



# Gender Pay Gap – Our Approach 2023/2024

**mfg**  
motor fuel group

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

## Introduction

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

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

As the largest subsidiary operation of MFG, it is Motor Fuel Limited’s contract managed business 2024 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



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### Note:

For the reporting snapshot date for this report, in 2024, Motor Fuel Limited reached a headcount of over 250 employees. Therefore, this report is based on MFL employees only. This includes 96% of employees employed under ‘MFG Core’, which incorporates employees of CD&R Firefly Bid Co Limited, St Albans Operating Company Limited and Motor Fuel. Those employed by MFL work in a diverse range of roles including technical, professional, field operations management, senior executive, administration and customer services. The Gender Pay Gap of MFG’s direct managed business of its subsidiary, Peregrine Retail Ltd is explored in their own report available at <https://www.motorfuelgroup.com/reports-publications/category/gender-pay-gap-reports/>

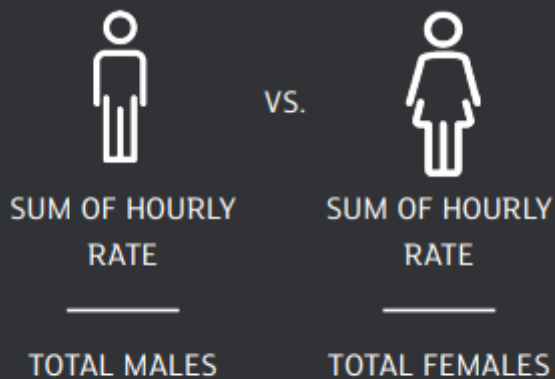
# Gender Pay Gap Explained

Gender Pay Gap reporting was introduced in 2017 and is a legal requirement for employers with over 250 employees and optional for those who currently have less than 250 employees. 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.*

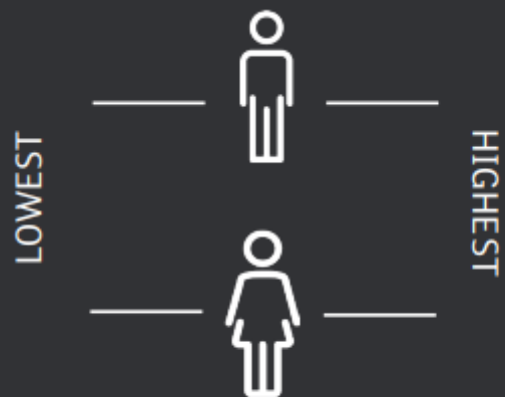
It is calculated by:



## Median Gender Pay Gap

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

It is calculated by:



# Our 2024 Gender Pay Gap

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

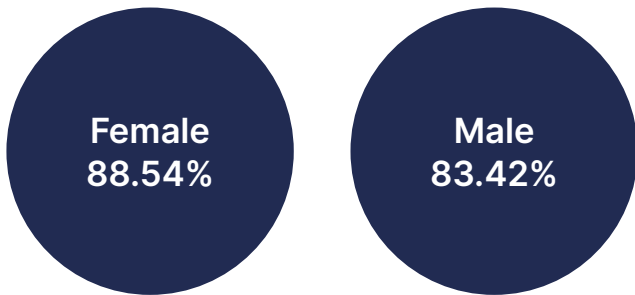
## Gender Pay Gap 2024



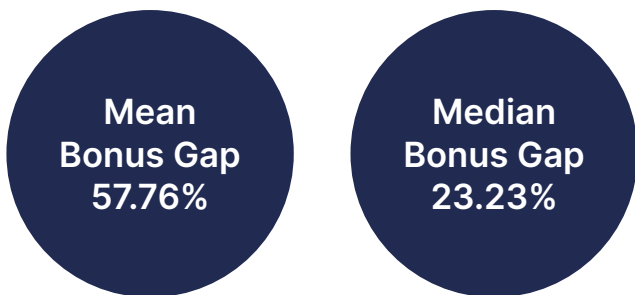
## Bonus Pay Bands 2024

Below are the proportions of male & female employees who were paid bonus between April 2023 - April 2024.

We had a large number of new joiners during the period which would make them illegible for any bonus payment. The large majority of these new joiners were male.



## Bonus Gender Pay Gap 2024



## 2024 Quartile Pay Bands

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



Upper Quartile	
86.6%	13.4%
Upper Middle Quartile	
70.6%	29.4%
Lower Middle Quartile	
67.2%	32.8%
Lower Quartile	
44.1%	55.9%

## Our Approach To Gender Diversity

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

- *We encourage all employees to take ownership of shaping their careers and give everyone equal tools and support to do so through our Annual Performance Review process and access to our Training Platforms.*
- *In 2020, we introduced enhanced maternity pay for all employees with over three years' service.*
- *In 2021, we introduced annual equality and diversity training for all employees, to ensure we are open in our approach to attracting and retaining diverse talent across the business.*
- *In 2022, we launched our new website and a major focus for us was ensuring that the imagery we used reflected the prevalence of both genders in our workplace.*
- *From April 2022 to March 2023, there were an equal number of female and male employees promoted within MFG.*
- *From April 2022 to March 2023, we also saw a notable increase in the number of employees utilising shared parental leave.*
- *In 2024 in our annual employee survey we asked the gender of all participants so that we can analyse employee views by gender too, to determine if gender specific actions are required.*

*"I have been working for MFG for nearly 10 years and in that time my career has progressed from office administrator to HSE manager. This has been achieved through the opportunities the company has provided me with, through training, e.g., IOSH Working Safely and NEBOSH Certificate, and through personal development given to me by my line managers and my mentor. Last year I gave birth to my first child, and I was very nervous to go on MAT leave. Being a woman in male dominated industry, you worry how having time off to have a baby will affect your career. However, on one of my KIT days I was informed that I was going to be promoted to HSE manager when I returned to work. I have felt very supported by my line manager and my team as I re-adjusted back to MFG life and settled into my new role. In fact, I have now been enrolled on Level 6 Diploma in Occupational Health and Safety Practice, a course based on my work which is fantastic for me with a baby at home and a new team to manage at work."*

**Victoria Pitcher,**  
HSE Manager



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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