



2024 Sustainability Report

Motor Fuel Group

CD&R Firefly Holdco Limited



WE POWER THE
FUTURE

EVPOWER
Fast Charge Network

150kW



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2024 Highlights

We strive to be responsible in the way we conduct our business, and incorporating a sustainability mindset helps us to drive our business model and ongoing success. We work with external experts to refine, track and report our sustainability metrics as we pursue continuous improvement.

**WE POWER THE
FUTURE**



99.7%

% electricity consumption procured on a renewable tariff (%) ¹ [Ⓐ] ³



42.7m

total number of kWh sold ¹ [Ⓐ] ³



227

Total number of volunteering hours ¹ [Ⓐ] ³



841

total number of 'live' EV charging units at year end ² [Ⓐ] ³



3rd year running

Zap Map EV Driver Recommended accreditation



80%

company fleet is EV or hybrid ²



Over the course of 2024 MFG undertook an acquisition of 337 sites as part of a singular deal. In line with our Reporting Criteria this acquisition will be reflected in the restatement published in our Report and Financial Statements for the Year to 31 December 2025 and corresponding Sustainability Report.

1 For the year ended December 2024

2 As of year-end 2024

3 Please refer to [page 32](#) for further information relating to the [Ⓐ] symbol used on this page



About MFG



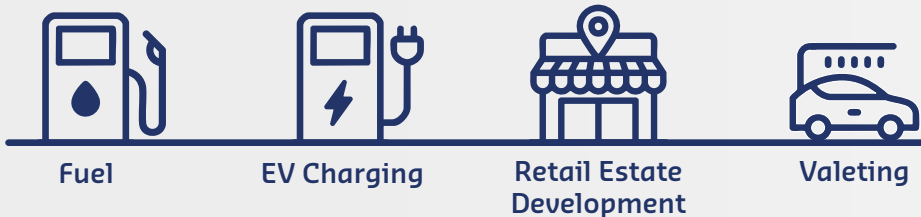


About MFG

CD&R Firefly Holdco Limited is a UK holding company of the companies comprising Motor Fuel Group. Motor Fuel Group (MFG) is one of the UK's leading independent forecourt operators with sites based across the UK and Channel Islands. The Group is one of the largest operators of 'open network' Electric Vehicle (EV) ultrarapid chargers, available to the public throughout our growing network.

Four highly integrated key strategic pillars

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.



* Over the course of 2024 MFG undertook an acquisition of 337 sites as part of a singular deal. In line with our Reporting Criteria this acquisition will be reflected in the restatement published in our Report and Financial Statements for the Year to 31 December 2025 and corresponding Sustainability Report.

In 2024 we had:

1218

Forecourt sites*

228

Locations with Food To Go Outlets

841

Total number of 'live' EV charging units at year end





About MFG (cont.)

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 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.

Our Values

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

Our Strategy

Our strategy is to 'Power the Future' – as our customers' first choice for ultra rapid top-up charging, alongside a convenient retail and 'food to go' offering. We operate a franchise model, whereby Contract Managers are responsible for overseeing daily operations. Our sustainability strategy is to 'Fuel the Future' while evolving to keep pace with the expectations of the world around us.

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.





CEO Letter

Dear Stakeholder,

I am pleased to present our fourth Sustainability Report on behalf of the Board. We continue to develop and improve our Sustainability initiatives across the business focusing not only on improving operational efficiency across our portfolio of forecourts, but on Corporate Social Responsibility and the positive impacts we have in connecting the communities we serve.

2024 has been a tumultuous year in terms of geopolitical unrest, uncertainty, and regulatory changes. At MFG we can see the challenges posed by climate change and strive to do our part in helping to reduce greenhouse gas emissions in support of the UK Government's commitment to achieve net zero by 2050. As a major national road fuels retailer, our first obligation is to meet the needs of our customers and we will continue to do this by developing our dual fuel strategy, an integral component of this is to spearhead the provision of EV charging facilities.

While the timetable for this shift is very much determined by government policies and their implementation by vehicle manufacturers, our aim is to continue to be 'ahead of the curve' in seeking to ensure that EV charging facilities continue to meet demand from our customers, as the mix of vehicles in the UK forecourt market evolves.

We continually monitor developments in other low-carbon technologies, such as hydrogen for fuel cells. As and when such technologies evolve sufficiently to attract wider customer adoption, we shall also look to incorporate suitable supply provision into our network.

We continue to seek energy efficiencies within our own operations wherever possible, through installation of lower energy-intensive solutions for lighting, valeting, solar panels and product refrigeration on our forecourts and offices. And, of course, we are well along the track in transitioning our own vehicle fleet to become wholly comprised of Hybrid/Battery Electric Vehicle models.

Looking ahead to meet the challenges of 2025, we are excited to welcome additions to our Sustainability team, enabling us to continue to strive to improve our sustainability performance.

William Bannister
Chief Executive Officer



At MFG we can see the challenges posed by climate change and strive to do our part in helping to reduce greenhouse gas emissions."





Our Approach to Sustainability & ESG





Our Approach to Sustainability & ESG

At MFG, we strive to support 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 2024 to make progress against our goals. We serve our local communities with a strong social conscience and have elevated Sustainability as one of the Board-level priorities. 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, facilitating a significant boost to the Government's decarbonisation and sustainability agenda and emissions target of being net zero by 2050.

This is MFG's fourth Sustainability Report, covering activities for the duration of 2024. All figures quoted in this report relate to the year-ended 31 December 2024, unless otherwise stated. This year's report showcases the progression of initiatives carried out in the year, building incrementally on the many successful projects introduced over the past few years. We continue to engage with the evolving expectations of our customers, investors and the local communities where our franchises and operations are located, while adhering to regulatory requirements and Sustainability Reporting disclosures.



It is critical to delivering our company purpose as the most dynamic and successful independent forecourt operator in the UK."





Sustainability Governance

Our governance structures reflect the importance of transparency, accountability and integrity; 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 Sustainability 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 against which our performance is monitored. Any high-level Sustainability related risks are also tabled and considered.

It is incumbent on the Board and the Sustainability Committee that significant sustainability 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. Sustainability topics which are central to the business are discussed each quarter at Board level, and quarterly updates on our Sustainability metrics are provided. The Board approves the release of our Annual Sustainability Report, and in

2024 approved the hire of a new Sustainability Manager to align MFG with developing reporting requirements amidst a shifting regulatory landscape. The Board receives regular input from the Sustainability Committee and subject matter experts. Reporting metrics are produced and circulated monthly at management meetings and quarterly at Board meetings.

Sustainability Committee

The Sustainability Committee reports to the Board of Directors and is focused on Sustainability topics including strategy, regulatory compliance, risk management and data collection. The Sustainability 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 Sustainability Committee has maintained oversight of internal initiatives such as Sustainability Data Assurance, the deployment of Water Audits across the portfolio, and evolving topics such as emerging sustainability reporting requirements.



Regina Finn

As a non-executive member of the Board and Committee, Regina brings a wealth of business leadership experience and a depth of Sustainability 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 Sustainability priorities and works closely with management on MFG’s Sustainability strategies and policies.



Peter Newman

As a non-executive member of the Board and Committee, Peter Newman brings a wealth of commercial and financial leadership experience, with deep expertise in the energy sector. In his role as Audit Committee Chair and Non-Executive Director at Motor Fuel Group – a position he has held since December 2015 – Peter provides independent oversight on financial reporting, risk management, and internal controls. His extensive industry background and governance experience support MFG’s strategic decision-making and ensure robust financial stewardship across the business.



Sustainability Governance (continued)

ESG Working Group

The ESG Working Group reports findings and provides guidance to the Board and Sustainability 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 the Taskforce on Climate-related Financial Disclosures (TCFD) and the Streamlined Energy and Carbon Reporting (SECR), alongside the company’s strategic alignment with a chosen set of UN SDG goals. The working group comprises senior business leaders from Infrastructure and Technical Services, HR, and Finance; each representing their respective business divisions and administrative areas.

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. These certification standards provide testimony to MFG as a responsible business leader.



Taskforce for Climate Related Financial Disclosures

The TCFD Report can be found in our Report and Financial Statements year to 31 December 2024.

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. These 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, Health Safety & Environment (HSE) risks, climate change and macroeconomic conditions, technological and cyber risks and employee or ethical risks. More information can be found in either the Strategic Report and the TCFD report, which are included in our Annual Report (“Report and Financial Statements”), which can be found on our website.

Physical Risk

We utilise physical risk tools to strive to 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 strives to conduct business with integrity, in a social and ethical manner. 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 strive to act with integrity in all business dealings and activities throughout the supply chain; respecting human rights, striving for 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 Sustainability performance of our suppliers on an ongoing basis to ensure that their behaviours are in line with our own high standards.





Sustainability Governance (continued)

Sustainable Procurement

Effective supplier management is crucial for operational resilience, regulatory compliance, and sustainable sourcing. We work with our supply chain partners and strive to maintain strong supplier relationships. We procure most of our products from globally recognised suppliers, each responsible for managing their own supply chains. We strive to act with integrity in all business dealings and activities throughout the supply chain; respecting human rights, striving for no exploitation of child labour, bribery or corruption, or discrimination on the grounds of disability, gender or religious beliefs— as we seek to adopt equality and diversity in our business operations. We monitor and review the performance of our suppliers 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 Sustainability 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 annually 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 enables 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 Sustainability 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 Reports and Publications section of our website.





Climate Change - Own Operations

Understanding and managing our greenhouse gas (GHG) emissions is a critical aspect of our commitment to environmental responsibility. By actively monitoring our energy use, transportation impact, and compliance with climate regulations, we assess and manage our contribution to climate change.

Reducing our emissions is not only essential for minimising our environmental footprint but also for strengthening our resilience against physical and transition climate risks. By sourcing more sustainable energy and transportation solutions, we can drive efficiency, lower operational costs, and align with the broader shift towards a low-carbon economy. The impacts, risks and opportunities related to our own GHG emissions are an essential consideration in our internal risk processes.



Our Approach

Operational Energy Efficiency

We seek to enhance energy efficiency across our portfolio, reducing emissions and operating costs while advancing our sustainability goals. Our approach focuses on deploying energy-efficient technologies, optimising Energy Management Systems, and upgrading site infrastructure to minimise energy consumption.

Continuous monitoring, measurement and regular energy audits allow us to identify key areas for improvement, guiding our investment in impactful initiatives. These include:

LED lighting upgrades: replacing traditional halogen bulbs with energy efficiency LED lighting, offering a longer lasting and more sustainable solution. In 2024, we replaced halogen bulbs with LEDs at 85 sites exceeding our internal targets. We also have conducted network-wide lighting surveys in partnership with nominated contractors (AMGS) to help identify non-LED locations, where upgrades or replacements may be required.

Photovoltaic (PV) solar panel installations: expanding our use of renewable energy by increasing PV panel installations, supported by software that provides insights into solar generation across our portfolio. Through acquisitions and new installations, we added 38 PV panel arrays across our sites in 2024, up from 29 in 2023.





Climate Change - Own Operations (continued)

Fridge door installations: retrofitting fridges with doors to reduce energy loss and improve refrigeration efficiency across our sites. In 2024, we fitted fridge doors across our forecourts in order to improve energy efficiency.

Heating, ventilation, and air conditioning (HVAC) upgrades: implementing more efficient inverter-driven condensers to lower energy demand while maintaining performance. In 2024, we continued to upgrade HVAC condensers across our portfolio, as well as installing more efficient Variable Refrigerant Volume (VRV) systems on new sites where appropriate.

Behaviour and awareness initiatives: collaborating with contract managers to ensure equipment is operated as efficiently as possible at each site. In 2024, a key behavioural initiative has been the use of canopy lighting on our forecourts. We have collaborated with contract managers to ensure canopy lighting is only switched on when necessary to ensure daylight is maximised and environmental impacts are reduced.

By prioritising operational efficiency, we continue to drive sustainable improvements across our operations, ensuring long-term reductions in energy use and environmental impact.

Renewable Energy Guarantees of Origin (REGOs)

Our market-based emissions calculations consider the electricity tariffs utilised by MFG. By sourcing REGO certificates we endeavour to certify our use of renewable electricity in the UK. MFG strive to transition newly acquired sites to REGO-backed green electricity tariffs as soon as feasible. 99.7% of electricity kWh consumption was procured on a renewable tariff for the year ended December 2024.

For our 2024 metrics see the - [Our Performance in Data section](#).

Biogas Green Gas

Biogas is produced from a range of organic materials (including food residues and landfill materials) through a process called anaerobic digestion. Once produced and refined it can be injected into the gas network in the same way as natural gas. We have a green gas supply agreement with Crown Gas & Power for the supply of 100% biogas for the small number of our sites requiring gas supplies¹.

Moving our fleet to Hybrid and EV

We began introducing hybrid vehicles into our company car fleet in 2021 and have mandated that all new leases from 2025 must be hybrid or fully electric. Additionally, we are engaging in transitioning our entire fleet to hybrid or EV by 2028. By the end of 2024, over 85% of our fleet was hybrid or electric, consisting of 125 hybrid vehicles, 4 EVs, and 22 internal combustion engine (ICE) vehicles.

Monitoring of Energy Use

Monitoring and measuring our energy use is essential for identifying inefficiencies and driving improvements. We utilise energy management software to detect anomalies in consumption trends, enabling site-level investigations and correction actions.

Throughout 2024 we have continued to improve our data management processes to ensure accurate monitoring and reporting of both energy consumption and greenhouse gas emissions. We improved our reporting processes for fugitive emissions (F-Gas) which was reported for the first time in 2024. This has allowed us to gain a more accurate picture of our Scope 1 emissions.

On a site level, we installed 184 Energy Management Systems in 2024, up from 121 in 2023, and significantly exceeding our annual target of 40 installations. The installation of Energy Management Systems help us work towards our goal of improved data quality and coverage for energy data.

For our 2024 metrics see the - [Our Performance in Data section](#)

¹ In accordance with the current GHG Protocol reporting framework, which does not provide for the recognition of biogas certificates within Scope 1 accounting, we have applied the UK Government's natural gas carbon emissions factor to calculate the contribution of our gas usage to total Scope 1 emissions





Climate Change Action

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.

As the UK transitions towards a low-carbon future, we can see the challenges posed by climate change and we want to do our part in helping to reduce GHG emissions in support of the UK Government's commitment to achieve net zero by 2050. As a major national road fuels retailer, our first obligation is to meet the needs of our customers and we will continue to do this by developing our dual fuel strategy, an integral component of this is to spearhead the provision of EV charging facilities. Through the development of green infrastructure, we are supporting the shift away from fossil fuels by installing EV charging points across our forecourts, providing customers with a viable alternative to petrol and diesel.

The climate-related risks and opportunities, whether physical, regulatory, or market-driven, have the potential to impact our revenue streams, cost structures, and long-term financial sustainability. By staying at the forefront of the transition to sustainable fuel alternatives, we not only contribute to the UK's decarbonisation targets but also strengthen our resilience in a rapidly evolving energy landscape. The impacts, risks and opportunities related to climate change adaption and mitigation are an essential consideration in our internal risk processes.

Our Approach

Our approach to addressing the management of material impacts related to climate change is embedded in governance. Key policies include our Environment, Social and Governance Policy which includes a commitment to reducing the impact of business activities on factors contributing to climate change as well as assessing the potential impact of climate change on the business. Climate change is also a key component of our Environmental Aspects and Impacts Register, a document which forms part of our ISO Integrated Management System, used to help us assess, prioritise and control key environmental aspects relevant to the business.

Electric Vehicle Charging Network

Shifting attitudes toward hydrocarbon fuel products, coupled with advances in cleaner, more efficient technologies, are steadily reducing the demand for liquid fuels. In response, MFG's dual-fuel strategy is proactively expanding its infrastructure to meet the rising demand for EVs, while complementing its existing fuel and retail business. This approach facilitates a transition to a more sustainable future.

As part of this commitment, we are investing over £400 million to build and operate approximately 500 ultrafast EV charging hubs by 2030. This investment is entirely self-funded, derived from the cash generated from our existing operations. In 2024 we installed 233 rapid and ultra-rapid charging bays across our network, achieving a charger reliability of 99.55%. Our continued investment in EV infrastructure puts us on track to meet our goal of providing a best in class UK-wide charging network. We are also pleased to have received an EV Driver Recommendation from Zap Map for the third consecutive year – a testament to our commitment to reliability and customer satisfaction.





Climate Change Action (continued)

With the development of the UK government's legislation on the sale of new petrol and diesel-only cars and light vans, MFG is positioned at the forefront of this evolving industry. We are proud to support the government's shift toward zero-emission transport. As a key player in this transition, we are actively developing the infrastructure needed to establish a widespread EV charging network.

Alternative Fuel Sources

Alongside EV, MFG continually monitors alternative fuel options and undertakes feasibility projects where it is considered potentially worthwhile. Renewable diesel is a paraffinic fuel that is chemically similar to conventional fossil fuel-based diesel but derived from biomass sources such as used cooking oil, fats, greases and vegetable oils, resulting in a fuel of significantly lower carbon intensity than fossil fuel. In 2024 we introduced renewable diesel to 8 of our sites as part of a pilot project, and we continue to assess the feasibility of expanding this to further sites.

We are also continually monitoring the market landscape surrounding Hydrogen fuel as an alternative fuel source to assess consumer demand as to whether we add it as a product offering.

For our 2024 climate metrics and performance please see the - [Our Performance in Data section](#)





Corporate Social Responsibility (CSR)

Corporate Social Responsibility – Communities & Charity

We consider our service stations as key hubs within the local communities we serve. Consequently, we aim to provide retail offerings that align with local needs, particularly in rural areas where the convenience of a well-equipped service station plays an increasingly vital role for the community. The wider community in which we operate is considered a key priority in our business strategy.

We strive to:

- Respond quickly to issues or concerns raised by neighbours regarding our business activities
- Engage with local communities and support relevant activities at local and national levels
- Comply with local planning regulations and other applicable by-laws in areas where our sites are located
- Support community activities through actions and sponsorships as appropriate
- Maintain properties, land, and boundaries to preserve the areas visual appeal and ensure the safety and wellbeing of surrounding communities.

Our Approach

Volunteering

Each employee at MFG is eligible for two volunteering days annually to support community projects. These have become key to our culture, strengthening teamwork and fostering a shared commitment to giving back. We are proud to announce that in the midst of a particularly busy business period during a large acquisition, in 2024 in total our employees contributed 227 ‘volunteering hours’ spanning a range of projects and activities.

For more information see the - [Our Performance in Data section](#)



Earthworks

Earthworks is a local charity supporting individuals with learning disabilities. Together with volunteers Earthworks manage 3.5 acres of eco-gardens in St Albans. On Thursday 27th June 2024 a group of MFG employees donated their time to help with building new garden beds and the construction of a new path in the gardens. In November MFG returned to Earthworks for a volunteering day where staff assisted in building raised garden beds and refurbishing the car park for visitors to Earthworks



Barley Kennels Charity

Hayley started volunteering back in 2019, for Barkey Kennels Charity.

“I do a morning shift every Saturday and walk the Greyhounds both Saturday and Sundays. I was asked to become a trustee back in 2023 and in the autumn of 2024, I became the Chairman of Barley Kennels Charity which was a great honour. I have also been nominated for the Petplan & ADCH Volunteer of the year 2022 and 2024”

<https://www.barleykennels.co.uk>

Corporate Social Responsibility (CSR) (continued)

Sponsorships

MFG are proud to contribute to initiatives important to our staff and support causes close to the communities we serve.



Murco Kit Sponsor

We are proud to sponsor the Mumbles U14 Rugby Team – Murco kit sponsor.



MFG St Albans Pancake Walkers Race

MFG participated in the St Albans Pancake Walkers Race, with a team representing MFG.



St Albans FC

MFG have sponsored St Albans FC since 2022, renewing our sponsorship for the 2024/25 season. In 2024 MFG sponsored a dedicated St Albans FC player. SAFC is a well established club playing outside of the football league, it has strong community values and is an established partner with local schools, grass roots football and local charities. The clubs commitment to community focused partnerships aligns well with MFGs and we look forward to continuing our relationship with them.



St Albans Half Marathon/ Corporate 5k – 9th June 24

MFG were proud to have two employees (Nick and Matt) representing us at the St Albans Half Marathon for Macmillan



Corporate Social Responsibility (CSR) (continued)



Vitality 10k run

MFG were represented at the Vitality 10k Run.



Trade Show

In October of 2024 we hosted our 3rd annual MFG Trade Show at the Coventry Building Society Arena. We were thrilled to welcome 1,000 attendees, including our dedicated Contract Managers, MFG colleagues, and valued suppliers and partners.



Pride Week 2024

Head Office celebrated Pride week with a range of activities including a "Rainbow Celebration".



Area Retail Manager Evita Crowder completing the Great North Run

"Completing the 13.1 miles in 2:08:53, and crossing the finish line was an overwhelming moment of relief and pride. I also fundraised for Scope, supporting people with disabilities. Knowing that my run contributed to such a worthwhile cause made the whole experience even more rewarding."



Case Study - Macmillan

Our ongoing partnership with Macmillan Cancer Support has seen £1.8m raised over the past 4 years of working together.

Cancer impacts most people at some point in their lives, whether directly or indirectly, with nearly half of us expected to face a diagnosis in our lifetime. Given our deep connections within the communities we serve, we are proud to maximise our support for Macmillan as our primary charity partner and are thrilled to continue this partnership into 2025. In 2024, our fundraising efforts were strengthened by generous customer donations across our network of more than 1,200 forecourts, contributed through cash collection boxes, QR code readers, and our collaboration with 'Pennies,' the pioneering fintech charity that enables customers to make digital micro-donations when paying by card or digital wallet.



Our Macmillan fundraising efforts in 2024



Own Workforce

Our workforce is essential to the efficiency, safety, and success of our operations. Providing stable employment, fair wages, and development opportunities fosters a healthy, skilled, and engaged workforce that enhances productivity, service quality, and regulatory compliance.

Failing to uphold labour rights and safety standards would pose risks such as legal action, financial penalties, and reputational damage, potentially disrupting operations as well as stakeholder trust.

Conversely, investing in training, fair pay, and a strong workplace culture improves retention, performance, and resilience, driving innovation, efficiency, and customer satisfaction, while reinforcing our position as a responsible employer.



Our Approach

Human Rights

At MFG, we are committed to upholding human rights across our business operations, and this is a crucial component of our Environmental, Social and Governance Policy. We align our approach with international standards, including the International Labour Organization (ILO) Conventions, as well as UK legislation such as the Human Rights Act 1998 and the Modern Slavery Act 2015.

Our commitments include:

- **Labour Rights** – It is enshrined in our corporate ethics, policies and processes to ensure that all employees work in safe, fair, and non-discriminatory conditions in compliance with the Equality Act 2010 and UK employment laws
- **Freedom of Association** – We respect employees’ rights to join trade unions and engage in collective bargaining without fear of retaliation
- **Forced Labour and Modern Slavery** – We conduct due diligence to identify and mitigate risks of forced labour, human trafficking, and exploitation within our business operations as described in our Modern Slavery Policy
- **Safe Working Conditions** – We comply with the Health and Safety at Work Act 1974, ensuring a secure and healthy environment for all employees





Own Workforce (continued)

Diversity and Inclusion

At MFG we strive to foster a diverse, equitable, and inclusive workplace that upholds the principles of equal opportunity in alignment with the International Labour Organization (ILO) Conventions and our internal Equality & Diversity Policy. Our HR department oversees the implementation of this policy, conducting annual reviews to ensure continuous improvement and effectiveness.

Employees complete mandatory Equality & Diversity training annually, and we encourage open dialogue on inclusivity within our workforce. We maintain a zero-tolerance approach to harassment and bullying, both within and outside the workplace, whether involving employees or third parties. These matters are addressed under our Anti-Harassment & Bullying Policy and can be formally raised through our Grievance Procedure.

We provide inclusive access in our offices and conduct accessibility assessments at our service stations to accommodate both employees and customers. If an employee becomes disabled, we make every effort to support their continued employment, providing reasonable adjustments and career development opportunities that align with our commitment to equal progression for all employees.

By embedding these values into our daily operations, we aim to ensure that inclusion is not just a policy but a core part of our identity, allowing us to attract and retain a diverse talent pool while driving meaningful impact across the business.

Gender Pay Gap

Gender Pay Gap reporting became a legal requirement in 2017 for companies with more than 250 employees. This metric does not measure individual pay differences but rather examines the overall earnings of women compared to men across the organisation. Our gender pay gap reported for 2024, covers the period April 2023 to April 2024 and can be found in our 2024 Gender Pay Gap Report. The report covering our figures from April 2024 to April 2025 will be available on our website later this year.

Employee Engagement

At MFG, we recognise that our employees are fundamental to our long-term success. We strive to foster a workplace where their voices are heard, their contributions are valued, and their well-being is prioritised.

The Board of Directors actively considers workforce interests in key business decisions as well as other employee-related matters. We believe that a motivated and engaged workforce is critical to achieving our strategic objectives, and we continuously seek ways to strengthen our employee value proposition.

Open communication is central to our culture. The senior leadership team provides regular updates to employees, ensuring transparency around business developments and decision-making processes. Through our collaborative work environment, we empower employees to stay informed and engaged with company initiatives. To encourage two-way dialogue, we provide structured channels for employee feedback, including our online employee portal, where staff can share insights, voice concerns, and contribute ideas. In addition to this, we conduct an employee satisfaction survey annually, the most recent being sent out in Q4 2024, which allows us to gauge employee wellbeing and provide insights on ways that our business leadership can improve and develop the offering over time. We also use an anonymous employee suggestion outlet, which is answered and distributed monthly. We operate a Grievance Procedure which allows all employees to formally initiate a grievance. This continuous engagement fosters a culture of inclusion, trust, and shared success across the organisation.



Own Workforce (continued)

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 feedback from line-managers on a regular basis. Each month we recognise 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.

Skills and Training

A skilled workforce and agile ways of working are essential for the continued success of our business. With the rapidly changing nature of work and skills, there is a risk that our employees may not have the necessary capabilities to thrive in the changing working environment. Our ability to attract, develop and retain a diverse pool of skilled professionals is crucial for maintaining our competitive edge and driving sustainable growth. The loss of key personnel or the inability to identify, attract and retain qualified talent could hinder our business operations and financial performance.

To mitigate these risks, we have a comprehensive performance and development program that allows employees to assess their contributions and achievements against set objectives while planning for future goals, training, and career development. We actively support continuous professional development (CPD) by sponsoring employees in relevant programs and providing both financial and practical assistance for professional training qualifications. Our initiatives include mentoring and coaching by experienced managers, on-the-job learning, and web-based training to foster skill enhancement and career progression.

Work-life Balance

At MFG, we recognise that a healthy work-life balance is essential for employee well-being, productivity, and long-term success. We endeavour to foster a workplace culture that supports flexibility, mental well-being, and both personal and professional growth.

To achieve this we have various policies, including:

- **Flexible Working Arrangements** – Employees can benefit from hybrid working as well as flexible working hours in line with our Flexible Working Policy
- **Enhanced Parental Leave and ‘Keeping-In-Touch’ (KIT) days** – After three years of service employees become eligible for enhanced maternity/adoption pay. We also provide up to 10 KIT days to help ease the transition back to work
- **Employee Assistance Programme (EAP)** – We provide all employees access to a 24/7 confidential service offering expert advice and compassionate guidance covering a wide range of issues
- **Mental Health First Aiders** – Selected employees receive training to provide peer support and promote mental well-being in the workplace
- **Virtual Wellbeing Services** – Employees have access to resources on fitness, mindfulness, financial information and healthy eating via our online employee portal
- **Volunteering Leave** – Employees are eligible to take up to two volunteering days annually to participate in charitable community projects.

For our 2024 metrics see the - [Our Performance in Data section](#)





Pollution

Due to the nature of our business operations as a forecourt operator, we continually aim to monitor, minimise, and control 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.

Pollution related impacts, risks and opportunities are an essential consideration in our internal risk processes.

Our pollution related impacts, risks and opportunities focus on the following areas:

- Potential for pollution through fuel lost to ground and water runoff
- Compliance with environmental protection laws
- The risk of spillages
- Impact on brand reputation, stakeholder trust and access to capital in the event of spillages

Our Approach

Our approach to addressing the management of material impacts related to pollution prevention and the handling of hazardous substances is embedded in our internal governance. Pollution forms a key component of our Environmental Aspects and Impacts Register, a tool used to help assess, prioritise and control the environmental impacts relevant to the business.

We have established procedures to prevent spills and minimise their environmental impact. Additionally spill contingency plans are in place to ensure a swift and effective response in the event of an incident. Should a spill occur, actions are taken in line with our permits and relevant environmental protection regulations to mitigate potential environmental impacts.

We hire environmental consultants to provide advice and services to manage environmental risks associated with operations across our assets, focusing specifically on mitigation of contaminated land. Such activities involve implementing programs of groundwater monitoring and installation of groundwater monitoring wells across a proportion of the high-risk environmental sites, as well as systems for active and passive remediation.

Fuel Tank Monitoring/Wetstock Management

We use a third-party consultant to monitor all the tanks across our network in real time. Software systems enable them to detect alarms, track tank levels and conduct trend analysis. This assists us in promptly identifying any potential leaks, whether major incidents or smaller low-level leaks, and accurately assess our annual fuel losses to ground. All suspected incidents are thoroughly investigated and addressed in accordance with our internal Wet Stock Variance Management Procedures.

Confirmed incidents are documented, with the volume of fuel lost to ground recorded and used for our annual reporting. Accurately determining the volume of fuel lost to the ground is challenging due to the fuel's thermal expansion properties. As temperatures change, fuel expands and contracts, causing the same mass to occupy a larger volume at higher temperatures and a smaller volume at lower temperatures. As part of their service, our third-party contractors carry out a quantification of these losses based on a specialised methodology executed by highly trained and skilled professionals.

Site Improvement Projects

To minimise the risk of leaks, we regularly undertake site improvement initiatives, such as tank relining and re-pump projects. 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 2024, we successfully completed 24 tank relining projects, resulting in 90 tanks being relined, far surpassing our internal targets. We also carried out 20 re-pump projects, prioritised based on environmental sensitivity rankings, ensuring that our forecourts are operating at optimum capacity and in line with our internal policies.

We strive for zero pollution at all MFG locations arising from any failure of primary containment. In 2024 we are proud to say we did not record any major incidents, and recorded no litres lost to ground.

For our 2024 metrics see the - **[Our Performance in Data section](#)**



Water

Water is a central resource in our operations, especially at sites where we provide valeting services. As such, we strive to maintain the integrity of all water related infrastructure across our portfolio and actively manage and monitor our water consumption to minimise its potential impacts on the environment. We strive to evaluate the water efficiency of our operations, ensuring that water usage is as sustainable as possible.

Water-related impacts, risks and opportunities are considered in our internal risk processes. Impacts can arise from both physical and operational factors, as well as regulatory changes.

Our water-related impacts, risks and opportunities focus on the following areas:

- Water demand for valeting services
- Potential for water pollution from runoff
- Long term climate-related water stress risks resulting in operational restrictions due to local regulations or drought conditions

Our Approach

Our approach to addressing water management is outlined within our Integrated Management System documentation, covering both water conservation and groundwater protection. Water management forms a key component of our Environmental Aspects and Impacts Register, a document used to help us assess, prioritise and control the environmental aspects relevant to the business.

We strive to identify potential issues and areas for improvement. Our aim is to use water efficiently and minimise waste by partnering with a third-party software platform to track and review consumption. Any irregularities in readings are promptly investigated, and corrective actions are prioritised.

Water Audit Programme

Since its introduction in 2021, our internal water audit program has been an invaluable tool for preventing leaks, identifying inefficiencies, and minimising negative impacts on water quality. In 2024 as part of the water audit program we completed 337 Water Use Audits across our network. This has allowed us to identify and implement targeted efficiency measures.





Site Safety

Health, Safety & Environment (HSE)

A key priority at MFG is to provide a safe environment for both our customers and our employees. Keeping them safe from harm is a fundamental part of our culture. 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.

Hazard Identification and Risk Management

Effective hazard identification is crucial for the early identification of risks, development of control measures. Our Health and Safety Management System (as part of our Integrated Management System) sets a framework for identifying risks, meeting internal expectations and complying with applicable HSE statutory obligations. Safety and environmental risk awareness in respect of the storage, handling, sale and distribution of hydrocarbon oil and gas products and electric power is key for MFG, and the directors and management are focused on the risks arising from these activities.

Our policy is to minimise risks, and measures are in place to:

- Maintain and empower a team of specialists to manage and oversee all HSE matters
- Seek to prevent HSE incidents occurring
- Minimise the financial effects of any incident that does occur (including the maintenance of an insurance policy to cover the costs of major incidents of environmental damage).

The Board and Management are all committed to this focus on HSE matters to mitigate HSE risk and believe there is a low residual risk of HSE matters having a material impact on customers, employees, the public or the environment, or on the financial results and position of MFG.

Accident and Incident Investigation

MFG believe that a thorough investigation of accidents, incidents or dangerous occurrences is vital to the elimination of injuries, property or environmental damage and losses. All incidents are reported via an online portal which can be accessed by all employees, as well as contract managers and site staff. All incidents no matter the severity are appropriately investigated to ensure any necessary actions and remediations have been taken. Significant unplanned events are reported in accordance with statutory obligations, for example Reportable Injuries, Disease, and Dangerous Occurrences Regulations (RIDDOR).

Training

HSE training is given to all necessary employees, contract managers and site staff to ensure that all personnel at our sites are appropriately trained in HSE topics. Courses include first aid, asbestos, accident investigation and IOSH (Institution of Occupational Safety and Health) training. All personnel are appropriately qualified for their job roles and responsibilities.



Forecourt Accessibility

Since 2017, MFG has partnered with FuelService to support disabled drivers in accessing our services. The app allows users to request assistance from participating service stations before starting their journey, ensuring that help will be available for charging or refuelling upon arrival. FuelService is available for free on the App Store and can also be accessed via SMS for those without smartphones. This initiative aligns closely with our mission of connecting and supporting our communities.

For our 2024 metrics please see the - [Our Performance in Data section](#)



Waste Management

We recognise the importance of minimising waste as part of our business operations and our role in promoting circular economy principles across our operations. By optimising waste management processes, partnering with sustainable suppliers and engaging customers in responsible disposal practices, we are actively working towards a more resource-efficient future.

Impacts, risks and opportunities related to waste are an essential consideration in our internal risk processes.

Our waste related impacts, risks and opportunities focus on the following areas:

- Compliance with waste management regulations
- Emissions and environmental pollution
- Community/consumer expectations
- Brand reputation
- Partnerships and collaborations

Our Approach

Waste forms a key part of our Integrated Management System (IMS). Our Environmental, Social and Governance Policy includes a commitment to ensuring all waste created at our facilities under employee control is recycled wherever possible. Our Waste Management Procedure establishes the minimum requirements for the identification, classification, handling, transportation and recycling or disposal of wastes generated by MFG.

Resource Inflows

As part of our Waste Management Procedure, we establish minimum requirements to ensure compliance with the waste hierarchy, prioritising waste prevention. To support this goal, personnel involved in purchasing aim to consider products with minimal or recyclable packaging, those made from recycled materials, and those containing fewer hazardous substances.

MFG strive to minimise the use of single use plastics throughout our operations where feasible. At our head office ceramic crockery, cutlery and glasses are provided to employees to limit the use of single use alternatives.

In relation to the design and construction of new sites, waste elimination and minimisation is considered during the project design stage. The final design of projects incorporates technologies and/or operating practices that reduce waste to the greatest extent possible, based on a cost-benefit analysis.

Commercial Waste

We have four main waste streams at our head office, including a dedicated kitchen waste station with bins for general waste, dry mixed recycling, glass and food waste. We continue to explore options to better understand our waste generation and assess contamination levels in each waste stream, with plans to develop this further throughout 2025.

Waste Regulation

With further UK waste regulations pending, we are improving waste management across our portfolio with requirements to introduce additional waste streams at our forecourts to ensure the separation of dry mixed recyclables, food waste and non-recyclable waste.



Food Waste - Too Good to Go

As part of our commitment to sustainability and responsible business practices, we have partnered with Too Good To Go, a leading food waste reduction platform, to ensure surplus food from our ‘food to go’ partners does not go to waste. By leveraging the Too Good To Go app, we enable customers to purchase surplus fresh food at a discounted price, preventing food from being discarded while offering an affordable and convenient option to our community. Our customers and store managers are active participants in this initiative across our network of sites.

Implementing this partnership continues to help us facilitate the diversion of food from waste, aligning with our broader Sustainability strategy and our goal to operate more sustainably across our business operations. In 2025 we will continue to target an increased uptake in the number of our stores listed on the Too Good To Go app.



Waste Management (continued)

Hazardous Waste

Hazardous waste is considered a key area due to its risk to people and the environment. 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. 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.

Measures include:

- Ensuring that waste residues from forecourts are contained in specialist drainage systems and removed from sites regularly by qualified and competent contractors
- Identifying asbestos locations across the estate, and managing removal or encapsulation
- Obtaining environmental permits for all regulated facilities that we operate and ensuring that we comply with all conditions
- Ensuring that any waste materials in relation to development or construction activities are properly disposed of according to their waste classification by qualified and competent licenced waste carriers





Business Conduct

Business Conduct and Corporate Culture

At MFG, we strive to uphold high standards of ethical business conduct, ensuring integrity, transparency and accountability across our business operations. Non-compliance with laws and regulations can lead to legal, financial, and reputational risks, impacting business continuity and access to capital. Bribery and corruption pose significant threats, potentially resulting in fines, legal action, and operational disruptions. To mitigate these risks, we prioritise whistleblower protection, enabling the prompt reporting and resolution of misconduct and strengthening compliance.

Our Approach

To manage and control our risks we have established robust policies and procedures to foster a strong corporate culture and prevent and detect unethical behaviour.

Whistleblowing Policy

We are committed to conducting business with honesty and integrity, and all employees are expected to uphold the highest standards. Any deviation from these expectations is not tolerated. A whistleblowing policy is in place which enables staff to report any suspected wrongdoing either in direct company activities or within the supply chain. Whistleblower reports are handled with the utmost confidentiality, any incidents are promptly escalated to the Board for review.

Anticorruption and Bribery Policy

We conduct our business operating in accordance with our Anti-Corruption and Bribery Policy. We maintain a zero-tolerance approach to bribery and corruption and expect all employees to fully comply with the Bribery Act 2010. The policy applies to everyone working for or on behalf of the company, including contractors, third-party representatives, and business partners. The Chief Operating Officer holds primary responsibility for the implementation and monitoring of it.

Fraud Policy

Our Fraud Policy is established to facilitate the controls that detect and prevent fraud against us and our parent company. It promotes consistent organisational behaviour and applies to all employees, owners, contract managers, and any third parties with a business relationship with

the company. Investigations are conducted impartially, regardless of the suspected individual's position or relationship with the company. Management is responsible for detecting and preventing fraud, misappropriation, and other irregularities within their areas. The HR and Finance departments ensure confidentiality, and individuals reporting fraud are protected under the Whistleblowing Policy.

Cyber and Risk

We take cyber security seriously, with the monitoring, assessment, and prevention of threats and vulnerabilities serving as a key performance indicator. As cybersecurity becomes an increasing priority on the risk agenda, it remains central to our IT strategy, with continuous monitoring and rigorous testing in place. A failure to detect, monitor, and protect against cyber threats could disrupt services, compromise sensitive data, and result in financial loss or reputational damage, impacting our customers, employees, and suppliers. Our dedicated systems team proactively monitors and scans for threats, while all employees undergo regular mandatory training and receive ongoing communications to reinforce vigilance. Additionally, representatives participate in global system security forums led by our owners as part of their portfolio management, fostering knowledge sharing and collaborative risk management across its portfolio of investee companies.

Business Ethics Training

We provide comprehensive business ethics training to all employees to ensure they are well-equipped to navigate ethical challenges and make responsible decisions. This program aims to raise awareness of key ethical issues and provide employees with the tools to identify and address dilemmas effectively. Additionally, it fosters a speak-up culture where employees feel empowered to report concerns without fear of retaliation. Through this training, we strive to instill a strong understanding of our company's ethical values and compliance requirements, creating a workplace where integrity and responsibility guide all decisions.

Transparency and Reporting

We strive to maintain transparency in all aspects of our operations, ensuring that stakeholders have access to clear and accurate information regarding our business conduct, ethical practices, and overall performance. We recognise that transparency is vital in building trust and accountability, both within our organisation and with external partners. We disclose relevant information related to our business conduct policies and any significant incidents, such as allegations of bribery, corruption or misconduct, along with the actions taken to resolve them.



Our Performance in Data





Our Performance in Data

This section outlines a data driven view of our progress across key sustainability metrics. By measuring our performance across these areas year on year we strive to showcase transparency, accountability and our progress in these areas. These metrics reflect our continued efforts to focus on sustainability across a varied and growing portfolio of assets.

In line with regulatory requirements and our commitments to transparent reporting, this section shows our Streamlined Energy and Carbon Reporting. By disclosing this data, we aim to provide stakeholders with a clear understanding of our environmental impact and the steps we are taking to improve our operational efficiency. Location based emissions refer to the greenhouse gases released based on the average energy mix of the local electricity grid. These have been calculated using the government-published carbon emissions factors. Market based emissions are linked to the carbon intensity of the specific energy contracts in place.

Over the course of 2024, MFG undertook an acquisition of 337 sites as part of a singular deal. In line with our Reporting Criteria this acquisition will be reflected in the restatement published in our Report and Financial Statements Year to 31 December 2025 and corresponding Sustainability Report.

	2024	2023 (restated)	2023	2022
Scope 1 GHG emissions (tCO2e)	3,360	3,321 ^{1,3}	1,051	821
Scope 2 (location based) GHG emissions (tCO2e)	22,636	22,274 ²	22,275	21,683
Scope 2 (market based) GHG emissions (tCO2e)	114	179 ²	180	80
Scope 3 Category 6: business travel (grey fleet only) GHG emissions (tCO2e)	329	422 ³	44	26
Total gross (location based) GHG emissions (tCO2e)	26,325	26,017 ^{1,2,3}	23,370	22,530
Total gross (market based) GHG emissions (tCO2e)	3,803	3,922 ^{1,2,3}	1,275	927

- 1 Fugitive emissions have been reported for the first time this year. In line with our restatement policy, we have restated 2023 using this year as a proxy to estimate last year. This was not reported in the prior year as there was a lack of sufficient primary data available, and we have worked with our supplier to collect this data for the first time this year. This has resulted in a restatement of 2,550 tCO2e.
- 2 We identified a small number of adjustments to the prior year due to improvements in the availability of activity data throughout the year. These result in a 1 tCO2e decrease in Scope 2 (location based), and a 1 tCO2e decrease in Scope 2 (market based).
- 3 We identified a misallocation in the prior year in relation to the classification of emissions relating to company cars between Scope 1 (company owned or leased) and Scope 3 (employee owned or operated). This has been restated and resulted in a decrease in Scope 1 of 280 tCO2e and increase of 378 tCO2e in Scope 3.

Intensity Ratios

	2024	2023 (restated)	2023	2022
tCO2e per million litres of fuel sold (location based)	7.28	7.32*	6.58	6.43
tCO2e per million litres of fuel sold (market based)	1.05	1.10*	0.36	0.24

* 2023 intensity ratios have been restated in line with the footnotes.

Our Performance in Data

PwC were engaged to perform independent limited assurance procedures over selected ESG performance metrics for the year ended 31 December 2024 (identified with a **A** symbol).

	2024
Scope 1 GHG emissions (tCO2e)	3,360 A
Scope 2 (location based) GHG emissions (tCO2e)	22,636 A
Scope 2 (market based) GHG emissions (tCO2e)	114 A
% electricity consumption procured on a renewable tariff (%)	99.7% A
Total number of 'live' EV charging units at year end	841 A
Total number of kWh sold	42,707,545 A
Reliability of EV chargers (%)	99.55% A
Confirmed litres of fuel lost to ground	0 A
Total number of volunteering hours	227 A
Total training hours per employee	5.45 A
Employee accident rate per 200,000 hours worked	0.51 A

A These metrics were subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'). For the results of that assurance, see PwC's assurance report on [page 34](#) and 'CD&R Firefly Holdco Limited's Reporting Criteria 2024' which can be found on our website [here](#).





Our Performance in Data

Directors' Statement on CD&R Firefly Holdco Limited's 2024 Sustainability Report

As the Directors of CD&R Firefly Holdco Limited we confirm that we are solely responsible for the preparation of the "2024 Sustainability Report" including this Directors' Statement and for reporting the selected ESG metrics, as defined below, in accordance with the Reporting Criteria (which can be found on our website [here](#)) and ensuring that the reported information is supported by appropriate books and records.

The selected ESG performance metrics include:

- Scope 1 GHG emissions (tco2e)
- Scope 2 (location based) GHG emissions (tco2e)
- Scope 2 (market based) GHG emissions (tco2e)
- % electricity consumption procured on a renewable tariff (%)
- Total number of volunteering hours
- Total training hours per employee
- Employee accident rate per 200,000 hours worked
- Confirmed litres of fuel lost to ground
- Total number of 'live' EV charging units at year end
- Total number of kWh sold
- Reliability of EV chargers (%)

We confirm, to the best of our knowledge and belief, that we have:

- Designed, implemented and maintained internal controls and processes over information relevant to the measurement, evaluation and preparation of the selected ESG performance metrics that is free from material misstatement, whether due to fraud or error;
- Established objective Reporting Criteria that is appropriate for preparing and presenting the selected ESG performance metrics to meet, including clear definition of the entity's organisational boundaries, and applied them consistently;
- Presented information, including the Reporting Criteria, in a manner that provides relevant, complete, reliable, unbiased/neutral, comparable and understandable information;
- Reported the selected ESG performance metrics in accordance with the Reporting Criteria.

Simon Lane
Chief Financial Officer

For and on behalf of the Board of Directors of CD&R Firefly Holdco Limited

20.11.2025

Independent Limited Assurance Report to the Directors of CD&R Firefly Holdco Limited on selected ESG performance metrics

Our limited assurance conclusion

Based on the procedures we have performed, as described under the “Summary of work performed”, and the evidence we have obtained, nothing has come to our attention that causes us to believe that the information marked with the symbol [Ⓐ] in CD&R Firefly Holdco Limited’s ‘2024 Sustainability Report’ for the year ended 31 December 2024 (the “Report”) and summarised below (together, the “Subject Matter Information”), has not been prepared, in all material respects, in accordance with ‘CD&R Firefly Holdco Limited Reporting Criteria 2024’ (the “Reporting Criteria”) as referenced in the ‘What we were engaged to assure’ section below.

What we were engaged to assure

The Subject Matter Information needs to be read and understood together with the Reporting Criteria which CD&R Firefly Holdco Limited’s Directors are solely responsible for selecting and applying. The Subject Matter Information and the Reporting Criteria are as set out in the table below:

Subject Matter Information	For the year-ended 31 December 2024	Location of Subject Matter Information	Reporting Criteria
Scope 1 GHG emissions (tco2e) ^A	3,360	Page 32	‘CD&R Firefly Holdco Limited Reporting Criteria 2024’ available on their website here ¹
Scope 2 (location based) GHG emissions (tco2e) ^A	22,636		
Scope 2 (market based) GHG emissions (tco2e) ^A	114		
% electricity consumption procured on a renewable tariff (%) ^C	99.7%		
Total number of volunteering hours ^A	227		
Total training hours per employee ^B	5.45		
Employee accident rate (per 200,000 hours worked) ^B	0.51		
Confirmed litres of fuel lost to ground ^A	0		
Total number of ‘live’ EV charging units at year end ^A	841		
Total number of kWh sold ^A	42,707,545		
Reliability of EV chargers (%) ^C	99.55%		

A-C refer to our assessment of materiality discussed in the Materiality section of this report.

¹ The maintenance and integrity of CD&R Firefly Holdco Limited’s website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Subject Matter Information or Reporting Criteria when presented on CD&R Firefly Holdco Limited’s website.

The scope of our work did not extend to information in respect of earlier periods or to any other information included in, or linked from, the Report including any images, audio files or videos.



Our work

Professional standards applied

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' and, in respect of the greenhouse gas (GHG) emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance Engagements on Greenhouse Gas Statements', issued by the International Auditing and Assurance Standards Board.

Our independence and quality control

We have complied with the Institute of Chartered Accountants in England and Wales Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, that are at least as demanding as the applicable provisions of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code).

We apply International Standard on Quality Management (UK) 1 and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Summary of work performed

We performed a limited assurance engagement. Because the level of assurance obtained in a limited assurance engagement can vary, we give more detail about the procedures performed, so that the intended users of the Subject Matter Information can understand the nature, timing and extent of procedures we performed as context for our conclusion. These procedures performed vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

In performing our assurance procedures, which were based on our professional judgement, we performed the following:

- evaluated the suitability in the circumstances of CD&R Firefly Holdco Limited's use of the Reporting Criteria as the basis for preparing the Subject Matter Information including the associated reporting boundaries;
- through inquiries, obtained an understanding of CD&R Firefly Holdco Limited's control environment, processes and systems relevant to the preparation of the Subject Matter Information. Our procedures did not include evaluating the suitability of design, obtaining evidence about their implementation or testing operating effectiveness of particular control activities;
- undertook site visits at three of CD&R Firefly Holdco Limited's sites, including 'Redbridge (FS 798)', 'Tottenham (FS 380)' and 'Junction (FS 462)', to understand and observe the operations and to understand how data is collated and reported, as well as the completeness of that reporting; we selected these sites based on their inherent risk and materiality to the group and identified sites not visited in the prior year;
- evaluated whether CD&R Firefly Holdco Limited's methods for developing estimates are appropriate and had been consistently applied, noting that our procedures did not involve testing the data on which the estimates are based or separately developing our own estimates against which to evaluate CD&R Firefly Holdco Limited's estimates;
- compared year on year movements and obtained explanations from management for significant differences we identified;
- performed limited substantive testing of the Subject Matter Information, which is aggregated from information submitted by CD&R Firefly Holdco Limited's sites. Testing involved agreeing arithmetical accuracy of calculations, and agreeing data points to or from source information to check that the underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported; and
- evaluated the disclosures in, and overall presentation of, the Subject Matter Information.

Materiality

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Subject Matter Information is likely to arise. We set certain quantitative thresholds for materiality. These, together with qualitative considerations, helped us to determine the nature, timing and extent of our procedures in support of our conclusion. We believe that it is important that the intended users have the information they need to understand the concept and the level of materiality to place our conclusion in context. Based on our professional judgement, we determined materiality for the Subject Matter Information as follows:

Overall materiality	<p>Materiality may differ depending upon the nature of the Subject Matter Information. We apply professional judgement to consider the most appropriate materiality benchmark for each aspect of the Subject Matter Information, having considered how the intended users may use the information.</p> <p>The benchmark approach for each aspect of the Subject Matter Information is indicated in the table by one of the following numbers;</p> <p>^A This metric is an absolute number. A benchmark materiality of 5% has been applied.</p> <p>^B This metric is a ratio. A benchmark of 5% has been applied to both the numerator and denominator used in the calculation.</p> <p>^C This metric is a percentage. A benchmark materiality of 5% has been applied to both the numerator and denominator used in the percentage calculation.</p>
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We also agreed to report to the Directors misstatements (“reportable misstatements”) identified during our work at a level below overall materiality, as well as misstatements below that lower level that in our view warranted reporting for qualitative reasons. The Directors are responsible for deciding whether adjustments should be made to the Subject Matter Information in respect of those items.

Areas of Assurance Focus

The Areas of Assurance Focus are those areas of our work that, in our professional judgement, require additional procedures. In the case of limited assurance, that means our procedures may be towards the upper end of those that might be expected for limited assurance. These areas were identified as part of our risk assessment and result of the assurance procedures performed, and include those areas of significant risk, areas that involved significant judgement or other areas where significant assurance effort was needed. This approach provides transparency about where we deemed it necessary to perform extra work. However, this does not imply - for limited assurance - the same level of assurance as would have been obtained under a reasonable assurance engagement.

We have determined that there are no areas of assurance focus to communicate in our report.

Challenges of non-financial information

The absence of a significant body of established practice upon which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities, and over time.

Non-financial information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for measuring or evaluating it. The precision of different measurement techniques may also vary.

The emission factor of zero used in the calculation of market-based emissions is based on the energy suppliers’ commitments under the terms of their renewable tariffs to supply energy backed 100% by the Renewable Energy Guarantees of Origin certificates (REGOs). REGOs are subject to inherent limitations, including but not limited to, the risk of double counting and uncertainty as to whether the third-party energy supplier will purchase and retire enough certificates to cover all the energy supplied to all its customers who have purchased the energy through renewable tariffs in the reporting period, over which the customer has no oversight.



Reporting on Other Information

The other information comprises all of the information in the Report other than the Subject Matter Information and our assurance report. The Directors are responsible for the other information. As explained above, our conclusion does not extend to the other information and, accordingly, we do not express any form of assurance thereon. In connection with our assurance of the Subject Matter Information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the Subject Matter Information or our knowledge obtained during the assurance engagement or otherwise appears to contain a material misstatement of fact. If we identify an apparent material inconsistency or material misstatement of fact, we are required to perform procedures to conclude whether there is a material misstatement of the Subject Matter Information or a material misstatement of the other information, and to take appropriate actions in the circumstances.

Responsibilities of the Directors

As explained in the Directors' Statement on page 33 of the Report, the Directors of CD&R Firefly Holdco Limited are responsible for:

- determining appropriate reporting topics and selecting or establishing suitable criteria for measuring or evaluating the underlying subject matter;
- ensuring that those criteria are relevant and appropriate to CD&R Firefly Holdco Limited and the intended users of the Report;
- the preparation of the Subject Matter Information in accordance with the Reporting Criteria including designing, implementing and maintaining systems, processes and internal controls over the evaluation or measurement of the underlying subject matter to result in Subject Matter Information that is free from material misstatement, whether due to fraud or error;
- documenting and retaining underlying data and records to support the Subject Matter Information;
- producing the Report that provides a balanced reflection of CD&R Firefly Holdco Limited's performance in this area and discloses, with supporting rationale, matters relevant to the intended users of the Report; and
- producing a statement of Directors' responsibility.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of CD&R Firefly Holdco Limited.

Use of our report

Our report, including our conclusion, has been prepared solely for the Directors of CD&R Firefly Holdco Limited in accordance with the agreement between us dated 6 March 2025 and subsequently varied (the "agreement"). To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Board of Directors and CD&R Firefly Holdco Limited for our work or our report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP

Chartered Accountants

Watford

20 November 2025



Global Reporting Initiative (GRI) Index

Statement of use: CD&R Firefly Holdco Limited (Motor Fuel Group) has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

Area	GRI Standard	Disclosure	Code	Reference
Governance	201: Economic performance	Management approach	201	See CD&R Firefly Holdco Ltd – Report and Financial Statements – Year to 31 December 2024
		Direct economic value generated and distributed	201-1	
		Financial implications and other risks and opportunities due to climate change	201-2	
Governance	205: Anti-corruption	Management approach	205	See Our Approach to Sustainability & ESG: Business Conduct, page 29
		Communication and training about anti-corruption policies and procedures	205-2	
Governance	207: Tax	Management approach	207	See CD&R Firefly Holdco Ltd – Report and Financial Statements – Year to 31 December 2024
		Approach to tax	207-1	
		Tax governance, control, and risk management	207-2	
		Stakeholder engagement and management of concerns related to tax	207-3	
		Country-by-country reporting	207-4	



Global Reporting Initiative (GRI) Index (continued)

Area	GRI Standard	Disclosure	Code	Reference
Environment	302: Energy	Management approach	302	See Our Approach to Sustainability & ESG: Climate Change - Own Operations, page 13 , and Our Approach to Sustainability & ESG: Climate Change Action, page 15
		Energy consumption within the organisation	302-1	
		Energy consumption outside the organisation	302-2	
		Reduction of energy consumption	302-4	
		Reductions in energy requirements of products and services	302-5	
Environment	303: Water and Effluents	Management approach	303	See Our Approach to Sustainability & ESG: Water, page 25 and Our Approach to Sustainability & ESG: Pollution, page 24
Environment	305: Emissions	Management approach	305	See Our Performance in Data, page 31
		Direct (Scope 1) GHG emissions	305-1	
		Energy indirect (Scope 2) GHG emissions	305-2	
		GHG emissions intensity	305-4	
		Emissions of ozone-depleting substances (ODS)	305-6	
Environment	306: Effluents and Waste	Significant spills	306-3	See Our Approach to Sustainability & ESG: Pollution, page 24 , and Our Performance in Data, page 32
Environment	306: Waste	Management approach	306	See page 27 , Waste Management, as well as quantitative information on page 32 , Our Performance in Data
		Waste generation and significant waste-related impacts	306-1	
		Management of significant waste-related impacts	306-2	
Social	401: Employment	Management approach	401	See Our Approach to Sustainability & ESG: Own Workforce, page 21



Global Reporting Initiative (GRI) Index (continued)

Area	GRI Standard	Disclosure	Code	Reference
Social	403: Occupational Health and Safety	Management approach	403	See Our Approach to Sustainability & ESG: Site Safety, page 26 , and Our Performance in Data, page 32
		Occupational health and safety management system	403-1	
		Hazard identification, risk assessment, and incident investigation	403-2	
		Worker training on occupational health and safety	403-5	
		Work-related injuries	403-9	
Social	404: Training and Education	Management approach	404	See Our Approach to Sustainability & ESG: Own Workforce, page 23 , and Our Performance in Data, page 32
		Average hours of training per year per employee	404-1	
Social	405: Diversity and Equal Opportunity	Management approach	405	See Our Approach to Sustainability & ESG: Own Workforce, page 22



Sustainability Accounting Standards Board (SASB) Index

The table below highlights sections of our 2024 public disclosures that include information related to the SASB Standards for the two sectors that are most closely aligned to our business: Oil & Gas and Food Distribution. Unless otherwise noted all data and descriptions apply to Motor Fuel Group.

Area	Topic	SASB code	Accounting metric	Unit of measure	Reference (/page number)
Oil and Gas Refining Standard					
Environment	Greenhouse Gas Emissions	EM-RM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limited regulations	Metric tonnes (t) CO2e	See Our Performance in Data, page 31
Food Retailers and Distributors Standard					
Environment	Air Emissions from Refrigeration	FB-FR-110b.1	Gross global Scope 1 emissions from refrigerants	Metric tonnes (t) CO2e	See Our Performance in Data, page 31
Environment	Energy Management	FB-FR-130a.1	Percentage renewable	Percentage (%)	See Our Performance in Data, page 32



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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.

These statements are not guarantees of future performance and undue reliance should not be placed on them. Although forward-looking statements contained in this presentation are based upon what management of the Company believes are reasonable assumptions, there can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. The Company undertakes no obligation to update forward-looking statements if circumstances or management’s estimates or opinions should change except as required by applicable securities laws.

