of subcontractors and vendors with whom we partner, we recently adopted a Vendor Code of Conduct that sets forth the essential requirements that each vendor must agree to in order to perform work for us or our customers.

From safety to living wage requirements, we expect our vendors to share our values and comply with the Vendor Code. All vendors, suppliers, contractors and other service providers are bound by the EMCOR Vendor Code of Conduct.

View on our website at:  
[www.emcorgroup.com/corporate-governance/corporate-governance-documents/ethics](http://www.emcorgroup.com/corporate-governance/corporate-governance-documents/ethics)

At EMCOR, we understand that our impact on the environment and the communities in which we live and work goes beyond the work of our own employees. We also have a responsibility to help ensure that the vendors, suppliers, subcontractors and others performing services for us or our clients share our commitment to conducting business responsibly and with the highest ethical standards. That is why we established the EMCOR Group, Inc. Vendor Code of Conduct setting forth clear and detailed standards to help our vendors conduct themselves and their business in a way that is consistent with our values.

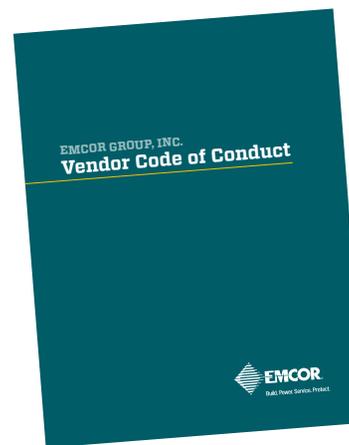
### These standards include:

#### Legal and Regulatory Compliance

All of our vendors are required to comply with applicable laws, including environmental, health and safety laws and regulations relating to hazardous materials, air emissions and waste, as well as labor and employment laws, fair labor standards and an absolute prohibition on child and forced labor.

#### Commitment to Health and Safety

Recognizing that our commitment to safe workplaces requires the support and dedication of our business partners, EMCOR requires its vendors to demonstrate a cultural commitment to maintaining a safe work environment, including the provision of proper training



and equipment, and promptly reporting any incidents or risks to health and safety.

#### Honest Business Practices

Our vendors are held to EMCOR's high standards of fair, honest and ethical conduct of their business, including accurate reporting and recordkeeping, protection of confidential information, respect for intellectual property rights, responsible use of technology and

the internet, and compliance with our policies against conflicts of interest, bribes and improper gift-giving.

#### Conflict Minerals Policy

EMCOR requires all vendors to comply with our Conflict Minerals Policy and certify that all products used or supplied in the manufacture of our products contain responsibly sourced commodities. All cassiterite, columbite-tantalite, gold and wolframite minerals sourced from the Democratic Republic of the Congo or adjoining countries must be certified as "conflict free" by independent third parties.

#### Responsible Employment Practices

Vendors must share our commitment to human rights and equal opportunity in the workplace. This requires strict prohibition of discrimination, compliance with minimum working age laws, payment of living wages under humane and fair conditions, drug-free workplaces and the ability of employees to safely and confidentially report mistreatment, violations of law or company policy or other ethical violations without fear of reprisal or retaliation.



Supporting A Sustainable Organization Through  
Developing and Caring for Our People and Partners

## EMCOR Global Human Rights Policy

To establish standards for global business conduct related to human rights and labor

-Applicable to all EMCOR employees, contractors and vendors

-Takes into account the United Nations Guiding Principles on Business and Human Rights, the Ten Principles of the United Nations Global Compact and the International Labour Organization Declaration on Fundamental Principles and Rights at Work



EMCOR expects its employees and vendors to share its commitment to human rights and equal opportunity in the workplace. We believe that all individuals should be treated with dignity and respect.

### Fair Treatment

The fair treatment of workers throughout our supply chain is a crucial principle of our business practices.

### Hours of Labor

EMCOR employee and vendor employee working hours must be reasonable, and EMCOR and its vendors may not require workers to work more than the maximum hours of daily labor set by applicable law. Overtime must be paid in accordance with all applicable laws and regulations.

### Fair Compensation

EMCOR employees and vendor employees must be paid living wages under humane conditions.

### Forced Labor and Modern Slavery

EMCOR does not engage in or permit any form of slavery, forced or prison labor, involuntary servitude, debt bondage or trafficking in persons. EMCOR and its vendors must ensure that all work is voluntary, conducted only through freely agreed upon and documented employment terms and paid in accordance with all applicable laws and regulations.

### Child Labor

EMCOR prohibits the use of child labor in our business and supply chain.

### Diversity and Inclusion

As part of our commitment to diversity and inclusion, EMCOR works to foster an inclusive environment for our employees. We strive to work with vendors that advance principles of diversity, inclusion and equality. We encourage our vendors to provide equal employment opportunity to women, minority, veteran and LGBTQ employees and suppliers. We also encourage vendors to develop and track goals related to diversity and inclusion in their own business and supply chains.

### Freedom of Association

Workers must be allowed to exercise freedom of association and receive the full benefit of applicable collective bargaining agreements.

### Work Environment

EMCOR is fully committed to ensuring healthy, safe, injury-free workplaces.

A large, light green outline of a hard hat, centered on the page and serving as a background for the text.

*Supporting A Sustainable  
Organization Through*  
**Safety Practices**



Supporting A Sustainable Organization  
Through Safety Practices

## Commitment To Safety Throughout Our Operations

Striving for zero injuries is a core value of EMCOR and its 80+ operating companies. EMCOR's relentless focus on safety has yielded steady improvement since 2003, and clear results, of which we are always proud but never satisfied. Our improvement is the result of:

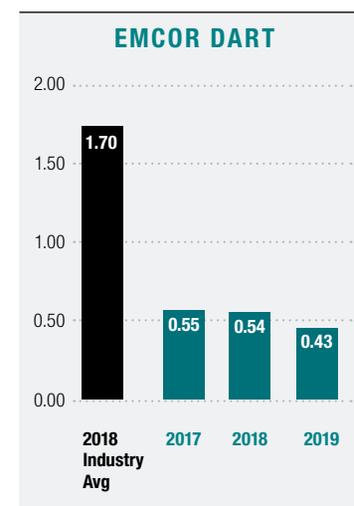
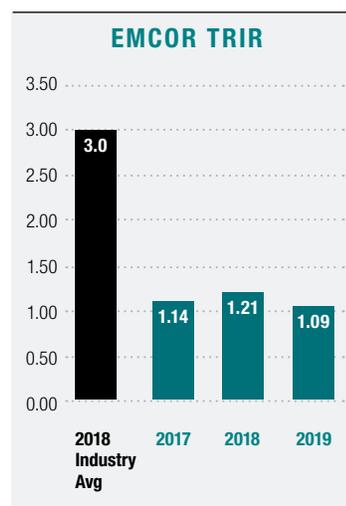
- Developing a common culture of process and vigilance
- Analyzing leading and lagging indicators
- Focusing on good work practice
- Changing the way we work and sharing innovations
- Providing access to resources
- Facilitating good reporting
- Verifying performance



### Scale of Safety Performance in 2019:

- **Striving toward Zero:** 12 EMCOR companies worked more than 3 million hours with zero injuries.
- **Focus on Leading Indicators:** EMCOR companies improved their reporting of some leading indicators by 59%. Today there are 1.6 First Aid Cases reported for every OSHA Recordable Injury, helping us to better identify risk.
- **Focus on Good Work Practice in key areas:** 16 Falls from Elevation, the fewest in our history.

- **Reduced Severity:** The most employees we've ever had with the fewest days lost due to injury in our history
- **Verifying Performance:** More than 350 General Environmental Safety and Health visits carried out at 80+ Operating Companies.
- **Sharing Innovation:** A library of more than 120 Innovative products and practices and hundreds of documented good work practices are accessible to all EMCOR companies.



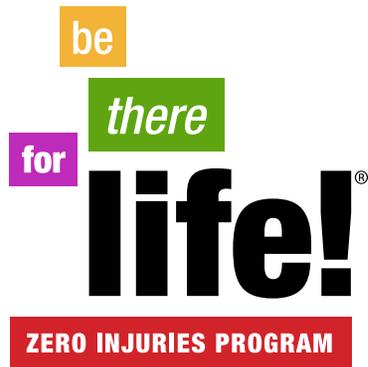
Source for Industry Data: BLS, NAICS Code 2382: Specialty Trade Contractors; Building equipment Contractors



Supporting A Sustainable Organization  
Through Safety Practices

## Be There For Life Zero Injuries Program

When it comes to safety,  
EMCOR has only one goal:  
Zero Injuries



This is a key component of the company's safety culture. It connects work activities with key lifetime events in order to effect changes in safety behavior. To that end, as part of our award-winning Be There For Life! Program, we strive to instill in each of our employees the conviction that every accident is preventable and provide the training, equipment and best practices to avoid injuries.

This signature safety program has enabled us to make substantial progress towards our goal of eliminating all injuries and has helped us to maintain a total recordable injury rate that is substantially below industry averages.

Through the Be There For Life Program, as well as other programs, we deliver our message of safety to employees both at work and at home. Since its launch over 15 years ago, this comprehensive program has systematically driven safety improvements resulting in a reduction of injury frequency at an average of 8% year over year.





Supporting A Sustainable Organization  
Through Safety Practices

**BE VIGILANT!**

In 2013, we introduced a broad scale, cross-Company program with our effective and ongoing safety messaging—reminding our employees to BE VIGILANT, and that *injuries don't announce...they pounce.* The BE VIGILANT campaign introduces the concept of Injuries Lurking and the need to remain Vigilant. Good performance is achieved when this message is reinforced.

EMCOR subsidiaries have embraced this program and integrated it into their work environments.



WHILE YOU WORK, INJURIES LURK.

**BE VIGILANT!**

They're hiding. Waiting.  
Hoping you'll lose focus,  
slip up or take a shortcut.  
Accidents don't announce.  
They *pounce.*

**ZERO INJURIES IS ALWAYS THE GOAL.**



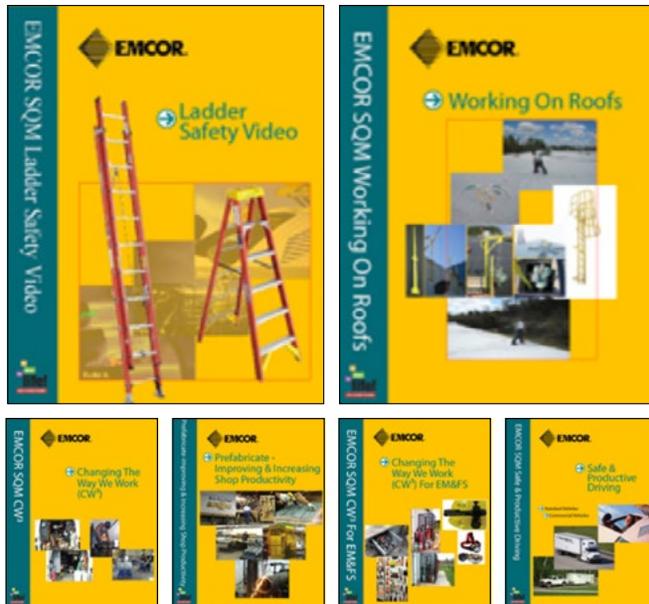
BE THERE FOR LIFE! ZERO INJURY PROGRAM



Supporting A Sustainable Organization  
Through Safety Practices

## EMCOR Safety Videos

Falls from elevation continue to plague the construction industry. Over one third of construction related fatalities were due to falls—all of them preventable. EMCOR has created a number of fall protection informational resources, including EMCOR produced videos on Ladder Safety and Working on Roofs, and host of other topics available to our employees. We have also developed partnerships with prominent manufacturers, dealers, and insurers to make resources available to prevent falls.



## Accident and Incident Reporting

EMCOR has established comprehensive, efficient, and required methods for all means of reporting accidents and incidents. Company personnel are provided ongoing verbal and written instruction regarding these methods of reporting, which include:

- Reporting to EMCOR's 24 X 7 Customer Solutions Center
- Reporting to the EMCOR Incident Reporting Line / 1-800 number
- Escalation to Corporate Safety Team, when appropriate

In 2018, EMCOR took steps to improve its reporting and data collection on all types of incidents to improve the identification of leading indicators with the implementation of an Enterprise Safety system. We expect this tool will continue to help us prevent injury and incidents for many years.

### Injury and Incident Reporting

**FOLLOW THESE STEPS!**

- 1** In an emergency call 911
- 2** Look after the injured person
- 3** Report incident to your supervisor
- 4** Report injuries within **ONE HOUR** by using the EMCOR Incident Reporting Line:

## 800.809.9895

*These items must be provided to the Customer Service Representative when reporting an injury or incident.*

- Company Name
- Site/Job Name and Location
- Caller name if not the employee
- Phone number of the employee
- Supervisor name and phone
- Description of accident or incident
- Type of injury or incident (Personal, Vehicular, Plant Damage)

If you have any questions regarding this procedure, please contact your Safety Director.  
For WorkCare follow up call (888) 449-7787.

Company Name  
Street Address  
City or Town, ST 00000  
000 000 0000 / www.website.com





## Supporting A Sustainable Organization Through Safety Practices

### Change The Way We Work Program

The Change The Way We Work (CW3) Program enables our operating companies to collaborate with one another by sharing information about good work practices and new products and processes that have been proven to reduce risk, improve quality, and satisfy customers.



The program addresses specific work groups through communications tools that include Productivity Plus Roadshows, Productivity Champions, and a SuperVISION class. It also leverages the Productivity Plus publications that are distributed monthly by EMCOR's Safety, Quality & Productivity Department. The publications disseminate knowledge and best practices across all EMCOR operating companies by describing in detail the safety, quality, and productivity benefits of selected products and processes—including critical return-on-investment (ROI) criteria.

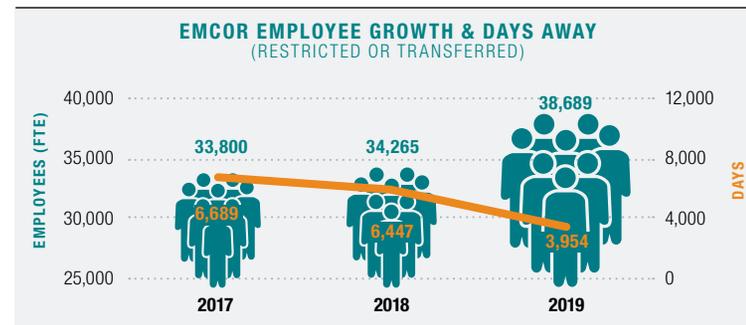
Together, these tools provide employees with valuable education and information they can use immediately to improve their work methods, environments, and project outcomes. From 2008 to 2018, EMCOR reduced its Total Recordable Incident Rate (TRIR) by 53% - to an industry leading level that is 60% lower than our industry average (BLS, 2017; NAICS 2382).

An essential part of our CW3 Program is our Good Work Practice (GWP) Library and Outreach initiatives. Poor work practice is the root of accidents, injury, damage, rework, and poor customer experience. By reviewing leading

and lagging indicators EMCOR has identified over 1,200 Good Work Practice subjects and created Good Work Practice documents that reside in an on-line library available for all Safety personnel to access.

These documents are communicated to Supervisors when lagging indicators are recorded so that they can review

the appropriate good work practice that would have prevented the event, with their crew. Pro-activity, GWP documents are targeted to employees on a weekly basis as a means of educating them on good work practice. The delivery of these documents allows for a test of understanding to be taken.



	2018	2017	2018	2019
	2018 Industry average for a company the size of EMCOR			
Hours	80,288,000	70,303,548	71,271,748	80,473,802
DART Cases	682	192	191	175
Days Away	NA	6,689	6,447	3,954
Recordable Injuries	1,204	399	432	439
TRIR	3.00	1.14	1.21	1.09
DART	1.70	0.55	0.54	0.43
Employees (FTE)	38,600	33,800	34,265	38,689

Source for Industry Data: BLS, NAICS Code 2382: Specialty Trade Contractors; Building equipment Contractors



Supporting A Sustainable Organization Through Safety Practices

Good Work Practices



Good Work Practice (GWP) is quite simply the way to get the job done in a safe and productive manner that meets costs, customer specifications,

and the project expectations. Additionally, it is helping to ensure that trained workers, with the right tools and equipment, who understand the task and hazards that are involved are provided with the right instruction to do the work safely and effectively.

EMCOR Safety has identified over 1,200 Good Work Practice subjects and created Good Work Practice documents—that cover a wide range of task and work related topics—that reside in an EMCOR Publications Database available for all Safety personnel across all EMCOR operating companies to access. They have been created by EMCOR employees from information supplied by EMCOR companies.

GWP documents are targeted to employees on a weekly basis as a means of educating them on Good Work Practice. The delivery of these documents allows for a test of understanding to be taken.

These documents are meant to be used at the beginning of every job or task, and to supplement pre-task plans and job safety assessments, as well as to aid worker training—all with the goal reducing our risk by protecting our work force, our customers, and our investors.

[E] Mind the hazards. Know the facts.

# Electrical Safety

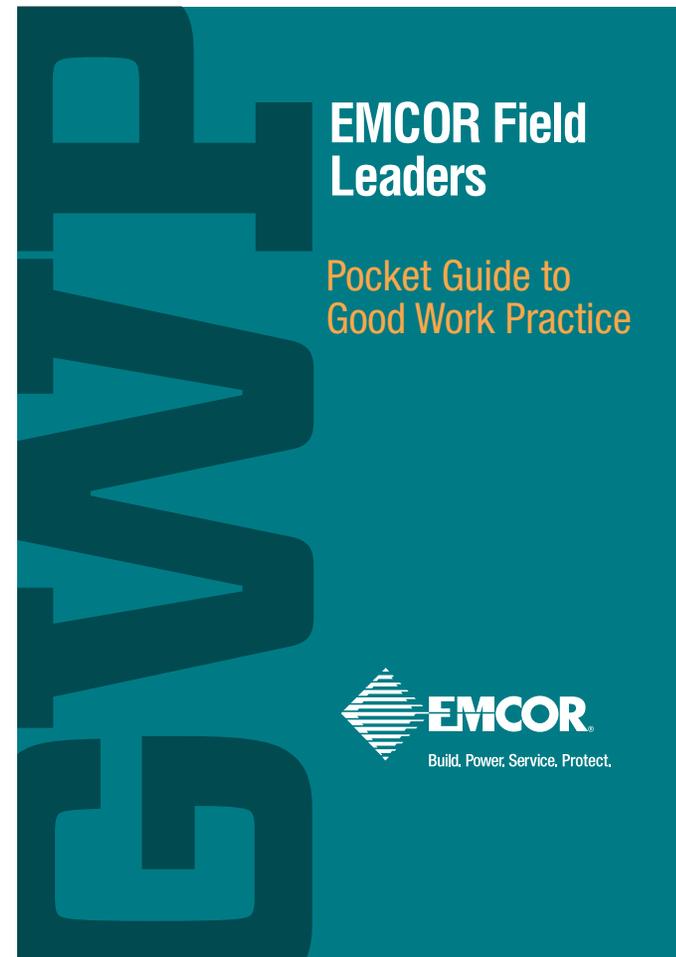


*Supporting A Sustainable Organization  
Through Safety Practices*

## **EMCOR Field Leaders Guide To Good Work Practice**

We firmly believe that our present and future Field Leaders must understand that Good Work Practice is fundamental not only to EMCOR’s future success, but also to the current and future success of each of our employees. Being a Field Leader is an important role. It also takes time to gain the knowledge needed to do the job.

EMCOR created a written guide for Field Leaders—which also includes references to a number of GWPs—to assist them in their supervision of others and leverage the collective knowledge of EMCOR to facilitate their development and leadership.





## Supporting A Sustainable Organization Through Safety Practices

### Lean Operations

EMCOR was a pioneer, and continues to be an industry-leading expert, in the use of the “Lean Operations” model for effective facilities management.

While “Lean Management” was originally developed in the manufacturing sector to eliminate waste and increase efficiencies during the production process, the application of its principles to facilities management is just as relevant and represents a new frontier in this space.

First developed by EMCOR Building Services on behalf of one of its clients, this model provides a more formal, systematic approach to facilities management that increases accountability, ROI, and productivity in EMCOR’s delivery of services to the campus headquarters under its management.

EMCOR combines its lean operations with its efforts to improve productivity and reduce risk by improving its shops and project sites. Each EMCOR shop is reviewed regularly to identify opportunities to improve project delivery. This includes identifying opportunities to reduce energy use, improve workflow, reduce worker fatigue, and improve quality and productivity. Project locations are also reviewed as appropriate to maximize the use of lean principles in our operations. The response to these efforts has prevented scores of injuries and saved tens of thousands of hours of wasted labor every year.

### Business Continuity

EMCOR requires its operating companies to have business continuity plans in place in order to prepare for natural and man-made events that may impact business activities. Our goal is to be prepared for these events so that we can respond quickly to employee and customer needs. All EMCOR operating companies are required to review, test and, if necessary, adjust their plans annually.





*EMCOR Group, Inc.*

# Corporate Governance



## Corporate Governance

EMCOR has a long history of good corporate governance practices that has greatly aided our long-term success. Our Board of Directors and our management recognize the need for sound corporate governance practices in fulfilling their respective duties and responsibilities to our stockholders.

Our Board and management have taken numerous steps to enhance our policies and procedures to comply with the corporate governance listing standards of the New York Stock Exchange and the rules and regulations of the Securities and Exchange Commission. Due to such efforts, we have consistently received the highest governance QualityScore from Institutional Shareholder Services.

### Our governance practices include:

- Majority Voting for the election of directors
- Proxy Access
- Director Retirement Policy
- Stock Ownership Guidelines
- No Hedging or Pledging Policy
- Executive Compensation Recoupment
- Stockholder Right to Call Special Meetings
- Independent Committee Members

We are committed to upholding and continuing our good corporate governance practices with a focus on transparency and accountability in order to drive our long-term success and deliver value to our stockholders.

For additional information, including the following, visit our website: [www.emcorgroup.com/corporate-governance](http://www.emcorgroup.com/corporate-governance)

- Board of Directors
- Board Committees
- Corporate Governance Documents

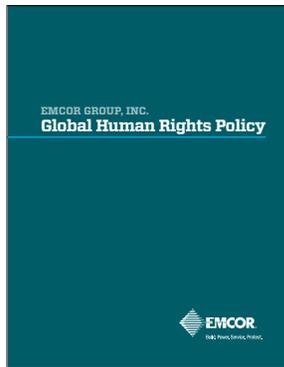


## EMCOR Code of Business Conduct and Ethics

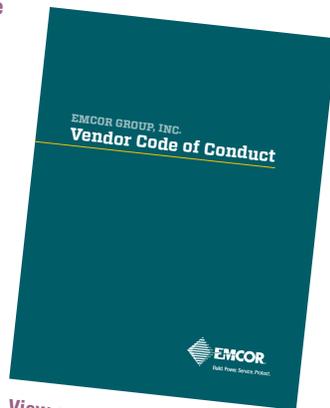
All of EMCOR's employees are bound by the EMCOR Code of Business Conduct and Ethics.

View on our website at:

[www.emcorgroup.com/corporate-governance/corporate-governance-documents/ethics](http://www.emcorgroup.com/corporate-governance/corporate-governance-documents/ethics)



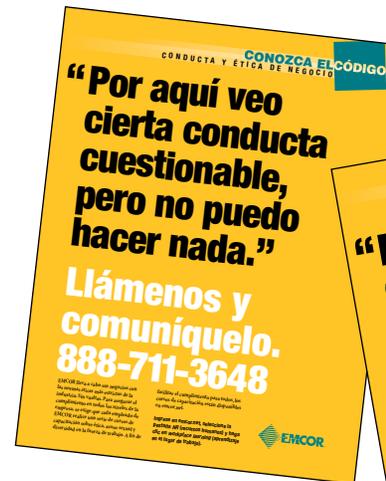
View our brochure



View our brochure

### EMCOR KNOW THE CODE Business Conduct And Ethics Program

We want all employees that have any questions or concerns about work-place safety or illegal acts or unethical conduct to be able to freely come forward and report it. Our toll free phone number is available broadly and posted on our website. The phone number, and accompanying explanatory messaging, is reinforced with a poster series—in English and Spanish—and also wallet cards. EMCOR's Know The Code Business Conduct and Ethics Program posters are distributed and posted by EMCOR's subsidiaries in a range of locations accessed by employees, such as field offices, lunch rooms, and job trailers.





## EMCOR UK Employee Information

As required by UK law, EMCOR's UK subsidiary, EMCOR UK, discloses their efforts to eradicate slavery, forced labor, and human trafficking from their supply chains and their own business.

Accordingly, developed and posted on the EMCOR UK website is their policy: [www.emcoruk.com/who-we-are/modern-slavery-act-2015](http://www.emcoruk.com/who-we-are/modern-slavery-act-2015)

Commencing 2018, EMCOR UK is also required to report on its Gender Pay Gap.

Accordingly, developed and posted on the EMCOR UK website, is their Gender Pay Gap Report 2018 and the link is: [www.emcoruk.com/application/files/2715/5145/7770/EMCORUK-Gender-Paygap-Report-2018-FINAL.pdf](http://www.emcoruk.com/application/files/2715/5145/7770/EMCORUK-Gender-Paygap-Report-2018-FINAL.pdf)





*EMCOR Group, Inc.*  
**The EMCOR Values**



## The EMCOR VALUES

From walls to wallets, the EMCOR Values have become instilled across all EMCOR subsidiaries and employees.

These simple yet powerful words explain and describe the fundamental beliefs by which we operate.

Introduced across the organization in 2014, the EMCOR Values are now on the walls of many of the Company's local operations, and in the wallets of employees via thousands of plastic cards that have been distributed since that time.



**INTEGRITY**  
In everything we do

**DISCIPLINE**  
Execution with precision, efficiency, competence and professionalism

**TRANSPARENCY**  
Sharing information to facilitate communication

# MISSION FIRST

E M C O R V A L U E S

# PEOPLE ALWAYS

**MUTUAL RESPECT AND TRUST**  
Treating people with dignity and consideration and encouraging openness and cooperation

**COMMITMENT TO SAFETY**  
Zero accidents

**TEAMWORK**  
Working together to develop and unleash our full potential to achieve exceptional results for our customers and shareholders



BUILD POWER SERVICE PROTECT



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