



ESG Report 2023





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2023 HIGHLIGHTS

We strive to be responsible in the way we conduct our business. It is the right thing to do, and an ESG mindset will help us to drive our sustainable business model and ongoing success. We continue to evolve our work in this space, in a global and local environment that is constantly changing. We are working with external experts to refine, track and report our ESG metrics as we strive for continuous improvement.

£50m

EV investment pledged for 2023

>99%

charger reliability in the year

£1.5m*

raised for MacMillan (since partnership announced in 2021)

47%

company fleet is EV or Hybrid

2nd year running

Zap Map 'EV Driver Recommended' accreditation

29

PV installations this year

110

Ultra-rapid charger hubs installed in the year, and 603 charging bays now operating across the UK

83%*

of employee satisfaction survey respondents 'Agree' or 'Strongly Agree' to the statement 'I feel MFG cares for my wellbeing'

* these figures have been rounded to the nearest decimal figure

ABOUT MFG

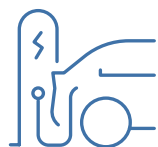
Motor Fuel Group (MFG) is the UK's largest independent forecourt operator with 873 sites and locations which are based across the UK and Channel Islands. The Group is the largest operator of 'open network' EV ultra-rapid chargers, available to the public throughout our growing network.

Our business is focused on four highly integrated key strategic pillars – Fuel, EV Charging, Retail Estate Development and Valeting. We offer customers a growing range of services that operate alongside our growing dual-fuel strategy – these include a leading valeting offer, a convenient retail and 'food to go' network, and online delivery lockers.

Four highly integrated key strategic pillars



Fuel



EV Charging

Retail Estate
Development

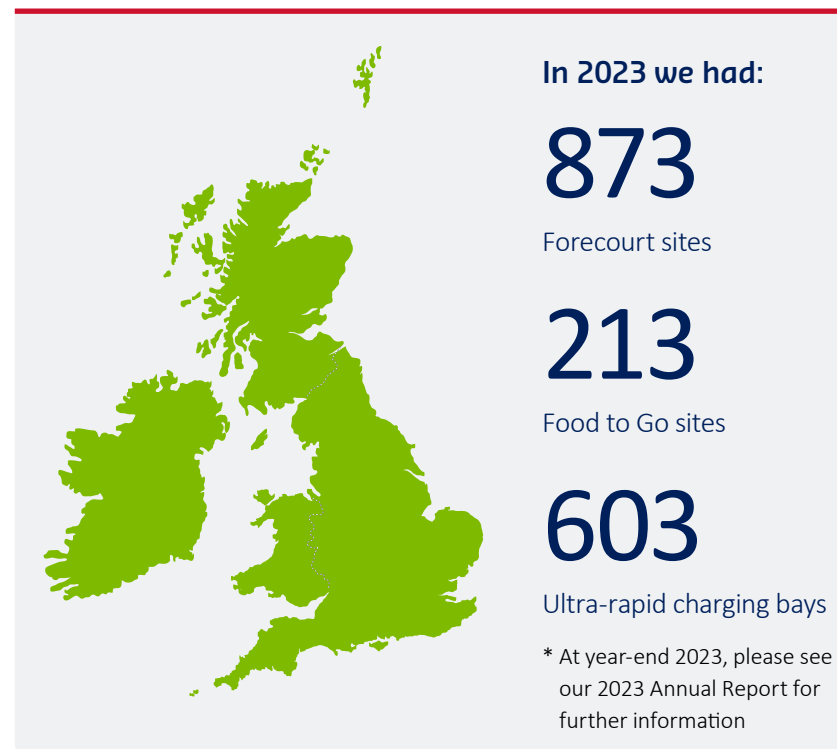
Valeting

Gender diversity across the Group*



Total employees
across the Group
1,148

* Detailed figures can be found in our Annual Report.



ABOUT MFG CONTINUED

MFG is dedicated to keeping UK motorists on the move and supporting local communities. We do this through our carefully managed distribution network, where managers and employees have a good understanding of the company's purpose and mission.

Our business strategy

Our business strategy is to 'Power the Future' – as our customers' first choice for high speed, convenient, ultra rapid top-up charging, alongside a convenient retail and 'food to go' offering.

Our ESG strategy

Our ESG strategy is to 'Fuel the Future' while evolving to keep pace with the expectations of the world around us.

Our company purpose

Our company purpose is to be the most dynamic and successful independent forecourt operator in the UK, serving local communities with a strong social conscience, as we support the UK's mobility energy transition to a greener, and more sustainable future.

Our business mission

Our business mission is to provide customers with local travel infrastructure hubs which are market-leading – with convenience retail, food services, premium fuels and ultra-rapid electric charging facilities. We strive to be a valuable member of the local communities we serve, while providing a working environment that encourages personal development, teamwork and a performance-based rewards' system that is open to all.

Our values

Our values capture the essence of our business, how we behave and who we are. We are passionate team players, performance driven, profit oriented, responsible and customer focused.



CEO LETTER

Dear stakeholder,

I am pleased to present our third ESG report on behalf of the Board, which outlines many of our ESG-related activities for the year, and some of the excellent progress made against our ESG targets and commitments. Last year, we installed more than 30 per-cent of the UK's ultra-rapid EV hubs, which laid a solid foundation for an investment plan of £50m which was announced in February 2023 – with provision for a further 360 rapid chargers across the MFG network.

The end of the year was a busy one, with activity under way for the planned acquisition of 337 Morrisons' petrol forecourts, and more than 400 associated sites now earmarked across the UK for our ultra-rapid EV charging development systems. The deal projected a proposed £2.5bn transaction and a strong strategic partnership between our two companies – proposing significant investment to expand and improve on MFG's convenience retail proposition – while powering millions of customers with increased charging availability, supporting greater adoption of vehicles that support our collective efforts to reduce harmful carbon emissions, and helping the UK to prepare for the end of new diesel and petrol car sales by 2035, as the government strives to meet its 2050 net-zero target.

Looking forward to 2024, we welcomed Katherine Lundevall in the newly-created position of ESG Manager, a role that will be crucial for the development of our ESG agenda. Powering the future is still our main ambition, and our EV strategy strives to deliver electricity that is both easy to access, and renewable.

The scale, growth, and impact of our business requires careful risk management and the ongoing assessment of external disclosures, and we currently report in line with the Streamlined Energy and Carbon Reporting (SECR) and TCFD frameworks. This information can be found within our Annual Report on the website; which also outlines our business priorities with targets and evidence that make us accountable to our promises as we deliver an ESG strategy to 'Fuel the Future', and evolve to keep pace with the expectations of the world around us.

We will continue to play our part in supporting and contributing to the government's national targets. Our EV strategy will run alongside the needs of our customers, and we will continue to supply petrol and diesel as part of our dual fuel strategy.

We have much to celebrate as a successful British business, and no doubt we will reap further rewards in the future, working together in an inclusive culture that considers the needs of all stakeholders.

William Bannister
Chief Executive Officer



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We will continue to play our part in supporting and contributing to the government's national targets.

OUR APPROACH TO SUSTAINABILITY AND ESG

At MFG, we are committed to supporting global and national efforts to mitigate the impact of climate change, and we fully support the UK's mobility energy transition, Climate Action Plan and Net Zero targets.

We have worked hard in 2023 to make progress against our goals and are committed to ensuring a better future alongside our stakeholders. We serve our local communities with a strong social conscience and have elevated ESG as a Board-level priority. It is critical to delivering our company purpose as the most dynamic and successful independent forecourt operator in the UK.

As MFG further establishes itself as a provider of essential infrastructure to enable the UK's mobility revolution on the strategic road network, it intends to actively target other charging segments and expand its EV offering. This investment demonstrates MFG's commitment to leading the forecourt sector in transitioning to a cleaner future, providing a significant boost to the Government's decarbonisation and sustainability agenda and emissions target of being net zero by 2050.

This is MFG's third ESG Report, covering activities for the duration of 2023. All figures quoted in this report relate to the year-ended 31 December 2023, unless otherwise stated.

This year's report outlines our 'Fuel the Future' strategic priorities for fuelling a greener, better and safer business. It showcases the progression of initiatives carried out in the year, building incrementally on the many successful projects introduced in 2021. We continue to engage with the evolving ESG expectations of our customers, investors and the local communities where our franchises and operations are located, while adhering to regulatory requirements and ESG Reporting disclosures.

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Behaving responsibly is fundamental to delivering our core business strategy – to lead on the green transition towards EV-powered vehicles.”



OUR APPROACH TO SUSTAINABILITY AND ESG CONTINUED

Our ESG Timeline

We are continually looking at ways to improve how we manage and report on our ESG commitments.





SUSTAINABILITY GOVERNANCE

Our governance structures reflect the importance of transparency, accountability, equality and probity; with a focus on the impacts that our business operations have on the environment, employees, and the communities in which we operate. Strong sustainability governance helps MFG determine our policies and goals, while identifying risks and opportunities that lay the foundations for our sustainability commitments.

Our sustainability commitments are essential to the success and longevity of our business, and as such ESG is a standing item at our quarterly Board meetings. A comprehensive reporting pack is prepared for review in advance, containing a full suite of metrics and KPIs against which our performance is measured. Any high level ESG-related risks are also tabled and considered.

“Our reporting metrics are produced and circulated monthly at management meetings, quarterly at Board meetings, and to employees at various points in the year.”

It is incumbent on the Board and the ESG committee that sustainability materiality issues are understood throughout the business. Transparent communications will strengthen our stakeholder relationships and enhance MFG’s reputation in the forecourt industry.

Our Governance Structure

The Board of Directors

The Board bears the responsibility for the long-term direction of MFG’s business strategy and is the highest level of oversight for sustainability issues. ESG topics which are relevant to the business are discussed each quarter at Board level, and quarterly updates on our ESG data metrics are provided. Since 2022, the Board has approved the release of our Annual ESG Report, and in 2023, the Board approved a new ESG Manager appointment to be hired in 2024. The Board receives regular input from the ESG Committee and subject matter experts. Reporting metrics are produced and circulated monthly at management meetings, quarterly at Board meetings, and to employees at various points in the year.

ESG Committee

The ESG Committee reports to the Board of Directors and is focused on ESG topics including strategy, regulatory compliance, risk management and data collection. The ESG Committee includes two of our Non-Executive Directors, Peter Newman and Regina Finn along with the CEO, CFO and other senior executives.

Meetings take place quarterly and over the past year the ESG Committee have maintained oversight of internal ESG initiatives such as ESG Data Assurance, the deployment of Water Audits across the portfolio, and incoming topics such as CSRD readiness.

Regina Finn

As a non-executive member of the Board and Committee, Regina brings a wealth of business leadership experience and a depth of ESG knowledge. Alongside her role as chair of the Low Carbon Contracts Company – a Net Zero driven business, Regina provides MFG oversight and advice on the shaping of our ESG priorities and works closely with management on MFG’s ESG strategies and policies.

ESG Working Group

The ESG Working Group reports findings and provides guidance to the Board and ESG Committee with respect to day-to-day operations, and progress against our internal targets. The Working Group also contributes to monitoring our progress against external benchmarking and reporting standards such as TCFD and SECR, alongside the company’s strategic alignment with a chosen set of UN SDG goals. The ESG Round Table comprises senior business leaders from Infrastructure and Technical Services, HR, and Finance; each representing their respective business divisions and administrative areas.

SUSTAINABILITY GOVERNANCE CONTINUED

ISO compliance

We maintain the highest standards of sustainability governance through robust internal management systems which reduce risks within our business. We have undertaken extensive work to develop an integrated health, safety, environmental and quality management system, and have achieved the ISO 45001 for health and safety management; ISO 14001 for environmental management, and ISO 9001 for quality management in 2022. These certification standards provide testimony to MFG as a responsible business leader.



TCFD

The TCFD Report can be found in our [2023 Annual Report](#).

Managing Risk

Risks and opportunities are identified and reported through a robust set of internal risk processes, and material sustainability risks are reviewed by the leadership team and the Board on a quarterly basis. Other risks can be associated with (but are not limited to): interest and exchange rates, liquidity and credit, regulatory requirements and legislative change, suppliers and partners, HSE risks, climate change and macro-economic conditions, technological and cyber risks and employee or ethical risks. More information can be found in either the Strategic Report and/or the TCFD report which is included in our Annual Report, which can be located through the above link, or on our website.

Physical Risk

In partnership with WTW we have undertaken a physical risk screening of our portfolio of assets to: better understand the various physical risks presented to our business; and to better plan for any mitigation measures required to protect MFG's ability to deliver for our customers in the long term.

Ethical conduct

MFG is committed to conducting business with integrity, complying with the letter and the spirit of the law and in a social and ethical manner, and we work to a set of ESG principles and publicly announced sustainability plan which sets out our expectations, responsibilities and behaviours – supported by a set of internal policies and procedures that act as the guardrails for conducting ourselves correctly.

Our employee handbook is updated annually, and includes policies on corporate social responsibility, equal opportunities, anti-harassment and bullying, anti-corruption and bribery, and whistleblowing.

Supply chain and human rights

We act with integrity in all business dealings and activities throughout the supply chain; respecting human rights, ensuring no exploitation of child labour, bribery or corruption, or discrimination on the grounds of disability, gender or religious beliefs takes place – as we seek to adopt equality and diversity in our employment practices. We monitor and review the ESG performance of our suppliers on an ongoing basis to ensure that their behaviours are in line with our own high standards.

ENGAGING WITH STAKEHOLDERS

We engage actively and regularly with our stakeholders who have a reasonable expectation of being significantly affected by our business and operations. Our stakeholders are identified by the Board, and in addition to regular contact, we conduct an annual review on how to successfully engage with them. We set out to build long-term relationships that build and maintain trust, which is essential to the long-term success and sustainability of our business.

Our sustainability strategy and targets are set by the Board, which formally addresses sustainability on a quarterly basis. The Board oversees the performance of the Group through a wide range of indicators that are connected to our strategy.

- Our management team is responsible for implementing and executing the 'Fuel the Future' sustainability strategy; and delivers regular communication between senior leaders, managers and employees. Frequent updates are delivered in person, virtually, and by email.

- The ESG Committee has oversight of all sustainability and ESG-related activities across the Group and comprises executive and non-executive representatives who meet quarterly to monitor and guide progress. Its members are encouraged to submit ideas and initiatives which bring our 'Fuel the Future' strategy alive at a local level.
- The Company's online employee portal contains relevant employee information, policies and procedures, and employees are encouraged to share their opinions and suggestions in this area.
- An Employee Survey is undertaken periodically to gauge workforce wellbeing – and to provide insights to the management team, so they can put plans in place for continuous improvement.
- A Whistleblowing Policy encourages employees to speak up if they have concerns about inappropriate behaviour observed while carrying out their duties for MFG, or within its supply chain.
- Regular bulletins are sent to contract managers, reminding them of 'right to work' obligations in relation to the staff they employ, while also highlighting any changes in employment legislation.
- The company website and social media channels are used to share case studies and relevant news, and are frequently updated with Company developments and achievements.








Identifying and communicating with our key stakeholder groups is a critical function of our ESG journey, and we aim to develop meaningful relationships with active dialogue, and management interventions to promote sound insights and decision-making across the MFG Group. More information about our stakeholder groups, and how we communicate and engage with them, can be found in the [Section 172 Statement](#), in the reporting section of our website.



OUR STRATEGY IS FUEL THE FUTURE



FUEL THE FUTURE: SUSTAINABILITY STRATEGY PILLARS

FUEL A GREENER WORLD Climate change and carbon reduction		FUEL A BETTER WORLD Developing our people and supporting communities		FUEL A SAFER WORLD Health and Safety	
ESG Targets and Alignment with United Nations SDGs					
Environmental		Social		Governance	
<ul style="list-style-type: none">Reduce our carbon footprintSupport the transition to alternative energy resources by upgrading infrastructure		<ul style="list-style-type: none">Provide all employees with equal opportunities to build rewarding careersProtect ‘quality of life’ in communities where we operate		<ul style="list-style-type: none">Protect our employees from harmMaintain the highest standards of governance and management systems to reduce risks associated with our business	
	7.2 Substantially increase the share of renewable energy		5.5 Ensure participation and equal opportunities at leadership level		3.9 Substantially reduce the number of deaths and illness due to pollution
	9.4 Upgrade infrastructure and retrofit industries to make them sustainable		11.3 Inclusive and sustainable urbanisation		8.8 Protect labour rights and promote safe and secure working environments for all workers
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards				
Underpinned by good governance, effective risk management and ethical behaviour that reflects our values and culture					

*We are committed to transparent disclosure and report our ESG metrics annually.

HOW WE DEVELOPED OUR ESG STRATEGY

In 2021, we conducted our first materiality assessment so we could identify and prioritise the sustainability issues that mattered most to our stakeholders, and would have the greatest impact on our business. We conducted several interviews across employees, investors, management and suppliers; and the responses informed our 'Fuel the Future' sustainability strategy and the corresponding three pillars which are at the core of our ESG reporting. We also took wider issues into account, such as government initiatives, regulation and accounting and sustainability reporting frameworks, and which helped to shape our thinking and set the sustainability strategy. The sustainability strategy was informed by material topics as identified in the 2021 materiality assessment.

Defining our material topics

The materiality assessment findings were plotted on a [materiality matrix](#) and consider several important factors: the MFG business model, operations and locations, product offering, industry developments and trends. In 2024, we are looking to develop our Double Materiality Matrix in line with the CSRD reporting framework.



Sustainable Development Goals (SDGs) were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

OUR METRICS AND TARGETS

Environmental

Environmental Targets for 2023

Strive for zero pollution at all MFG locations arising from any failure of primary containment

Our metrics and KPIs

Confirmed litres of fuel lost to ground per quarter (target = 0 Litres lost to ground)

Complete a minimum of 10 tank re-line/replacement projects per year

Complete a minimum of 15 'repump' projects per year, based on environmental sensitivity ranking

30% of all sites in the network to receive a water use audit during each year

How we are fuelling a greener world

400 litres confirmed as lost to ground (resulting from failure of unleaded tank 2 at Culcheth)







18 projects completed and 85 relined

19 re-pump projects completed

599 water-use audits completed FY2023 representing 69% of the network (backfilling shortfall in 2022 arising from issues with third-party suppliers)



OUR METRICS AND TARGETS CONTINUED

Environmental Targets for 2023	Our metrics and KPIs	How we are fuelling a greener world
Reduce Scope 1 plus Scope 2 absolute carbon emissions by 30% by 2030, based upon a 2020 baseline	Report annual emission figures	Scope 1 & 2 Emissions (tCO₂) 2023: 23,326 2022 (Restated): 22,504 2022 (Original): 22,500 2021: 23,796 
	Introduce hybrid vehicles to the company car fleet in 2021 All new vehicles leased from 2025 to be hybrid/EV Entire fleet to be comprised of hybrid/EV vehicles by 2028	Internal Combustion Engine (“ICE”) = 75 vehicles Hybrid = 60 vehicles EV = 6 vehicles Whilst the target is 100% EV vehicles, the Group are using Hybrid vehicles during a transition phase. At year-end 47% of vehicles were designated Hybrid/EV 
Reduce energy usage by 30% by 2030, based upon a 2020 baseline	Report current annual usage figures	Energy Usage (kWh) 2023: 112,045,977 2022 (Restated): 115,689,316 2022 (Original): 115,671,899 2021: 111,842,468 
	Install 40 additional LED lighting systems by end of 2022	88 LED lighting systems installed in FY2023 
	Install 40 energy management systems by end of 2022	121 energy management installations during the year, and 29 PV panels 
Ensure a net biodiversity gain in new developments from 2022	Ecology/diversity net gain figures for all development programmes. Developments must demonstrate a positive figure	Ecology surveys completed for major developments in 2023 where appropriate 

OUR METRICS AND TARGETS CONTINUED

Social

Social Targets for 2023

Our metrics and KPIs	How we are fuelling a greener world
Support charity partners	Fundraising and awareness
	£446,689 for raised in 2023 for Macmillan Cancer Support, bringing total raised to £1.5m since partnership began; and 161 volunteer hours given by employees to help in the community
Improve gender pay gap metrics	Monitoring of gender pay gap figures and providing equal opportunities
	Mean GPG 2023: 27.4% (2022: 28.7%) Median GPG 2023: 18% (2022: 16.6%)
Improve employee training and development offering	All employees to successfully complete all training courses as mandated by the Group's Information & Instruction & Training Policy during the course of the year – metric is compliance with employee company HSE training matrix > 90%
	Compliance with the Training Matrix at year-end was 92%; and 2,189 hours of HSE-related training was provided to employees



Governance

Governance Targets for 2023

Our metrics and KPIs	How we are fuelling a greener world
Compliance with HSE-related legal and regulatory obligations	A maximum of one improvement notices received by the organisation from Regulators annually
	No improvement notices received in 2023
	Zero Prohibition Notices
	No prohibition notices received in 2023
Strive for zero harm to customers, suppliers, and all who visit MFG locations	Accident rates for employees, Contract Managers and their staff (target is zero per 200,000 hrs worked)
	2023 employee accident rate = 1.02 per 200,000 hours (2022: 1.31 per 200,000 hours) 2023 Contract Manager ("CM") accident rate = 0.10 per 200,000 hours (2022: 0.32 per 200,000 hours)



FUEL A **GREENER** WORLD

We make it easier to be greener and are supporting the transition to a net-zero world.

In 2023, MFG expanded its programme of installing electric vehicle (EV) charge points (successfully launched in 2021) and we are delighted to report that MFG had 54 sites with EV hubs and singletons. We actively invest profits from hydrocarbon fuels into a nationwide renewable refuelling network, and take necessary actions to meet local environmental regulation requirements as part of any new property developments.

Dual Fuel Strategy

MFG is committed to the dual fuel strategy and will continue to provide existing fossil fuel infrastructure alongside the rollout of our ultra-rapid EV charging hubs. Our aim is to support motorists by continuing to provide petrol and diesel infrastructure alongside our EV Ultra-Rapid charging hubs for as long as they need access to both. This will give our customers confidence to transition to cleaner fuels at a time that is right for them. EV charging solutions on the forecourt will be particularly important for drivers who do not have access to a charging facility at home and the forecourt of the future will need to cater for various energy sources. An estimated 60% of homes in cities and urban areas do not have garages or other off-road parking provisions, which creates demand for electricity provided by publicly accessible networks.





FUEL A GREENER WORLD CONTINUED

Fast, clean energy for electric vehicles

Changing attitudes towards hydrocarbon fuel products, and the development of more efficient technology and cleaner fuels is now steadily driving down demand for liquid fuels. The government has banned the sale of new petrol and diesel-only cars and light vans from 2035, thus placing MFG at the forefront of this fast-moving industry sector.

We are pleased to support the UK government's published Plan for Drivers, an initiative which includes measures to accelerate the country's transition to zero-emission driving. We play a vital role in developing the core infrastructure that will underpin government policy of providing an extensive electric vehicle (EV) charging network across the UK, as a key measure for delivering net-zero by 2050.

In 2023, we installed 333 ultra-rapid charging bays and 20 rapid charging bays across our network, with a near-perfect score on charger reliability of >99%, and the capacity to provide circa 258 million miles. Our continued investments in EV put us on positive path to delivering against our ambitious target to provide electric vehicle charging facilities capable of supplying 250m miles annually by year end 2023. We are also pleased to announce MFG were awarded an EV Driver Recommendation from Zap Map for the second year running.

Steps taken to minimise pollution

We upgrade our fuel infrastructure on an ongoing basis, replacing equipment with newer, more energy-efficient alternatives by relining fuel tanks, and improving fuel pumps and fuel lines in accordance with our internal environmental sensitivity rankings. In 2023, we completed 19 re-pump projects and relined 85 tanks by the end of the year (including line replacements to upgrade to double skin pipework), exceeding our annual targets on both fronts.

Water management

We treat fresh water as a valuable resource and are committed to maintaining the integrity of all water-related infrastructure across our portfolio. We ensure that water is used efficiently, and water wastage is kept to a minimum by employing a third-party consultancy firm to monitor our consumption. Any unusual readings are investigated, and we take remedial action as a priority. Our Waste Water Audit Programme (introduced in 2021), conducted a review of water recycling, and reducing general waste at each of our sites. In 2023 as part of the programme we completed 599 Water Use Audits across 69% of our network. As such, we exceeded our initial internal targets to complete a Water Use Audit at 30% of our network locations in 2023.

Moving our fleet to Hybrid and EV

We began introducing hybrid vehicles to the MFG company car fleet in 2021 and have mandated that all new vehicles leased from 2025 must be hybrid or EV, as well as committing to a full fleet of hybrid or EV vehicles by 2028. At the end of 2023, almost half of our company fleet (47%) was designated as Hybrid or EV – which comprised of 60 hybrid vehicles, six EV vehicles, and 75 ICE vehicles.

Climate change and carbon emissions

We constantly strive to reduce our consumption of energy and raw materials to reduce the greenhouse gas emissions that arise due to our business model and operations. The pressure to reduce our carbon footprint will continue to increase, and we are proactively implementing programmes and policies enabling improvements in energy efficiency.



FUEL A GREENER WORLD CONTINUED

Breakdown of emissions associated with the reported energy use (tCO₂e):

Emission source	2023	2022 restated	2022	2021
Mandatory requirements:				
Scope 1				
Gas	53	92	92	69
Diesel generators	158	4	–	
Company owned vehicles	840	725	725	667
Total Scope 1	1,051	821	817	736
Scope 2				
Purchased electricity (location-based)	22,275	21,683	21,683	23,060
Scope 3				
Category 6: Business travel (grey fleet only)	44	26	26	41
Total gross emissions (mandatory)	23,370	22,530	22,526	23,837
Intensity ratios (mandatory emissions only)				
Tonnes of CO ₂ e per million litres of fuel sold (location-based)	6.58	6.43	6.43	7.32
Voluntary elements:				
Scope 2				
Purchased electricity (market-based)	180	80	71	9,093
Total gross emissions (mandatory & voluntary) (location-based)	23,370	22,530	22,526	23,837
Total gross emissions (mandatory & voluntary) (market-based)	1,275	927	914	9,870

Intensity Ratio

The intensity ratio is total gross emissions in metric tonnes CO₂e (mandatory emissions) per million litres of fuel sold. This metric is considered the most relevant to the Company's energy consuming activities and provides a good comparison of performance over time and across different organisations and sectors.

	2023	2022 restated	2022	2021
Intensity ratios (mandatory and voluntary)				
Tonnes of CO ₂ e per million litres of fuel sold (location-based)	6.58	6.43	6.43	7.32
Tonnes of CO ₂ e per million litres of fuel sold (market-based)	0.36	0.26	0.24	3.03

Notes

Figures may not sum due to rounding.

Tables and figures extracted from SECR which can be found within our Annual Report on the website.

- Scope 1 data is from natural gas and travel in company cars
- Scope 2 is consumption from purchased electricity, including for electric car charge points
- Scope 3 figures are the mandatory reporting of business travel in private vehicles

We seek to reduce the burden on the National Grid by actively seeking to reduce energy consumption and corresponding GHG emissions of business operations.

FUEL A GREENER WORLD CONTINUED

Breakdown of energy consumption used to calculate emissions (kWh):

Energy type	2023	2022 restated*	2022	2021
Mandatory requirements:				
Gas	287,956	502,857	502,857	377,371
Purchased electricity	107,449,401	112,124,836	112,124,836	108,604,627
Diesel generators	660,810	17,417	—	—
Transport fuel	3,647,810	3,044,206	3,044,206	2,860,470
Total energy (mandatory)	112,045,977	115,689,316	115,671,899	111,842,468

* Restated due to methodology improvement. Diesel generators reported for the first time in 2023, and have been retrospectively added for 2022 to ensure comparisons between years remain like-for-like.

Notes

Figures may not sum due to rounding.

Electricity sold through EV chargers is excluded from the reported 'Purchased Electricity'.

Tables and figures extracted from SECR which can be found within our Annual Report on the website.

Operational Energy Efficiency

We continued to progress on our Halogen bulb programme, replacing Halogen bulbs with LEDs at 88 sites (2022: 32 sites), exceeding our target to install 40 additional lighting systems by the end of the year. A programme of network lighting surveys and nominated contractors (AMGS) have taken place, to identify sites identified as non-LED locations, where any updates or replacements may be required.

We installed 121 energy management systems in 2023, in an accelerated effort that saw us exceed our target of 40 installations per year. We are also pleased to announce that we successfully installed 29 photovoltaic panel arrays across our sites in 2023 – up from 15 in 2022. This saw us exceed our target to install 25 solar panels by year-end. The PV projects continue to contribute to increase our renewable electricity

production (providing significant savings and return on our investment) and thereby our GHG reduction targets. An estimated 84 of our sites have had fridge doors fitted in another effort to increase our operational energy efficiency, and we continue to upgrade our HVAC condensers across the portfolio moving toward more energy-efficient inverter models.

Alternative energy sources

In addition to EV, MFG has also undertaken a trial of alternative energy sources for powering vehicles. Since 2022, we have introduced hydro-treated vegetable oil (HVO) at a few of our mainland UK sites and stations, and this is sold by our Channel Islands subsidiary.

FUEL A GREENER WORLD CONTINUED

Case Study

Reducing food waste and carbon emissions



We continue to encourage our customers, employees and stakeholders to reduce their food waste through our partnership with Too Good to Go. By connecting our forecourts to our customers, we hope to contribute to the fight to tackle food waste, with our stores listing any unsold food stock on the app at a discount. Too Good to Go is a leading mobile app which connects customers to stores that hold a surplus of unsold food stock. Through promoting the use of the app within our internal networks we help divert food waste from landfill, helping to avoid GHG emissions. We list our unsold food stock on the app at a discount. This food would otherwise end up in UK landfill and release methane gases into the atmosphere.

We take this responsibility seriously, and our customers and store managers are active participants in this initiative across our network of directly managed sites. In 2023 and throughout 2024 we will continue to target an increased uptake in the number of our stores listed on the Too Good To Go app.



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By connecting our forecourts to our customers, we hope to contribute to the fight to tackle food waste.

FUEL A **BETTER** WORLD

We make local communities more resilient and adaptive through our community hubs.

We continue to provide a safe, comfortable and rewarding experience across the MFG network, with employees and contract managers delivering excellent service to our customers on the forecourt when they need extra assistance, or if they are just passing through. It is a priority for us that we become involved in our local communities, while also making them more resilient and adaptive. We do this by providing essential services and vital infrastructure to support day-to-day needs, and through fundraising efforts for our charitable partners, which is a key component of our business strategy.

MFG works with several carefully selected partners and brands at each of our locations, and we provide customers with an ultra-rapid electric vehicle (EV) charging and convenient forecourt shop and 'food to go' experience. We monitor the brands we work with closely, as we understand that we are linked together by association, so must protect our reputations through excellence.

MFG Employee Volunteering

Each employee at MFG receives two volunteering days during the year, which can be used to 'give back' to local community projects. These days have become a fundamental bedrock of the MFG culture and foster a real sense of teamwork between colleagues each year. In 2023, our employees contributed more than 161 'volunteering hours' spanning a range of projects and activities such as tree planting in the Forest of Marston, gardening at Earthworks, and volunteering at The Tank Museum in Bovington.

Earthworks is a St Albans-based charity that supports people with learning difficulties to help manage 3.5 acres of eco-gardens, alongside volunteers. Earthworks remains a key volunteering partner for MFG employees volunteering on site, with MFG employees spending time this year helping to set up the Earthworks Winter Fair in preparation for the winter season.



FUEL A BETTER WORLD CONTINUED

Rennie Grove Hospice Donation

In December 2023, MFG employees were delighted to visit the outpatients' building at Rennie Grove Peace Hospice Care to present a donation of £10k from MFG. Our contribution will allow Rennie Grove Peace Hospice Care to continue providing specialist care and support to patients with life-limiting illnesses across Hertfordshire and Buckinghamshire, and to support those around them.



Women in Racing

As part of our commitment to fuel the future, we are excited to continue investing in community initiatives which uplift underrepresented groups. In 2023 we are proud to have launched an exciting partnership to support a young female racing driver, to cultivate diverse talent in a sport where female racing drivers remain the minority.

Motorsport is the only sport where females and males can compete head to head at all levels of the sport, on a global stage. Not only did Daniella win the 2022 Total Karting Xero UK North Championship, but was one of three girls in the Daniel Ricciardo Series championship of 33 drivers. Daniella finished the 2024 championship inside the top four, showcasing that females have the ability to get to the top.

Looking forward to 2024 – Daniella is the British Race and Sports Car Club (BRSCC) scholarship champion and has had a fantastic opportunity to race cars at some of the UK's prestigious tracks including Silverstone, Oulton Park and Brands Hatch. Her bold ambition is to be selected for the F1 Academy, with an end goal to be an F1 driver. Find out more about her racing journey at [Daniella Sutton Racing.com](https://DaniellaSuttonRacing.com)



FUEL A BETTER WORLD CONTINUED

Case Study

£1.5 million raised for Macmillan



We launched our partnership with Macmillan Cancer Support in April 2021, and kickstarted fundraising efforts in the first year by raising more than half a million. Fast forward to 2023 and almost c.£1.5¹ million has now been raised in our three years' working together. Macmillan Cancer Support provides vital support across every community in the UK.

Most people are affected by cancer at some point in their lives, either directly or indirectly, as nearly half of us are predicted to develop some form of cancer in our lifetime. Given our reach in the communities we operate in, we are honoured to provide maximum support and effect for Macmillan as our main charity partner and are delighted that our partnership with them will continue into 2024.

In 2023 our fundraising efforts were supported by MFG customers' donations across our network of over 873² forecourts – through cash-collection boxes, QR code readers and our partnership with 'Pennies', the pioneering fintech charity which gives customers the opportunity to add digital micro donations to their purchases when paying by card or digital wallet.

In September MFG employees participated in two incredible charity walks: the Rob Roy and Thames Trek, an event which raised an impressive total of £1.5k, which was also matched in contribution by MFG.

In December we assembled Christmas care packages for Macmillan and several employees (and generous suppliers) worked together to raise £1.8k in the Christmas raffle, with MFG matching money raised over the festive season. During the year, the team at MFG Cobham raised £3k, an event that was preceded by our bake-off at Head Office and more than 200 of our service stations in October 2023.

¹ Figures have been rounded and may not add up but are an approximate value of the funds raised. Detailed figures can be found in our Annual Report.

² 873 forecourts at the end of the year.

MACMILLAN CANCER SUPPORT

We support our charitable partners by maximising the opportunity for donation and raising the profile of partner organisations



FUEL A BETTER WORLD CONTINUED

We value our people

At MFG we are committed to providing all employees the opportunity to develop their skills and build a fulfilling career. We work hard to create a fair and inclusive environment where everyone can flourish. We reward good performance, celebrate achievements and provide fair pay and comprehensive benefits.

Wellbeing and support

Employee wellbeing is important to us, and in 2023 we built on many of these initiatives, and supported employees through a range of initiatives to keep them healthy and motivated. This included online mental health training available to our employees.

Employee Engagement

Regular communication between senior leaders, managers and employees is encouraged, with frequent updates delivered in person, virtually, and by email. Employees are encouraged to share their opinions and suggestions using the MFG online employee portal – the hub for all relevant employee information, policies and procedures for administration as needed. In addition to this, we conduct an employee satisfaction survey biennially, which allows us to gauge employee wellbeing and provide insights on ways that our business leadership can improve and develop the offering over time.

The most recent survey was carried out in Q3 2023 and returned a favourable response rate of 83.4%. This represented a strong degree of satisfaction and was reflected in our low staff turnover rate in our core franchise operations in 2023. The survey focuses on five key areas, comprising: Culture and Connection, Opportunity for Personal Growth, Wellbeing, Reward and Recognition, and Communication. We welcome ideas and suggestions for business improvements, and these can be put forward by speaking openly to a manager or member of the executive team, or by submitting employee suggestions via the employee hub. We also use an anonymous employee suggestion outlet, which is answered and distributed monthly. This level of engagement and open dialogue is of great assistance to the leadership team, as we look to meet the needs of employees, customers and local communities where we operate.

Going the extra mile awards

We want to maintain a work culture that thrives on entrepreneurial spirit and creativity. The working environment is structured in a way that fosters collaboration, team building and dialogue. Employees can also take advantage of a wellbeing portal that provides resources and ideas to support both their mental and physical health. We work hard to recognise the efforts of our highest-performing employees in a

rewarding culture where each employee is made aware of the level of performance expected of them in their role; and equally they can expect to receive regular feedback from line-managers on a regular basis. Each month we recognize employees who go the extra mile, and they are given the opportunity to choose between a range of prizes, as a reward for good performance.

Paid training, development and accreditations

We offer opportunities for learning and career progression opportunities so employees can build a successful career, reaching their individual 'best' potential at MFG.

We sponsor employees in continuous professional development (CPD) programmes, as well as offering both financial and practical support to employees who qualify to undertake professional training qualifications. Activities include mentoring and coaching by experienced managers, on-the-job and web-based training. Training events took place on site and at Head Office, to equip our employees with the knowledge required to deliver to our newly acquired ISO standards. We continue to offer mental health support training to all our managers in 2023. This reflects a growing understanding and openness around the mental health conversation, and we anticipate this will continue to grow year-on-year.

FUEL A BETTER WORLD CONTINUED

MFG is committed to providing our employees with the resource and training they need to succeed in their current and future roles at MFG. Over the course of 2023 we delivered a comprehensive programme of online training through our online training platform.

Training Hours Provided

Training Hours Provided	Average training hours provided per employee
2019 – 1,222	2019 – 5.7
2020 – 1,607	2020 – 7.4
2021 – 1,958	2021 – 8.6
2022 – 1,866	2022 – 9.8
2023 – 2,189	2023 – 8.23

Fostering Talent

2023 saw the continuation of our intern program (successfully launched in 2021). In 2023 we supported the creation of three finance placement years at MFG.

Meet Danyal, Ben and Jake, who have undertaken their Finance placement year at MFG.

“I would highly recommend anyone who is interested in pursuing a Finance placement to do so at MFG in order to gain the best possible experience and to kickstart your career, as it provides a pathway to explore many potential career options under one roof. The wealth of knowledge and experience gained in such a short space of time is invaluable, and I look forward to bringing this into my future endeavours.”

Danyal

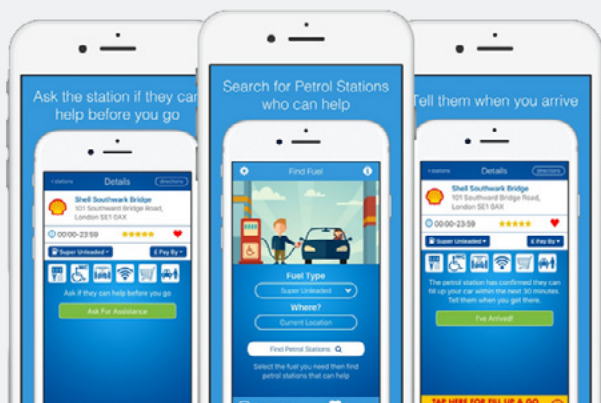


We made progress on our goal of developing our employees through support and training in 2023

FUEL A BETTER WORLD CONTINUED

Case Study

Inclusivity is at the heart of our customer, employee and community proposition, and this starts – but does not end – on our forecourts. We take actions regularly to make sure that the less able in our communities are never at a disadvantage when they pass through one of our locations.



Inclusive Environment

Our business success is based on our ability to attract and retain the best talent in the industry, regardless of their gender, race or beliefs. Our Equality and Diversity Policy incorporates our approach to diversity and inclusion, and we work hard to ensure that all our policies and values are not just ‘words on paper’, but are reflected in the daily actions of all business stakeholders. We believe this mindset will support better outcomes for our customers, while creating a workplace where innovation can flourish through a mix of opinions and perspectives.

As an equal opportunity employer, we provide an inclusive working environment for all employees, regardless of age, disability, sex, gender, sexual orientation, pregnancy, maternity, race, religion or belief and marriage or civil partnership status. This approach provides the space and opportunity to grow and develop, in a workplace that is rich in ideas, opinions and perspectives. We are committed to creating a positive impact on the lives of our employees and have sought to embed a culture of inclusion and diversity that reflects society, and the customers who use our services.

In 2021 all MFG employees completed mandatory Equality and Diversity training for the first time, alongside our baseline Equality and Diversity survey,

which was based on a series of questions which focused on gender, sexuality, ethnicity, disability, age-range and religious beliefs. The survey was designed to provide the Group with accurate insight on employee demographics and preferences, while also informing our decision-making around our policies for the future.

We have made adaptations to make so our offices are accessible to disabled staff and put supports in place for any employee who needs support. We continue employment wherever possible and make any necessary adjustments to meet a complex range of needs, and we invest in the provision of bespoke learning opportunities to help promote inclusivity and opportunities for people from every corner of society.

Accessibility at our forecourts

MFG have partnered with FuelService since 2017 to help disabled drivers access our services. The app helps disabled drivers ask participating service stations for help before they set off on their journey – so they can be confident that someone will be available to assist them in charging or refuelling their vehicle when they arrive. FuelService can be downloaded from the App Store free of any charge to the driver. The initiative is closely aligned to our mission of connecting our communities.



FUEL A BETTER WORLD CONTINUED

All opportunities are supported and implemented by our HR team and respective line managers, with internal policies in place to guide and support this journey of development. It is our mission to provide all employees with opportunities to build a rewarding career at MFG.

2023 Highlights

- Equal number of female and male employee promotions
- Notable increase in number of employees using shared parental leave
- From 2024, we will use the employee survey data to determine if any gender specific actions are required.

Case Study

Making it easier to return from maternity leave

Returning to work from maternity leave for the first time can be quite a daunting prospect and we do our best to make it easier with a carefully managed programme of 'keep in touch days'. Employees are also invited to take part in informal company events, such as the annual summer BBQ, visits to the office or one of our regular Macmillan coffee mornings.

One of our recent Maternity Leave returnees was delighted to have a flexible working request approved; having been offered a promotion ahead of returning from maternity leave in a senior finance role, and said this:

"I was able to return on a four-day week with hybrid working – which allowed me to do the job that I love while achieving a good life balance which set me up for success."



FUEL A BETTER WORLD CONTINUED

Gender Pay Gap

Gender Pay Gap reporting was introduced in 2017 and is a legal requirement for companies that employ more than 250 employees. The Gender Pay Gap is not specifically about who earns what, but what women earn overall as compared with men.

Historically, the disproportionate appointment males in senior technical position is what led to a marginal increase in the Mean Gender Pay Gap within the 'core' business (Motor Fuel Ltd, CD&R Firefly Bidco Ltd and St Albans Operating Company Ltd). However, this trend reversed in 2022, and the Mean GPG has decreased year-on-year from 45% in 2021, to 27.4% in 2023. This trend towards a decrease has been replicated in the Median Gender Pay Gap, which has decreased from 20% in 2021 to 18% in 2023.

The predominance of females in the administrative, customer services and junior finance positions and the predominance of males in field managerial, senior leadership and technical positions gives rise to the Group's Gender Pay Gap. We are working to address through our diversity and inclusion initiatives.

Mean and Median Gender Pay Gaps 2023

	Mean Gender Pay Gap	Median Gender Pay Gap
2023	27.4%	18%
2022	28.7%	16.6%
2021	44.6%	19.5%

Mean Gender Pay Gap

The mean Gender Pay Gap is the difference between the average hourly earnings of men and the average hourly earnings of women.

Median Gender Pay Gap

The median Gender Pay Gap is based on arranging all the pay amounts in numerical order and selecting the middle amounts.



FUEL A SAFER WORLD

We support the local community, providing a safe environment for customers and employees. Motor Fuel Group (MFG) is the UK's largest independent forecourt operator across a UK and Channel Isles network of sites, comprising our core contract and direct-managed operations. Our direct employee headcount has risen across all business areas in 2023 and keeping our employees and contractors safe from harm is a fundamental part of our culture.

Our Health and Safety agenda follows a target-driven approach, with specific data included in the below. We adhere to HSE-related obligations to ensure that all legal and regulatory conditions are followed and reported upon. In addition, we strive to create and maintain an environment that operates a zero-harm policy, prioritising the safety of customers, suppliers and employees at every MFG location. We have set a target to receive zero Prohibition Notices, and fewer than two Improvement Notices annually (from the regulators), and we are pleased to report that in 2023 we received none.

We work hard to deliver a safe environment for employees, suppliers and visitors at our MFG locations – and are compliant with all legal and regulatory requirements.



FUEL A SAFER WORLD CONTINUED

Water management

We treat fresh water as a valuable resource and are committed to maintaining the integrity of all water related infrastructure across our locations. We ensure that water is used efficiently, and water wastage is kept to a minimum by employing a third-party consultancy firm to monitor and review consumption data. Any unusual readings are investigated, and we take remedial action as a priority. In 2023 we continued the rollout of our Waste Water Audit Programme (launched in 2021) to avoid water leakages across our forecourt sites.

Hazardous waste and waste management

Our highly trained, dedicated in-house environmental team works closely with accredited third-party consultants to manage environmental risks across our network around risks of land contamination and remediation. We commit to the responsible disposal of all hazardous waste to reduce the risk of pollution, and we recycle the waste that is created on our sites. We are focused on minimising and controlling the risks to the environment which might be associated with the storage, handling, sale and distribution of hydrocarbon oil and gas products and electric power.

Cyber and Risk

We take Cyber security very seriously and the success of monitoring, assessment and prevention of threats and vulnerabilities is a key performance indicator. Increasingly cyber security is headlining the risk agenda. It is at the forefront of the Group's IT planning with constant monitoring and testing performed. Our customers, employees and supplies are threatened if we fail to sufficiently detect, monitor, and protect against cyber-attacks which could result in disruption of service, compromise sensitive data, or lead to financial loss and reputational damage.

We have a dedicated systems team that monitors and scans all systems for threats and attacks. Regular mandatory training is provided to our employees, alongside a drumbeat of communications which remind them of this ongoing risk, and their responsibility of vigilance in mitigating it.

MFG representatives also attend global system security forums run by Clayton, Dubilier & Rice ("CD&R") for its portfolio of investee companies, which facilitate knowledge sharing and collectively manage, test and control the security risk.



OUR PERFORMANCE IN DATA

MFG is committed to transparent disclosure of all significant ESG and sustainability reporting metrics each year.

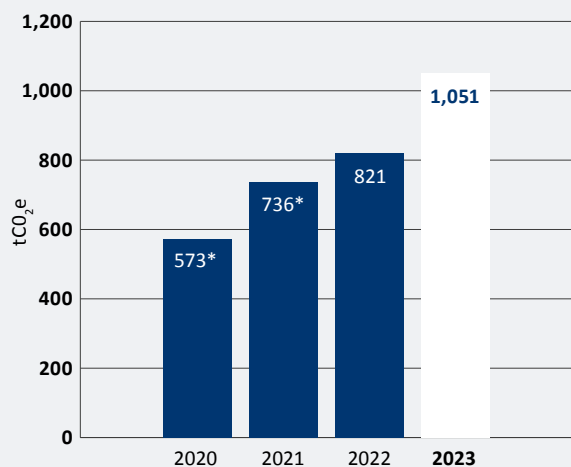
Environment

Carbon and emissions

The data reported follows the March 2019 government 'Environmental Reporting Guidelines', including the Streamlined Energy and Carbon Reporting (SECR) guidance, and uses the UK Government GHG Conversion factors for Company Reporting.

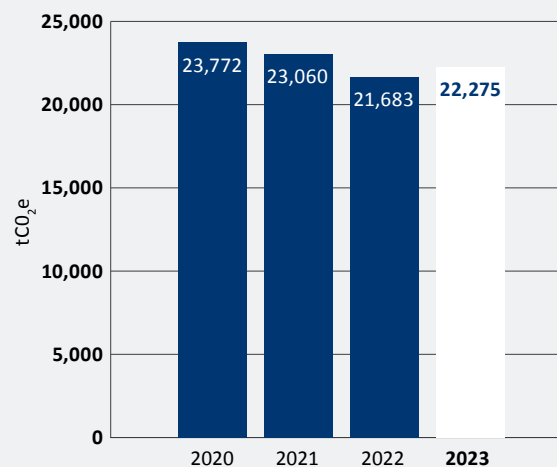
- Scope 1 data is from natural gas and travel in company cars
- Scope 2 is consumption from purchased electricity, including for electric car charge points
- The intensity ratio is total gross emissions in metric tonnes CO₂e (mandatory emissions) per million litres of fuel sold.

Scope 1 emissions

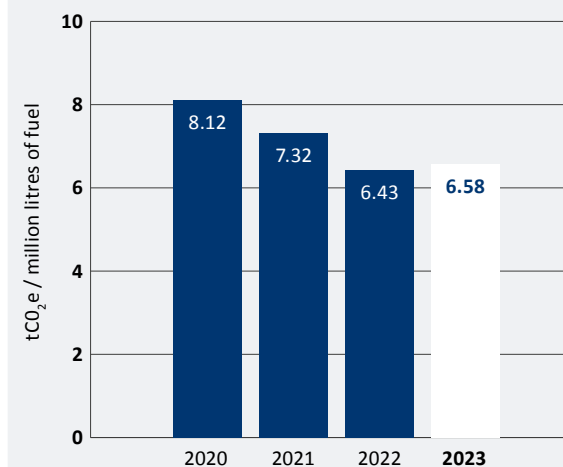


* Fuel sales impacted by Covid lockdowns, resulting in lower emissions

Scope 2 emissions (location-based)



Intensity ratio (location-based)





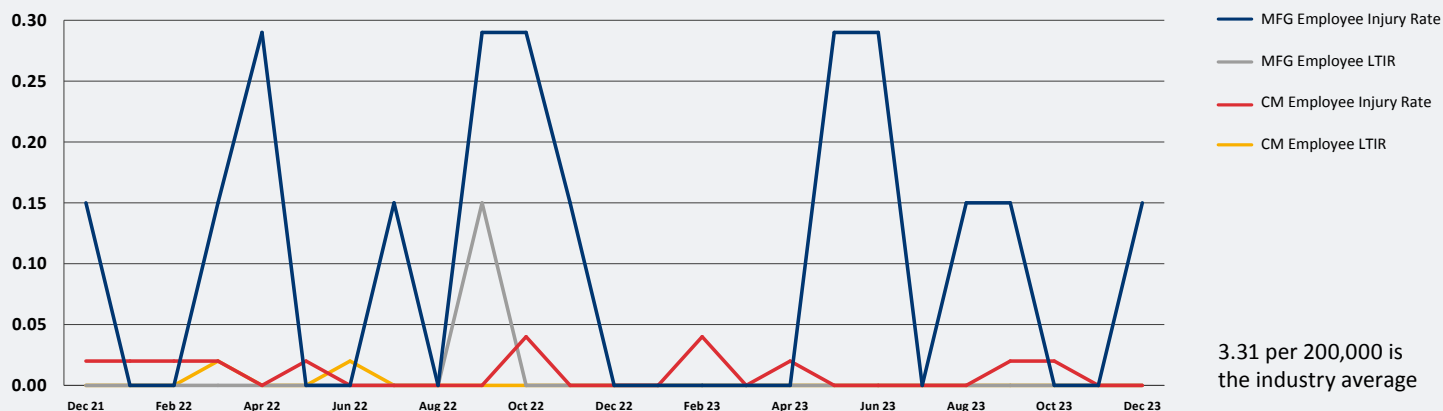
OUR PERFORMANCE IN DATA CONTINUED

Health and safety

Petrol forecourt station incident and accident summary.

	2022 YTD		2023 YTD		2022 Vs. 2023
	No. of Incidents	Average Per Site	No. of Incidents	Average Per Site	
Near Miss	402	0.43	505	0.55	103
Crime/Violence/Robbery	299	0.32	369	0.41	70
Enforcement Visit	66	0.07	103	0.11	37
Third Party Damage	993	1.07	1,005	1.10	12
Medical Condition	10	0.01	9	0.01	-1
H&S Accident/Incident/Fire	264	0.28	217	0.24	-47
Totals	2,034	0.28	2,208	2.42	174
Number of Retail Sites	925		865		-60
Network Growth	-6.5%				

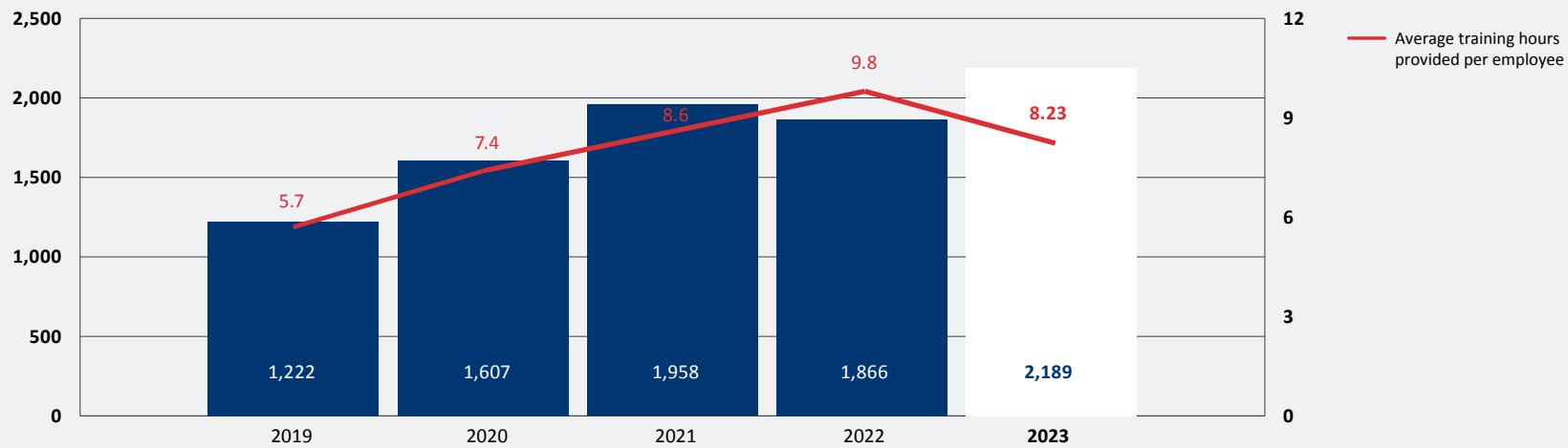
A. Injuries Rate / LTIR per 200,000 man hours



OUR PERFORMANCE IN DATA CONTINUED

Employee health and safety training, core franchise operations

Training hours provided





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Certain information set forth in this presentation contains “forward-looking information”, including “future-oriented financial information” and “financial outlook”, under applicable laws (collectively referred to herein as forward-looking statements). Forward-looking statements are provided to allow interested parties the opportunity to understand management’s beliefs and opinions in respect of the future.

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