



Gender Pay Gap - Our Approach 2025



Motor Fuel Group (MFG) is a family of companies operating fuel forecourts with a strong social conscience, supporting the communities they serve. We are committed to creating an inspiring work environment that reflects our values while promoting productivity, development and wellbeing.

With around 1,200 sites, we offer a growing dual-fuel strategy alongside convenient retail and a “food to go” portfolio, making us the UK’s fifth-largest retailer by store count.

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 contract managed business 2025 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.

William Bannister
CEO



Note:

At the snapshot date of 6th April 2025, Motor Fuel Limited employed 325 staff in a diverse range of roles including technical, professional, field operations management, senior management, administrators, clerks and customer services. The company does not employ any of the staff working at its sites. Instead, they are operated under third party agreements by Contract Managers who employ all the site staff.

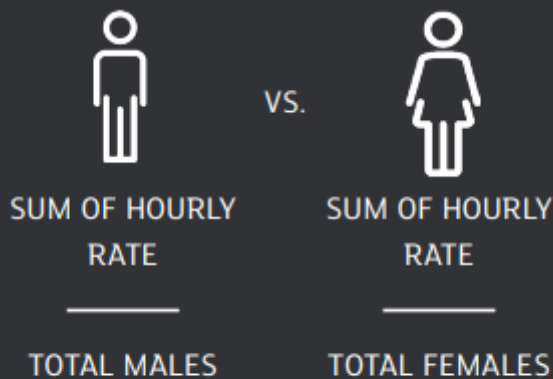
Gender Pay Gap Explained

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. This is the first year we are legally required to report, however, in previous years we have opted to voluntarily report as it is a 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.

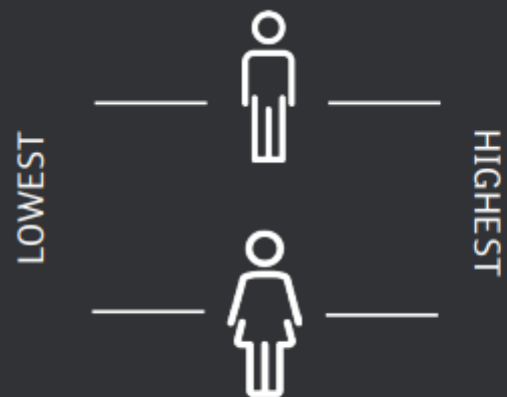
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Median Gender Pay Gap

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.

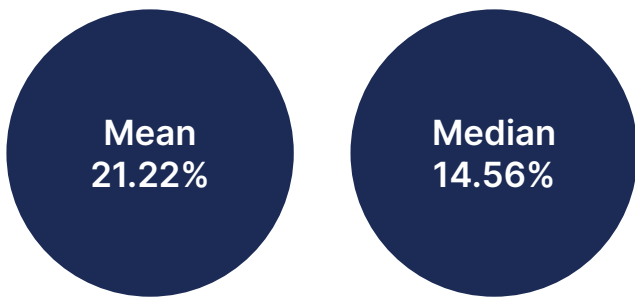
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Our 2025 Gender Pay Gap

Our 2025 Gender Pay Gap results show continued progress in reducing the overall gap. The mean gender pay gap has decreased by 6% since 2023. The median gender pay gap has decreased by almost 3.5% in the same period.

Gender Pay Gap 2025



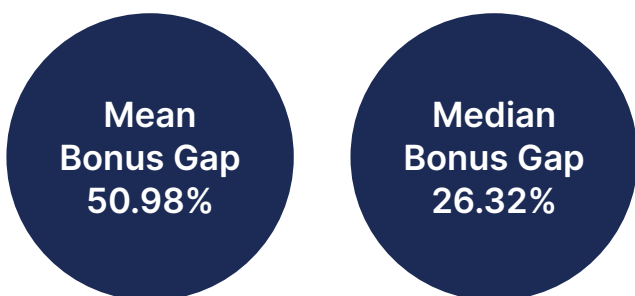
Bonus Participation 2025

In 2025, the proportion of employees receiving a bonus was almost equal between men and women, with 94.78% of women and 94.76% of men receiving a bonus. This reflects that bonuses are widely applied across the business.



Bonus Gender Pay Gap 2025

Since 2023 the mean bonus pay gap has reduced by over 9.5%. However, the median bonus pay gap increased from 23.23% in 2024 to 26.32% in 2025. This reflects differences in the value of bonuses paid across different levels of seniority and operational responsibility.



Pay Quartile Distribution 2025

Women continue to be strongly represented in the lower pay quartile (58.02% of employees), while Men remain more represented in the upper pay quartile (81.25%), However, Female representation in the upper quartile has risen from 13.4% since the last report.

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



Upper Quartile	
81.25%	18.75%

Upper Middle Quartile	
70.37%	29.63%

Lower Middle Quartile	
66.67%	33.33%

Lower Quartile	
41.98%	58.02%

Workforce Structure

Our workforce is broadly split between office-based roles and field-based operational roles.

Field-based employees oversee the operation and performance of fuel station forecourts and convenience retail sites, supporting retailers and ensuring operational standards, commercial performance and safety compliance across the network. These roles typically sit at higher salary levels due to their operational responsibility and geographic coverage, and historically have had a higher proportion of male employees.

Office-based roles include functions such as administration, finance, customer support, commercial operations and other corporate support roles, where female representation is higher.

This difference in occupational distribution across the organisation remains the main driver of the Gender Pay and Gender Bonus gaps, rather than unequal pay for men and women performing the same roles.

Our Approach to Fair Pay

We are committed to ensuring that men and women are paid equally for doing the same job or work of equal value. Our pay frameworks and reward processes are regularly reviewed to ensure fairness, transparency and consistency across the organisation.

The Gender Pay Gap measures the difference in average pay between men and women across the whole workforce, and does not indicate unequal pay for equivalent roles.

Our Commitment to Progress

We remain committed to continuing the progress made in reducing our Gender Pay Gap. Our focus includes:

- *Encouraging greater gender diversity across operational and leadership roles*
- *Supporting career development and progression opportunities across the business*
- *Ensuring recruitment and promotion processes attract a diverse talent pool*
- *Continuing to review our reward structures to maintain fairness and transparency*

We recognise that change in workforce representation takes time, particularly within sectors where occupational patterns have historically been gender imbalanced. However, the improvements seen in our mean and median pay gap figures in 2025 demonstrate encouraging progress, and we remain committed to building a more diverse and inclusive organisation.



Summary

We are encouraged by the progress we have made in reducing our Gender Pay Gap in 2025, particularly the improvements in both our mean and median pay gap figures. While these results reflect the structure of our workforce and the operational nature of our industry, we recognise that there is more work to do to achieve greater gender balance across all levels of our organisation.

We remain committed to creating an inclusive workplace where everyone has the opportunity to develop their careers and reach their full potential. Through continued focus on fair recruitment, development opportunities and transparent reward practices, we will continue working to build a more diverse and balanced workforce.

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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