



EMCOR Group, Inc.

Sustainability Report



A Message From Our Chairman, President and CEO

We are excited to update, consolidate, and present EMCOR's Sustainability Report. This report discusses work that we perform for our customers to improve their facilities in a way that has a positive impact on the environment and the communities in which we live and work. With hundreds of LEED certified engineers across EMCOR, we design and construct facilities and retrofit buildings to make them energy-efficient and sustainable, per our customer requirements. The demand for more energy efficient operations is growing, and we help our customers tailor energy solutions that meet their specific needs and goals.

EMCOR is also working to improve its own energy consumption. We are taking the expertise that we provide to our customers and using it in our own facilities and operations. Since 2011, we have tracked our own carbon footprint in order to drive more sustainable operations. Whether it is equipping our service vans with GPS systems to find the most direct route to our customers and save fuel consumption or installing solar panels in our shop operations, we are focused on driving energy efficiencies in our own operations. For years we have engaged an industry-leading advisor to ensure environmental compliance, and we recently partnered with a firm to help us measure our sustainability efforts.

In addition to our focus on the environment, EMCOR has a long history of corporate responsibility. Through our Touching Lives Program,[™] we help locate missing children, promote breast cancer awareness, and support the troops who protect our country.

The foundation of all of the work and priorities discussed in this report is our people. Through strong policies and training, we equip and empower employees to achieve our sustainability goals. With a broad range of benefits, advancement opportunities and development resources, we reward hard work and encourage the development of new leaders to carry our mission forward.

To ensure that our commitment to our values extends 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.

We are very proud of our incredible safety history. We believe that we must strive every day to create a zero injury environment and culture. We will never compromise on safety, training, or on making smart investments in the tools and methods to do the job right.

EMCOR has a long history of responsible and effective corporate governance practices, which allow us both to be accountable to our shareholders and to successfully implement and enforce initiatives and policies like the ones discussed in this report. Our sound governance policies lead to both transparency and results.

Underlying all of this are our values of "Mission First, People Always." We apply these values as a standard, a way to help ensure that each activity that we engage in is aligned with the principles we believe in.

We look forward to continuing our relentless focus on project execution for our customers and delivering value to our shareholders while creating a culture of ethics, corporate responsibility, and environmental sustainability.

Anthony J. Guzzi
Chairman, President and CEO

EMCOR's Sustainability Report



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About EMCOR Group, Inc. (as of May, 2018)

A Fortune 500® company with 2017 revenues of approximately \$7.7B, 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 170 locations. The approximately 32,000 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.

The Company’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.



Supporting Sustainability By

Supporting Our Clients



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 625 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 for clients
- Maintenance and construction of clients' 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 Programs
- Building Envelope Services
- Building Automation System Implementation
- Design Enhancements
- Critical Equipment Monitoring
- Renewable Energy System Installations



Here are some of the 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 related 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 concen-

trating 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.

Given the vast array of services constantly being performed by EMCOR's 75+ subsidiaries across the U.S. and UK for 75% of the Fortune 500® and beyond, across major market sectors—at any given time, EMCOR is performing 13,000+ projects—the Company has a significant opportunity to impact our clients' carbon footprint and sustainability efforts through the application of our expertise to the projects we perform for them.

Following are a few examples:



PROJECT PROFILE:

Dairy Farmers of America, Garden City, Kansas

Named 2018 Sustainable Plant of the Year

State-of-the Art Project and Largest
Single Milk Dryer In North America
Receives Prestigious Industry Award
by Food Engineering Magazine for
Vertically Integrated Project Delivery

During the project, EMCOR subsidiary Shambaugh & Son delivered the following:

- » Wet process/evaporation/drying/packaging
- » Mechanical, electrical, and refrigeration
- » Fire protection
- » Waste water treatment
- » Process controls and building automation
- » 24-hour milk processing capabilities

The completed Garden City campus houses the following:

- » Dairy processing, separation, evaporation,
and drying equipment
- » Milk tanker receiving
- » Laboratories
- » Sanitation and utility corridors
- » Bulk chemical storage and distribution
- » Associated utility infrastructure

EMCOR subsidiary Shambaugh & Son designed and built the 267,000 square foot Dairy Farms of America (DFA) Garden City plant (DFA is a national cooperative that markets and sells milk products to wholesale buyers around the world; formed in 1998 by four of the nation's leading milk cooperatives, DFA now includes 13,000+ dairy farmers in 48 states). The facility has the capability of receiving four million pounds, or 84 tanker loads, of milk per day from regional dairy farms. Due to the plant's streamlined design, it takes approximately 68 minutes to offload a tanker's milk, clean the truck, and test the milk. Due to the close proximity of the plant to the milk supply, a 5,000-gallon milk tanker that would have taken days to deliver and be processed can now be completed in 24 hours.

The facility drastically reduces hauling and trucking costs for DFA and their members, and shortens turnaround time, which also creates significant financial advantages. Shambaugh's highly automated, energy- and water-efficient design helps the plant conserve resources and function sustainably,

In 2018, Food Engineering magazine named the facility "Sustainable Plant of the Year," recognizing the plant for outstanding sustainable engineering features that go above and beyond industry standards.



View Video

https://shambaugh.com/_vault/Shambaugh_DFA_Master2%20SPOY_1.mp4

DFA needed a plant with processing capabilities large enough to centralize their dairy distribution in the Southwest region and fill an essential role in their sustainable strategy for the area. Additionally, they wanted the plant to be designed with a focus on efficiency, water conservation, and advanced energy-saving technologies.

The 156-acre Garden City site is North America's largest whole and skim milk powder drying facility. The facility has highly advanced bio security, which eliminates risk by implementing various hygiene zones, incorporating HEPA filters throughout the plant, and minimizing contact with the product. Further, the plant was designed with built-in redundancies that allow for 24/7 continuous operation.

Additionally, numerous environmental safeguards were built into the system, including a diffusion tank that allows trace emissions to be captured to help ensure contaminants are not released into the environment.



PROJECT PROFILE:

Molina Healthcare, Inc., Long Beach, California

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



EMCOR subsidiary EMCOR Services Mesa Energy (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 re-

duces 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 Shift (PPLS) 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 \$248,842 annually.



View Video

<https://www.mesaenergy.com/videos/molina-center/>



PROJECT PROFILE:

Edith Green-Wendell Wyatt Federal Building, Portland

Dynaletric 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 Dynaletric 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 will produce 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.

Dynaletric Oregon was awarded the project based on the "Best Value Source Selection." The solicitation from the GSA required that the General Contractor also include up to five first tier subcontractors. 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.



PROJECT PROFILE:

Current National Banking Client (Confidential), Nationwide, U.S.

Energy and environmental benefits for 2017 alone included:

- » 497,000 kW hour reduction in electricity used
- » 84,000 Therms reduction in natural gas used
- » 10,095,000 kBtu reduction in total site energy used
- » 1,796,750 pound reduction in total CO2E emissions
- » \$150,000 annual energy savings

For clients with hundreds—or even thousands—of sites, EMCOR Facilities Services (EFS) has designed an asset management program that includes a strategic replacement program for HVAC equipment. Portfolio-wide, this program has helped save some clients hundreds of thousands of dollars in utility costs, millions of kilowatt hours (kWh) in energy consumption, and a fair amount of headaches, too—all with little to no disruption to their businesses.

A current banking client for which EFS delivers exterior services and HVAC preventive maintenance (PM) services needed a sole provider that could conduct full coverage, capital repair and replacement services across its

1,100-location portfolio of bank branches. Prior to EFS providing PM services, this client's HVAC assets were largely under-serviced by previous service providers, and many were in need of repair and/or replacement.

Under EFS's National Accounts model, a comprehensive PM program was established and is currently being executed by EMCOR's mechanical services companies across the client's bank branch portfolio. The replacement strategy began in 2016 when EFS gathered asset information totaling 5,800+ pieces of equipment into replacement priority groups, identifying equipment in critical need of repair and replacement.



A large, faint, light-red outline of a lightbulb with radiating lines, serving as a background for the title.

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 fleet of over 10,400+ 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 *green*



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 (“ASTs”), Under ground Storage Tanks (“USTs”), 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 (“ODSs”)
- Summary of Universal Wastes
- Hazardous Waste/Universal Waste Storage Inspection Checklist
- Major State/Municipal Differences

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.





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

- 75+ EMCOR subsidiary companies across the three EMCOR Divisions
- 170 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
- 50+ unique fuel variations organized into seven unique fuel categories

Commitment to Accountability

Further, to demonstrate our commitment not only to measuring and improving our sustainability efforts, but also to making those efforts accountable to our customers and business partners, we recently partnered with an international platform to evaluate our sustainability efforts and provide us with CSR ratings for three of our business segments: EMCOR Construction Services, EMCOR Building Services, and EMCOR Industrial Services. This effort demonstrates our commitment to our environment and will offer our customers and business partners a trusted third party evaluation of our sustainability record.



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 10,400+ 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 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 Services buys Ford Escapes whenever possible, which are significantly more fuel efficient than conventional field vehicles (e.g. 22 mpg vs. 15 mpg).

Currently, no vehicle manufacturer produces a hybrid service vehicle appropriate for our needs, limiting EMCOR's options for deploying hybrid vehicles at this time. At such time that a vehicle manufacturer produces a hybrid service vehicle, EMCOR will re-examine the impact and feasibility of its inclusion within our fleet.





The Fleet & Driver Program

EMCOR deploys about 10,400+ 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 also includes requirements for motor-vehicle record checks and defensive-driving training. Both Vehicle Monitoring and GPS programs are important tools to safeguard our assets and protect our shareholders, management, employees, other road users and members of the public against the inappropriate, illegal, or dangerous use of company vehicles.

Over 50 (of the 1,000 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.





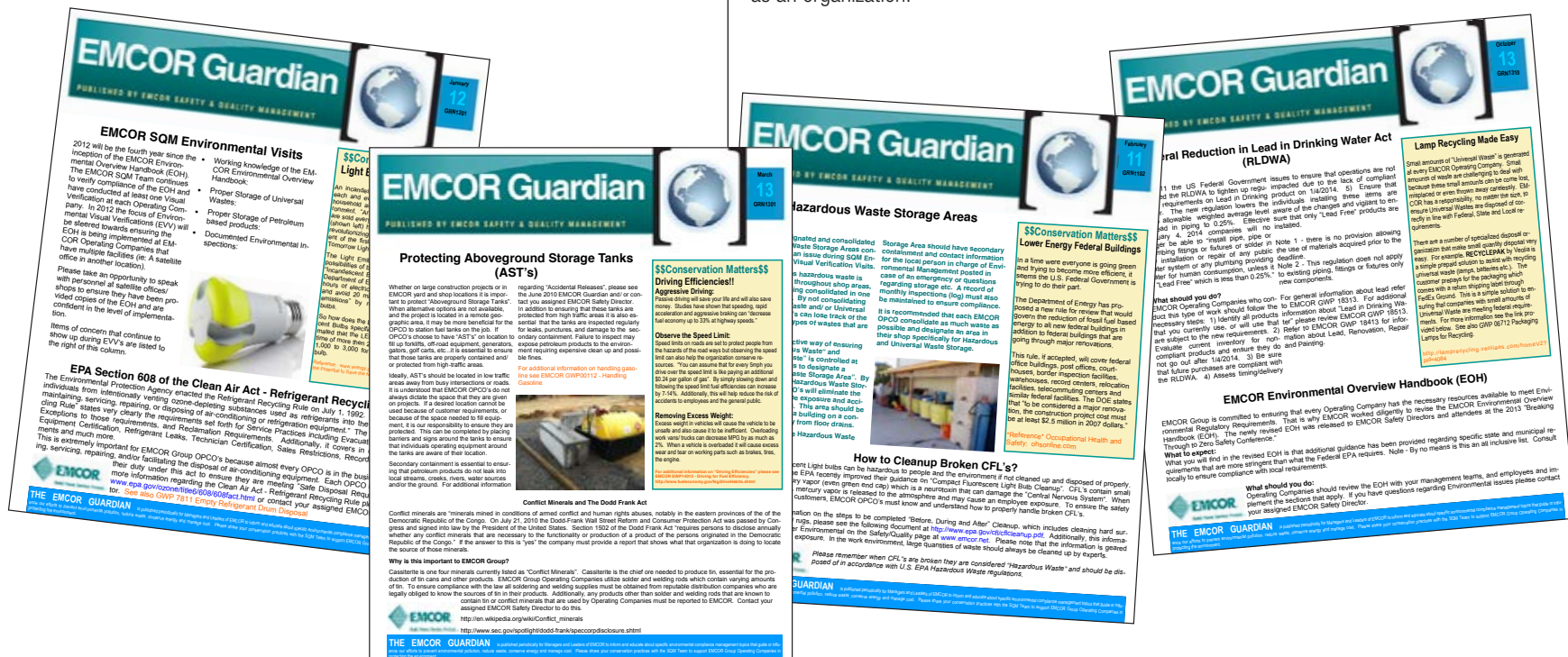
Recycling, Energy Conservation, and Carbon Footprint

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.

The company also regularly shares information on environmental issues and energy conservation with employees via the EMCOR Guardian, a publication authored by EMCOR's Safety & Quality Management 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 on 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 measures 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.



A large, light-orange background graphic consisting of a stylized globe on the left and a large heart on the right, both outlined in a thick, hand-drawn style.

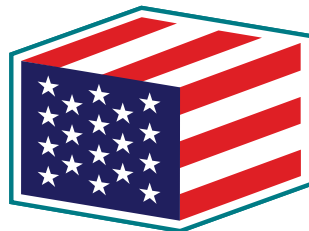
Supporting Sustainability in Our Communities



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. But we also strive to be good neighbors to the communities in which we do business, and reflect the values of EMCOR and its employees, by helping in other ways, from locating missing children, promoting breast cancer awareness, and supporting the men and women in the armed forces that keep us safe every day.



EMCOR
TROOP SUPPORT
PROGRAM

Here are a few ways that EMCOR's Touching Lives Program puts our values into action:

EMCOR. *Taking KidSafety to the Street™*

On the Streets

In 2005, EMCOR launched Taking KidSafety to the Street, a multi-prong initiative to help find missing children and promote child safety. Posters of missing kids carried on 6000+ EMCOR service vehicles move daily from over 170 office locations to 15,000 job sites throughout the United States and the United Kingdom. In the U.S., we leverage this broad presence for good by prominently displaying the National Center for Missing & Exploited Children's® (NCMEC) posters containing photos of missing children. In the UK, together with our EMCOR UK subsidiary, we partner with the Child Exploitation and Online Protection Centre (CEOP), command of the National Crime Agency (NCA), and the charity Parents and Abducted Children Together (PACT). The posters carry both NCMEC and EMCOR branding.

The U.S. is divided into 7 regions—the UK is the 8th region—and each month photo posters of missing children from each of those regions are sent to EMCOR companies in each region to be placed on their service vehicles.





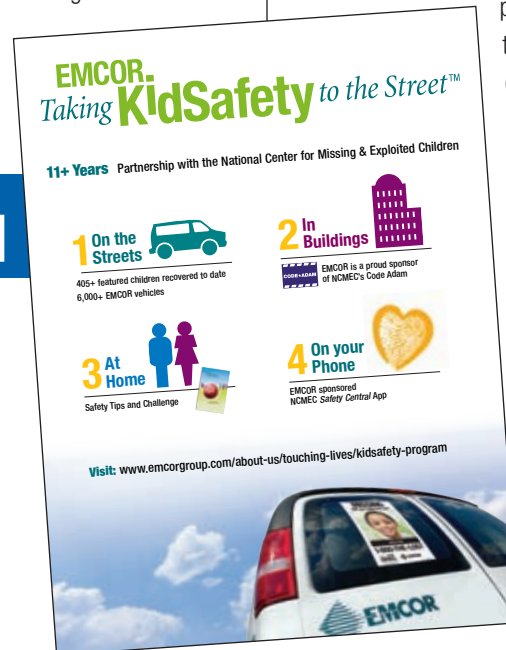
For more information, as well as an interactive map showing the 8 regions and the current missing kids being feature per region visit: <https://emcorgroup.com/about-us/touching-lives/kidsafety-program/missing-kids>

In Buildings

EMCOR is also a proud sponsor of Code Adam®, one of the country's largest child safety programs, currently in more than 160,000 locations. Code Adam was created in memory of 6-year-old Adam Walsh, who was tragically abducted from a Florida department store and later found murdered. Code Adam is a program of NCMEC. It is a powerful search tool for lost and potentially abducted children. It is designed to help businesses, parks, government buildings and other establishments ensure that they have safety protocols in place to respond quickly and effectively to situations involving a missing child. a child goes missing in a facility. Hundreds of EMCOR facilities management personnel have been trained on Code Adam®. The Code Adam program's search procedures and protocols can be easily implemented in a wide variety of establishments, and are offered free of charge.

More information is available on our website:

<https://emcorgroup.com/about-us/touching-lives/kidsafety-program/code-adam-training>



At Home

Families and children can learn how to stay safer with our My Safety Tips brochure and poster, KidSafety Challenge and accompanying KidSafety Certificate. The brochure provides kids with NCMEC's eight rules for child safety, and Internet safety tips, and how to be safe in buildings. Children are also invited to take the KidSafety Challenge to test their knowledge and once completed, they can print out a personalized KidSafety certificate.

More information is available on our website:

<https://emcorgroup.com/about-us/touching-lives/kidsafety-program/safety-tips-challenges>

Child Safety App

EMCOR also proudly sponsors the Safety Central app. Developed by NCMEC, Safety Central is a free cutting-edge child safety app available for Apple and Android devices. At its core, Safety Central is a digital Child ID kit, allowing parents to keep critical information about their child, such as digital fingerprints and updated

photos, right at their fingertips. Safety Central also allows users to stay up to date on the latest safety information from NCMEC, search for missing children, and more. No smartphone? No problem! There is also a printable child ID kit available online. The app is designed to provide parents and guardians with tools they need to help protect their families and act quickly should their child go missing.

The free EMCOR Sponsored NCMEC Safety Central App:

On iPhones click this link to download:

<https://itunes.apple.com/us/app/safety-central-ncmec/id1153098638?mt=8>

On Android phones click this link to download:

<https://play.google.com/store/apps/details?id=org.netSMARTZ.safetycentral&hl=en>





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 posters to also spread the word.



Additionally, each year EMCOR partners with a few key clients in creating giant human Pink Hard Hats Ribbon Events.

More information is available on our website:

<https://emcorgroup.com/pink-hard-hat/home>



View video

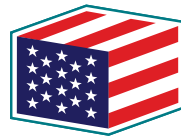
<https://www.youtube.com/watch?v=hDroleanhU0>





EMCOR Troop Support Program

EMCOR has a strong commitment to reach out and help 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 believe strongly 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.



EMCOR
TROOP SUPPORT
PROGRAM

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 +1,800* 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:
<https://emcorgroup.com/military/>

* as of 09/2017

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





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

<https://www.youtube.com/watch?v=M7Sj0Hjenf8&feature=youtu.be>

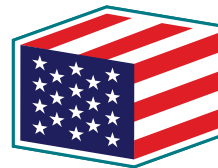


View our program video

<https://www.youtube.com/watch?v=gXhUn4tibA0>

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 TROOP SUPPORT PROGRAM

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.





ACE Mentor Program

The ACE Mentor Program of America, Inc. (“ACE”) helps mentor high school students and inspires them to pursue careers in design and construction. It’s the construction industry’s fastest-growing high school mentoring program, reaching over 9,000 students from 1,000 high schools annually. Since inception, ACE has awarded over \$15 million in scholarships to promising participants.



ACE MENTOR PROGRAM
ARCHITECTURE ▪ CONSTRUCTION ▪ ENGINEERING

ACE’s mission is to engage, excite and enlighten high school students to pursue careers in architecture, engineering, and construction through mentoring and to support their continued advancement in the industry. ACE exposes high school students to real-world career opportunities in architecture, construction, engineering, and other related areas of the design/build and construction services industry.

At EMCOR, we’ve been actively engaged in supporting the ACE Mentor Program coast-to-coast since 2001, and at the local level, with many of our employees volunteering their time as mentors or board members of local affiliates.

ACE MENTOR PROGRAM Architecture, Construction, and Engineering



The construction industry's fastest-growing high school mentoring program.



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, our goal is to ensure that all employees have an equal opportunity to achieve their full potential in an environment that is safe, respectful, and challenging. Through an industry-leading 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. We also provide a wide range of educational and development opportunities, from degree assistance to mandatory annual harassment training.

Learning@work



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

Degree Assistance Program

At EMCOR, we know that continuing education has a positive impact on our employees' contribution 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 reduce stress levels. The program consists of more than 250 courses and, on average, serves more than 1,500 learners per month.



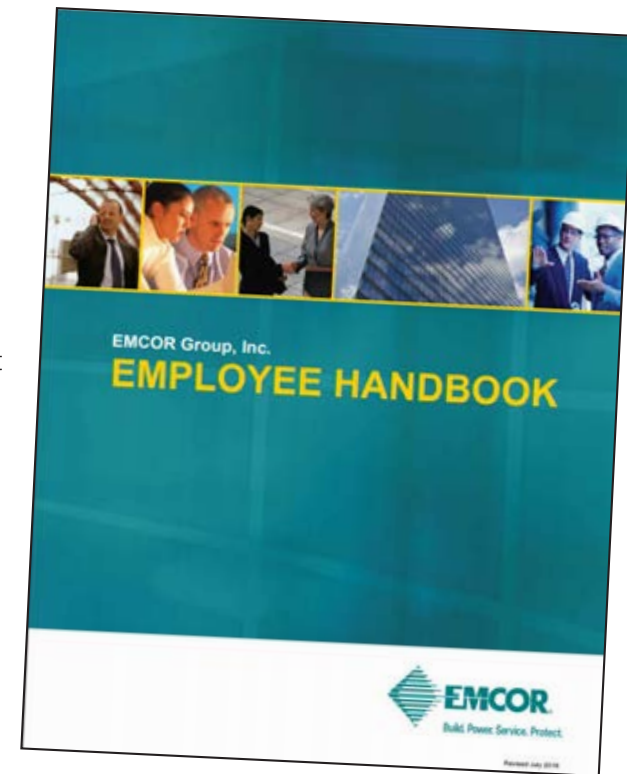
EMCOR Manager Certificate Program

EMCOR supervisors and managers 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.

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





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 our 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 and value creation. 280 employees have attended 11 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 have our people led by individuals with the highest competence and character. 300 senior EMCOR leaders have attended 11 programs since its inception in 2012.



TLDG
AT WEST POINT ★



EMCOR Vendor Code of Conduct

To ensure that the commitment to, and impact of, our values extends 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:

<https://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 on our behalf 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 ensure that our vendors conduct themselves and their business in a way that is consistent with our values.

These standards include:

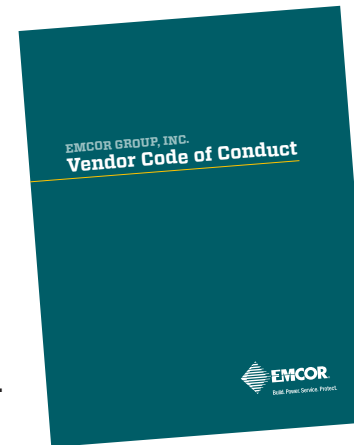
Legal and Regulatory Compliance.

All of our vendors are required to comply with our and their obligations under applicable law, 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, ensuring that employees and contractors are properly trained and equipped, 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 record-keeping, 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, ensuring 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.

Holding business partners to our high standards not only helps to ensure the safety, quality and productivity of which EMCOR is so proud, but amplifies the positive impact these standards have on the people, communities and environments wherever we do business.

Together, both the EMCOR Code of Business Conduct and Ethics and the EMCOR Vendor Code of Conduct require our employees and business partners to uphold our high standards of legal and regulatory compliance and environmental responsibility. Even if every employee and vendor cannot be an expert in environmental regulations, we do expect all employees to understand the requirements that apply to their areas of responsibility and to report incidents, unsafe practices and violations of our standards. Our insistence on accountability is the foundation of our commitment to environmental and social responsibility.

A large, light green outline of a hard hat, serving as a background for the title.

Supporting A Sustainable Organization Through Safety Practices



Commitment To Safety Throughout Our Operations

Striving for a zero injury environment and culture is a core value of EMCOR and its 75+ operating companies. EMCOR's relentless focus on safety has yielded clear results, of which we are always proud but never satisfied. Our safety performance is consistently far better than the Bureau of Labor Statistics industry averages, which is an injury rate that is 60-70% lower than our competitors. A number of organizations have repeatedly recognized EMCOR as an industry standard-setter.

In the line of fire,
gloves aren't
always enough.

Don't pay the price.
Pay Attention.

© EMCOR Group, Inc.



From 2007 to 2017, EMCOR reduced its Total Recordable Incident Rate (TRIR) by 58%—a much faster rate of improvement than the industry.

At EMCOR, we are passionate about safety and quality, and it's that passion that enables us to operate a highly productive workplace. We understand that Safety, Quality and Productivity are related. We know that the better we plan and prepare to get the work done on time to specification, the safer and more productive we will be.

EMCOR's two signature programs, the Zero Injury Program and the Changing the Way We Work (CW3) Program, educate workers about complying with safety practices while maximizing the quality of their work.

The quality of EMCOR's safety programs has been recognized several times by the CNA Insurance Company.

→ 2009 CNA selected EMCOR to be the first recipient of its Chairman's Safety Innovation Award.

The award commends an organization for exceptional safety performance and commitment to safety and accident reduction. This award is just

one of the ways in which EMCOR has distinguished itself in the construction industry as an innovative leader and employer.

→ 2012 CNA presented EMCOR with a Chairman's Award for continuing excellence in risk reduction, injury avoidance, and waste reduction through innovation, dedication, and ongoing improvement.

→ 2016 CNA again presented EMCOR with the Chairman's Award, this time recognizing the Company's Good Work Practices

In addition, we have a dedicated web portal for employees that focuses on health and safety issues. This portal houses our Safety Training and Resource page and several publications dedicated to promoting our safety culture. We also provide information and publications to keep employees abreast of health developments and preventative measures they can take to maintain their own safety on the job and at home.



Be There For Life Zero Accident 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. As a result, since the program was launched in 2003, we have reduced the rate of employee injury by more than 75%.

Since 2010, our rate of injury has been reduced by an average of 4% per year.





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.

100% of all EMCOR subsidiaries have embraced this program and integrated it into their work environments and, since its introduction, over one million pieces of communication material have been distributed to the field.



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



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.

Accident 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** And together, call WorkCare to report all non-emergency injuries **within one hour**

Reporting accidents and incidents is an important Gibson Electric & Technology Solutions policy.

If an employee is injured, he or she should contact immediate supervisor.

They then can call WorkCare for Early Incident Intervention. A short conference with a WorkCare Nurse or Physician ensures that the injured employee receives the appropriate care.

The proper paperwork is handled so that benefits are not delayed. Thereafter, the supervisor will initiate a thorough review of the incident to avoid a recurrence toward our goal of Zero Accidents.

888.449.7787

These items must be provided to WorkCare's Customer Service Representative when calling to obtain assistance.

If you have any questions regarding this procedure, please contact your Loss Control Manager at 630.327.6809.

- ☐ 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 accident or incident (Injury or Vehicular Accident)

WorkCare

life!

Gibson Electric & Technology Solutions
2100 Woodmark Drive
Downers Grove, IL 60515-5427
630.768.9800 / www.gibsonetec.com

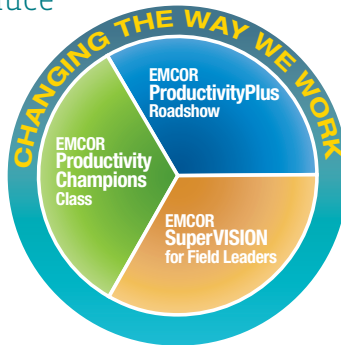
Gibson
Electric & Technology Solutions
An EMCOR Company





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 Management 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 2007 to 2017, EMCOR reduced its Total Recordable Incident Rate (TRIR) by 58%—a much faster rate of improvement than the industry.

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 1,000 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.

Working with EMCOR to help manage risk through injury prevention & education.

Access all SQM publications & other resources on the Safety/Quality page of EMCOR.net

→ CNA Partnership Resources

EMCOR SQM and CNA provide a library of tools, guides, checklists, webinars, online classes, and third-party resources to EMCOR companies at no additional cost. In addition to participating in many of the services identified above, CNA offers specific education resources, site visits, and safety support.

Online Education

CNA SOURCE® On Demand provides 24/7 access to CNA's vast library of risk control courses that are designed to educate employees in industry-leading loss prevention, risk management, and risk transfer techniques. These courses are based on proven adult-learning principles and the latest regulatory requirements to ensure that every learning experience is interactive and relevant. Programming is available at all levels, from staff through senior management, and supports company efforts to train new employees, enhance productivity, and reduce the major types of claims that occur within an organization.

The Workplace Perception Survey will provide critical insight into how employees view your company's commitment to safety. This survey provides a channel to anonymously provide feedback on corporate culture, the effectiveness of the communication process, and safety efforts as well as employee and management accountability. With the survey results, CNA can help your company gauge its safety culture and identify opportunities to improve in each of these areas.

A Talk and Tour is a walk around the shop or site with training that provides insight into the risk exposures you face and how to best mitigate them. Coordinate this training with your SQM Director on such topics as:

- Avoiding Utility Disruption
- Management Support and Accountability
- Increasing Employee Involvement
- Job Site Safety Awareness
- Excavation Safety
- FallPro-Fall Protection
- Ladder Safety
- OSHA 10 (English/Spanish)
- Workplace Inspections
- Shop Productivity Audits

→ Being Prepared: The Key to Safe, Productive & Profitable Work

Please discuss your safety, quality, and productivity needs with your assigned SQM Safety Director during their next visit to ensure that you are taking advantage of the services that will help you achieve your goal of zero injuries with the highest quality and productivity possible. The SQM team knows your business and situation and can suggest how you can benefit most from the offerings described here or one of the many other services provided by EMCOR's Safety and Quality Management Team and partners.

→ Meet the SQM Team!

Dave Copley Vice President, Safety & Quality Management	703.728.8218 dcopley@emcor.net
Jay Masumet Senior Director, Safety & Business Continuity Planning	781.291.6260 jmasumet@emcor.net
Matthew Pierce Director, Productivity, Safety & Quality Management	801.403.3887 mpierce@emcor.net
Grant Garber Director, EMCOR Fleet & Driver Program, Safety & Technical Support	661.717.9832 ggarber@emcor.net
John Anderschick Director, Safety & Field Resource Development	218.313.8872 janderschick@emcor.net
Rick Worch Director, Safety	301.704.0542 rwoorch@emcor.net
Dave Redwick Director, Safety	412.652.2247 dredwick@emcor.net
Chris Hinchshaw Director, Safety & Environment	765.208.5953 chinchshaw@emcor.net
Vince Noble Director, Safety	608.752.3312 vnoble@emcor.net
Harry Hart Director, Safety	203.884.8781 hhart@emcor.net
Gregory Kanders Assistant Director, Safety	202.970.9880 gkanders@emcor.net

Please contact any team member to discuss how we can help you improve safety, quality, and productivity.

Improving safety, quality & productivity in the workplace

Changing The Way We Work

EMCOR Safety & Quality Management (SQM)



Good Work Practice

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 1,000 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. Each GWP is the result of an injury, near miss, claim, or other event that actually happened or that we want to prevent from happening. The EMCOR GWP document collection is unique. It represents our collective memory of past events and our collective thoughts on how to prevent them from happening again.

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. Proactively, 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.

GWP documents are meant to be used at the beginning of every job or task, and to supplement pre-task plants 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.

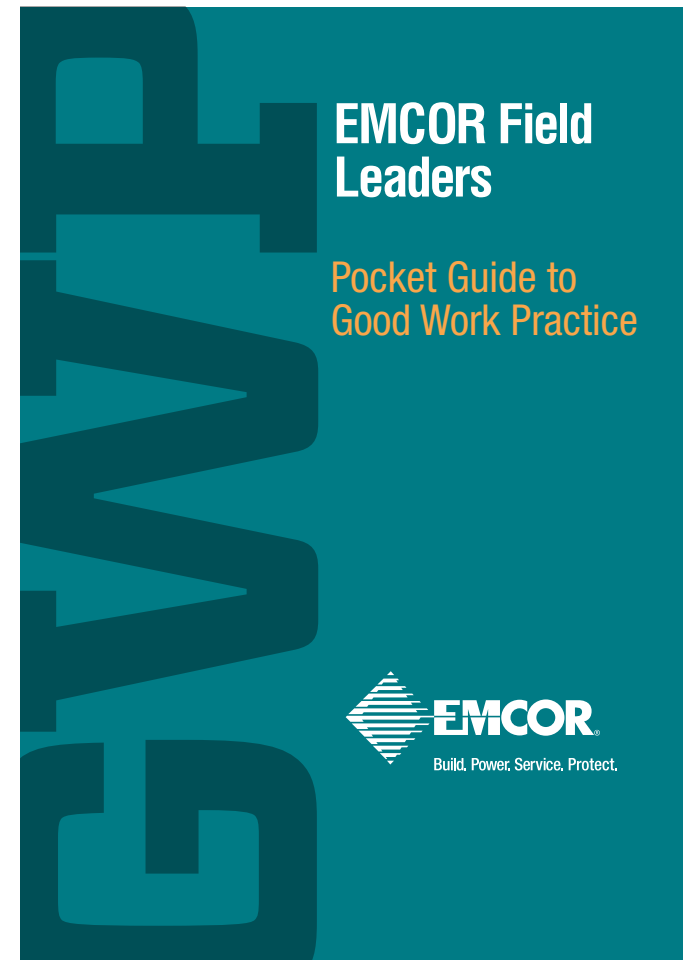




EMCOR Field Leaders Guide To Good Work Practice

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.





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.



A large, faint, light blue graphic in the background consisting of a thick checkmark inside a circle, with the checkmark extending diagonally across the circle.

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: <https://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:

<https://emcorgroup.com/corporate-governance/corporate-governance-documents/ethics>

EMCOR Vendor Code



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. We established a toll free phone number, and in 2014 began making it available broadly for all employees to access. 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: <https://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 2017: https://www.emcoruk.com/application/files/6715/2181/0682/EMCORUK-Gender-Paygap-Report-2017_20_03_18.pdf



A large, stylized pyramid graphic on the left side of the slide, composed of many horizontal teal bars of varying lengths that create a stepped, three-dimensional effect.

EMCOR Group, Inc. The EMCOR Values



The EMCOR VALUES

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

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

Developed by employees, for employees, and 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

 **EMCOR**

BUILD POWER SERVICE PROTECT



EMCOR Group, Inc.

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