



Gender Pay Gap – Our Approach 2021/2022

mfg
motor fuel group

Motor Fuel Group (MFG) is a family of companies that operate fuel forecourts with a strong social conscience, serving their local communities. We are committed to creating an inspiring work environment for all our employees that not only embodies our values but also fosters productivity, development and wellbeing.

Introduction

"Our business success is based upon a dedication to attracting and retaining the best talent in the industry, regardless of their gender, race and beliefs. Our Equality & Diversity Policy incorporates our approach to diversity and inclusion and we work hard to ensure that all of our policies and values are not just words on paper but are used in everyone's actions across the business.

We believe this is healthy for us and our customers. We recognise that each of us is unique and we commit to creating an environment in which individual differences and the contributions of all our employees are recognised and valued by our overall team. Indeed, we believe that through this diversity and inclusiveness, we create a workplace that is rich in ideas and where innovation can flourish through a mix of opinions and perspectives. That is just the way we do things at MFG.

As the largest subsidiary operation of MFG, it is Motor Fuel Limited's (MFL) contract managed business (MFG Core) 2022 Gender Pay Gap that is explored over the next pages. The aim of this report is to come from a place of transparency and openness, addressing this gap directly and considering the potential causes. It is an opportunity to explore the initiatives we currently have in place and those we can consider in order to further reduce this gap. I am pleased with the progress MFG has made in reducing our Gender Pay Gap to date.

Our industry is not an easy one to succeed in as a woman and the Gender Pay Gap will not be eliminated easily. I see it as both a personal and professional commitment to ensure that we play our part fully."

William Bannister
CEO



Note:

To reflect the business operation as a whole the figures for 'MFG Core' incorporate employees of CD&R Firefly Bid Co Limited, St Albans Operating Company Limited and Motor Fuel Limited who are directly engaged in the Group's core activity of running motor fuel service stations under the contract manager operating model. The 226 employees work in a diverse range of roles including technical, professional, field operations management, senior executive, administration and customer services. The Gender Pay Gap of MFG's direct managed business of its subsidiary, Peregrine Retail Ltd is explored in their own report available at <https://www.motorfuelgroup.com/reports-publications/category/gender-pay-gap-reports/>

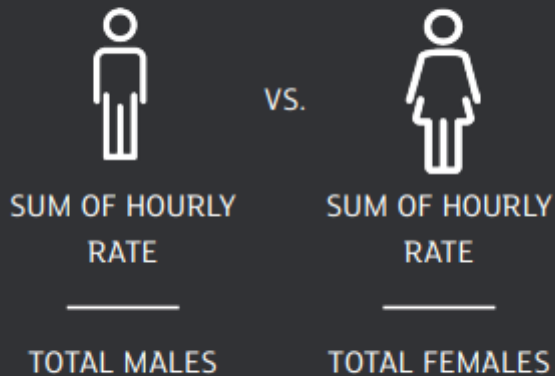
Gender Pay Gap Explained

Gender Pay Gap reporting was introduced in 2017 and is a legal requirement for employers with over 250 employees and optional for those who currently have less than 250 employees which includes MFL. We have opted to voluntarily report as it is subject that we are passionate about. The Gender Pay Gap is not specifically about who earns what, but what women earn overall as compared with men. This report provides us with a framework to address gaps and enable us to think proactively about what to do to eliminate these.

Mean Gender Pay Gap

The mean gender pay gap is the difference between the mean hourly rate of pay of male employees and that of female employees.

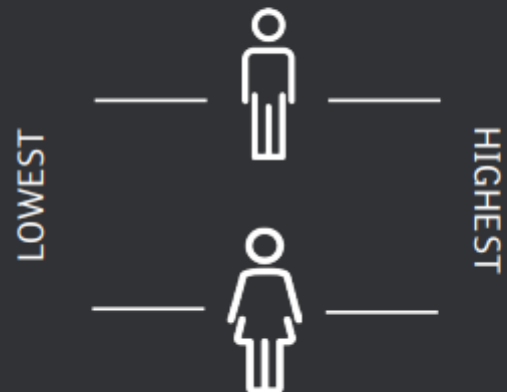
It is calculated by:



Median Gender Pay Gap

The median gender pay gap is the difference between the middle employee in the range of male wages and the middle employee in the range of female wages.

It is calculated by:



Our 2022 Gender Pay Gap

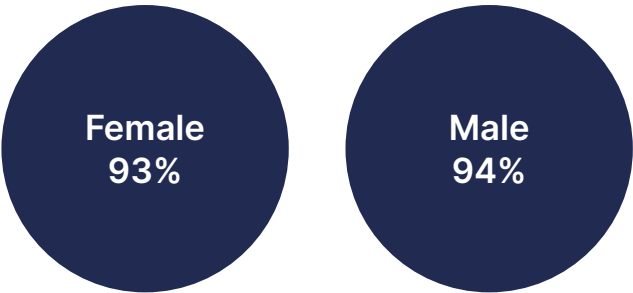
We understand that our Gender Pay Gap is not yet where we would like it to be. There are a few factors that could have contributed to this, not least of which is that we operate in the fuel industry which has historically been predominantly male dominated. However, we are pleased that we are making progress and will continue to focus on doing so in the years ahead.

Gender Pay Gap 2022

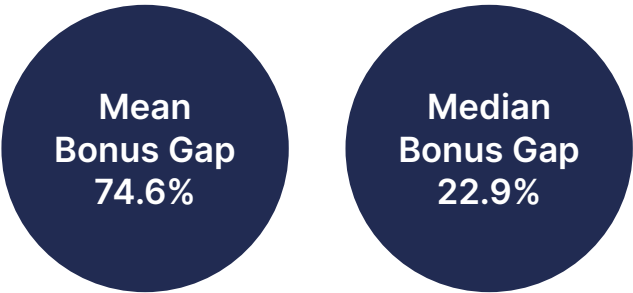


Bonus Pay Bands 2022

The proportions of male and female employees who were paid bonus pay between April 2021 - April 2022.





Bonus Gender Pay Gap 2022



2022 Quartile Pay Bands

The proportions of male and female employees by pay quartile bands are:

	
Upper Quartile	
87.0%	13.0%
Upper Middle Quartile	
77.8%	22.2%
Lower Middle Quartile	
74.1%	25.9%
Lower Quartile	
42.6%	57.4%

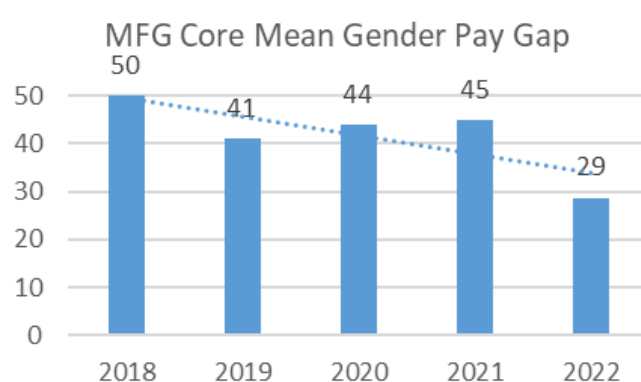
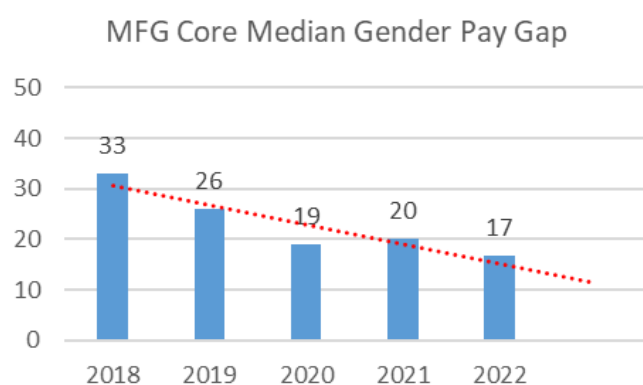
Our Gender Pay Gap History

Since 2018 the mean Gender Pay Gap for MFG Group Core has decreased from 50% to 28.7%, while the median figure, has halved, falling from 33% to 16.5%.

Similarly, the Mean and Median Gender Bonus Gap have decreased for each of the last three years.

The Mean Gender Bonus Gap has fallen by 22% since 2019, while the median figure has seen a larger fall of just under 50%. The biggest yearly fall was recorded in 2022 and can be attributed, in part, to the payment of a one-off, flat bonus to all staff relating to the pandemic.

The percentage of each gender receiving a bonus has remained broadly static and equal during this period. Looking at the four-year trend, there has been a marked increase in males in the lower and lower middle quartiles of 26% and 43% respectively and increases in females of 10.8% and 3% in the upper two quartiles. The latter is due largely to the greater number of females appointed to managerial and senior roles in the HR and Finance departments in recent years. However, it is recognised that given the relatively small employee population that individual appointments can cause a 'swing factor' in the calculations.



Our Approach To Gender Diversity

Our approach to gender diversity at MFG reflects our values. We have the resources in place that support and encourage both men and women in shaping their careers. We are pleased and are proud of the progress we have made to date and will continue to evolve existing initiatives and implement new initiatives to support gender diversity and inclusion, these are explored here.

- *In 2020, we introduced enhanced maternity pay for all employees with over three years' service.*
- *In 2022, we launched our new website and a major focus for us was ensuring that the imagery we used reflected the prevalence of both genders in our workplace.*
- *We encourage all employees to take ownership of shaping their careers and give everyone equal tools and support to do so through our Annual Performance Review process and access to our Training Platforms.*
- *In 2021, we introduced annual equality and diversity training for all employees, to ensure we are open in our approach to attracting and retaining diverse talent across the business.*

Around 5% of our workforce work part-time and a further 5% have agreed flexible working patterns, which allows them the flexibility to meet other commitments, especially childcare.

“As a working mum, I found the school drop-off and getting to work was difficult to manage. After speaking with my manager and submitting a flexible working request, I was pleased MFG was able to support me with changing my working hours to fit around this. This has helped me to achieve a better work-life balance, so that I can be there for my children and pursue a career which I love.”

Magdalena Hilwa,
Sales Ledger Clerk

I confirm that MFG's Gender Pay Gap calculations are accurate and meet the requirements of the Equality Act 2019 (Gender Pay Gap Information) Regulations 2017.

William Bannister

CEO



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