



2025

SUSTAINABILITY
REPORT

We Do
Energy,
Right By
You...



About this report

This Sustainability Report reflects our ongoing journey to reduce our environmental impact, fulfil our corporate social responsibilities and support our customers in doing the same.

It has been created to provide a transparent view of how Flogas Britain is progressing on our commitment to “do energy, right by you” not just through words, but **practical action**.

We know that meaningful change takes time, but we're making considered, measurable progress: investing in lower-carbon energy solutions, improving operational efficiency, investing in our colleagues, and collaborating with customers, partners and our DCC Energy GB network to drive positive outcomes.

This report includes updates on projects, partnerships, and innovations that demonstrate our ambition, as well as our understanding that sustainability is not a one-size-fits-all concept and focuses on the period from April 1st, 2024 to March 31st, 2025. Our annual report and accounts provide detailed information about our financial performance.

For this report, we've drawn inspiration from leading sustainability reporting frameworks and disclosures, including SECR and ISSB guidance, but our focus remains on what matters most to our business and our stakeholders.

Whether you're reading this as a customer, colleague, policymaker or partner, thank you for joining us on this journey.

Our Key Reporting Principles:

Relevance

Transparency

Consistency

Completeness

Accuracy

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Welcome

As I introduce another sustainability report, I'm proud of just how much we've achieved. We closed the year having delivered real, measurable progress across every part of our business. This was a year where **investment met impact**.

At Flogas, we've long believed that doing energy right by you means more than simply supplying fuel – it's about building confidence, resilience and trust for the road ahead. This year, we've seen what this looks like in practice: improved operational performance, fewer service complaints, increased safety discipline, and better outcomes for both our customers and our colleagues.

We've achieved meaningful improvements in safety and service, grown the business with new customers, and continued to step up on sustainability with more HVO in our fleet, clear pathways for renewable gases, and expanded partnerships that are actively shaping the energy transition.

But for all our progress in technology and infrastructure, our people remain the driving force behind our success. This year, our "Powered by People" commitment came to life – from new competency and reward frameworks to the launch of Equality, Diversity, and Inclusion workstreams alongside a new sponsorship deal with Leicester Tigers Women's rugby team. That same spirit of care and ambition is at the heart of our safety culture, our community engagement, and our approach to inclusive growth.

Honoured

We were also deeply honoured to be re-awarded the Royal Warrant to His Majesty the King – a rare and prestigious recognition that quietly affirms the quality, integrity, and consistency of our work. It's not easy to achieve, and we remain incredibly proud to carry that trust into everything we do.

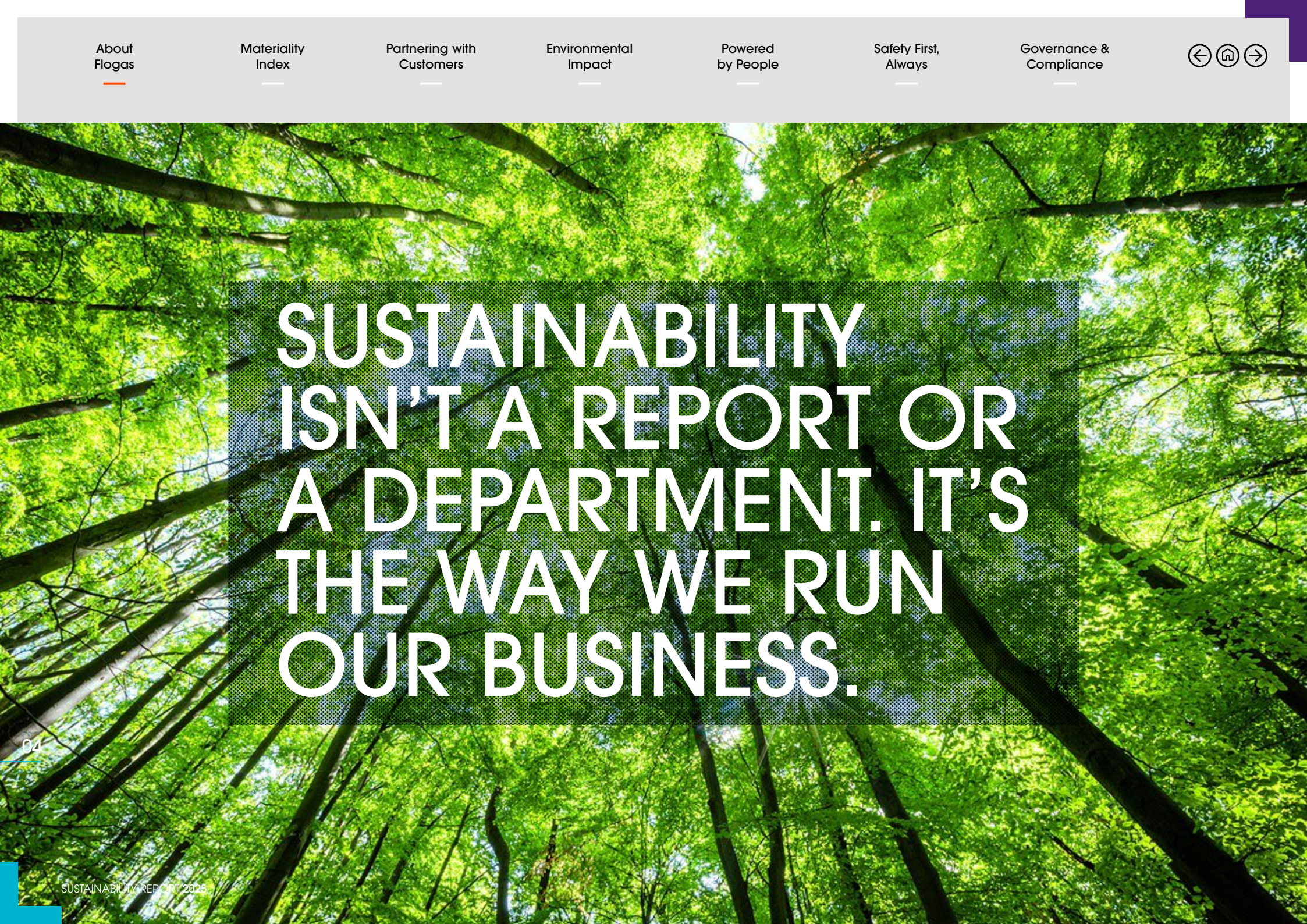
This report captures the best of what we've achieved and what we're building towards. It's a window into how we're helping off-grid customers reduce emissions, how our portfolio of energy solutions is evolving, and how we're supporting colleagues, partners and communities alike.

As we look ahead, we do so with purpose and confidence, committed to delivering cleaner energy, empowered by brilliant people, and focused on shaping a lower-carbon, more resilient future for all.



Ivan Trevor
Managing Director,
Flogas Britain





**SUSTAINABILITY
ISN'T A REPORT OR
A DEPARTMENT. IT'S
THE WAY WE RUN
OUR BUSINESS.**

Who are Flogas Britain

We're Flogas Britain, a business employing over 1,425 people, together we are energy experts with deep roots in gas and an eye firmly on developing energy solutions for the future.



4.5m

UK households – around 1 in 7 – live off the gas grid, relying on alternative fuels to heat their homes¹

For over 40 years, we've been reliably delivering LPG to homes and businesses across the UK, our customer satisfaction score says 53% of our customers would promote us².

We are continuously improving, working hard to navigate the unique supply challenges of off-grid energy to reliably deliver to customers in remote and hard-to-serve businesses and communities across Great Britain.

Lower-carbon future

Today, we're doing much more than that. We're helping customers take practical steps towards a lower-carbon future, combining cleaner fuels, renewable technologies and smart energy services that reduce impact without sacrificing performance. From off-grid heating to backup power, from solar panels to energy management tools, we don't believe in one-size-fits-all solutions.

We believe in doing energy right: right by our customers, right by the communities we serve, and right by the environment. We're proud to be part of DCC Energy GB, working alongside trusted sister companies like Equity Energies, Protech Group, DTGen and Centreco.

Together, we're building a connected energy offering that supports households, businesses and entire industries to make real progress. Our strength lies in our reach, our relationships, and our readiness to change.

We know this transition isn't easy. But it's happening, and we're all in.

Flogas UK Operations

58

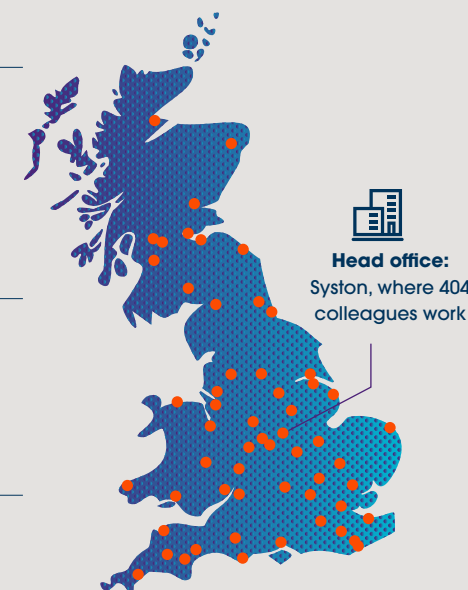
operational sites in the UK and 706 vehicles, with 1,700 stockists nationally

1,425

colleagues, and part of the DCC plc Group, a FTSE 100 company

362,302

tonnes of LPG supplied annually, to UK and international markets



¹ www.gov.uk/government/statistics/sub-national-estimates-of-households-not-connected-to-the-gas-network

² Based on 1,173 responses, covering consumer cylinder, bulk and both products

Our Company vision

We Do Energy, Right By You

At Flogas, we believe the future of energy isn't defined by technology alone – it's shaped by trust, resilience, practicality and a relentless focus on doing the right thing. Our vision is simple, but powerful: to be the most trusted energy partner for homes and businesses navigating a changing world.

We call it “Do Energy, Right By You” – and it sits at the heart of everything we do.

Our North Star

Our vision is guided by three commitments that help keep us focused, aligned and moving forward:

Do Right

We hold ourselves to high standards – not just in compliance, but in character. Whether it's choosing suppliers, supporting customers or responding to change, we do the right thing even when no one's watching.

- We prioritise safety and wellbeing across every role
- We focus on service, speed and self-serve where it counts
- We work towards lower-carbon solutions that are realistic and inclusive

Do More

We're not here to stand still. We push for progress, support innovation, and go further for our customers, our colleagues and our communities.

- We invest in cleaner fuels, smarter technology and customer-led design
- We create opportunities for people to grow and lead
- We partner with others to deliver bigger impact than we could alone

Make it Easy

We simplify the complex. Whether it's helping a homeowner switch to LPG, supporting a manufacturer with energy resilience, we remove barriers and focus on what works.

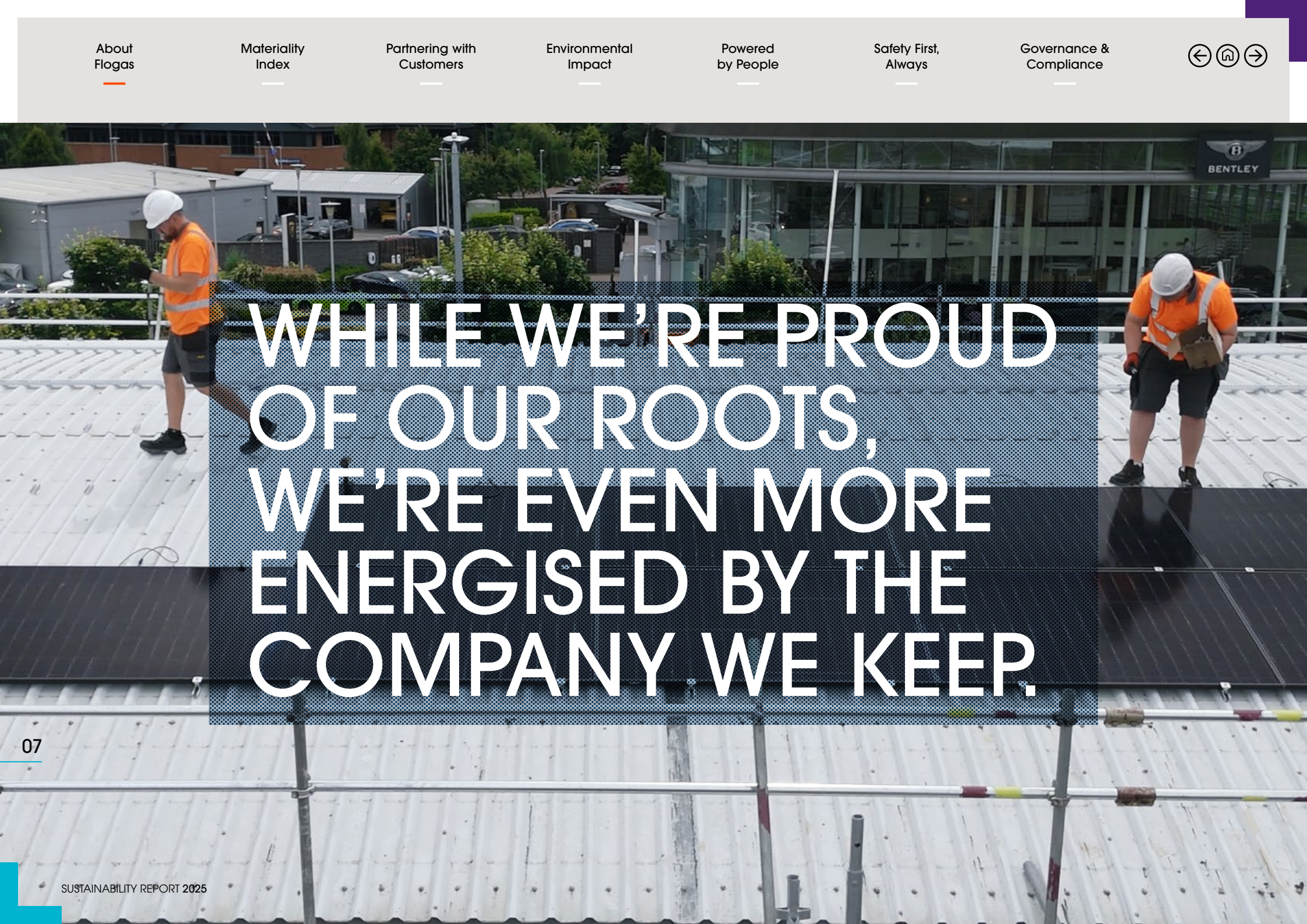
- We make energy decisions clear, practical and actionable
- We reduce hassle and increase confidence – for everyone we work with
- We provide solutions tailored to our customers' needs

A Vision That Evolves With the Market

Energy is changing, and so are we. From helping off-grid homes move to a lower carbon future to modernising backup power and building a more inclusive workforce, our goals are built around where we can have the biggest impact.

But while our products and partnerships may evolve, our purpose stays the same. We exist to deliver energy that's cleaner, simpler and better for the people who depend on it.

Because when we do energy right by our customers, our colleagues and our communities – everyone benefits.



WHILE WE'RE PROUD
OF OUR ROOTS,
WE'RE EVEN MORE
ENERGISED BY THE
COMPANY WE KEEP.

Part of DCC Energy

DCC Energy is a customer-focused energy partner selling and distributing multi-technology solutions to our customers.

Our roots are in fossil fuels and we continue to supply them whilst DCC Energy's extensive energy portfolio includes solar, heat pumps, combined heat and power, energy management technology, biofuels and more. These are already part of our offer, not a distant ambition.

**We're not chasing headlines.
We're building trust.**

As part of FTSE 100-listed DCC plc, we can offer global strength and local expertise. The group's brands – Flogas, Certas, Protech, DTGen, Centreco, and Equity Energies – are powered by a shared mission: to become the best customer company in energy.

That means listening more intently. Solving smarter. And staying practical, because real progress happens on the ground, not just in offices or PowerPoint decks. We know there's

no one-size-fits-all answer. That's why the DCC Energy portfolio is intentionally broad, supporting customers with the right mix of traditional and renewable energy sources to meet their needs today, while helping them transition to a lower-carbon future.

Across the globe, our energy experts are working tirelessly to make the energy transition practical and affordable, even for those traditionally seen as 'hard to serve' off-grid communities and energy-intensive industries. That's no small feat in a world facing the energy trilemma, shifting regulations, and an increasingly urgent climate crisis.

Whether it's decarbonising a supply chain, upgrading an off-grid heating system, or managing energy across an entire estate, DCC Energy is here to make energy simpler, cleaner, and genuinely useful for today and the net-zero future we're committed to building.

Read the full
DCC report.



Every Flogas project is a true collaboration, tailored to each customer's energy journey and supported by our expert network across DCC Energy GB."

Chloe Weir

Flogas Britain Ltd, Commercial Marketing Manager

DCC Operations

Colleagues

9,000

Countries

12



01_

IN A COMPLEX
ENERGY LANDSCAPE,
IT PAYS TO KNOW
WHAT MATTERS AND
WHO IT MATTERS TO.

Materiality matters

Our materiality assessment helps us make sure our sustainability work focuses on the things that matter most to our people, our customers and the communities we serve. This year's process confirms that we're moving in the right direction as a business.

Our investments in Protech, DT Gen and Equity Energies show how we're responding to what stakeholders care about most: innovation, the energy transition and creating genuine customer value. We're not just supplying energy; we're helping businesses build confidence, cut carbon and work more efficiently across a wide range of sectors.

Inside the business, we're investing in the same way, from rolling out MY ZeERO to improve data and decision-making to growing colleague-led networks that support inclusion, wellbeing and engagement.



Our strategy isn't just shaped by people in boardrooms. It's shaped by what matters to the people we serve.



Materiality Index Supporting Copy



This index is a reflection of our promise to do energy, right by you. It's built on real conversations with our customers, colleagues and communities – not assumptions. It helps us focus on what matters most to the people we serve and stay true to our values as we grow.”

Andrew Bassett
Head of corporate and public affairs

A Materiality Matrix That Reflects Our Purpose.

The outcomes of this year's materiality assessment affirm the pillars of our strategy:

- **Energy Transition and Environment** remain critical external priorities, driving our customer proposition and long-term planning.
- **Safety, Health and Well-Being**, as well as ethical governance, continue to define our licence to operate.
- **People and Community** themes, including inclusion, skills development and wellbeing, have moved even closer to the core.
- **Governance and Compliance** provides underpinning trust and assurance for all stakeholders.

We've used these findings to sharpen our focus as a leadership team. Because what matters most to our stakeholders is what shapes how we grow.

Practical Progress. Strategic Intent. Shared Value.

Whether you're a policymaker, customer, partner or future colleague, we hope this report makes clear how we are:

- Supporting the UK's transition to a lower-carbon economy
- Empowering our people and partners to lead with purpose
- Building the resilience and credibility needed to thrive in a complex energy market.

We Do Energy, Right By You.

This assessment shows that in a complex landscape energy market, there is no single path to net zero. This report will show how we at Flogas remain committed to helping customers to deliver carbon reduction goals by leading with integrity, innovating with intent, and delivering energy solutions that are right for now – and for what comes next.

Progress update

In 2020, we set out a number of high-level objectives relating to the pillars of our sustainability plan. We summarise our progress below.

	Objective Reduce our direct CO₂ emissions by 20% by 2025, from a 2019 base. Achieve carbon neutrality by 2050 2025 update Achieved a cumulative 28% reduction in carbon intensity since 2019, and a 16% absolute reduction despite increased operational activity. Continued the rollout of HVO across the fleet, cutting diesel use by over 900,000 litres, and further reduced emissions through route optimisation, telematics, and driver training initiatives	Objective Reduce our indirect CO₂ emissions by engaging with customers and suppliers 2025 update Enabled businesses and homes to reduce emissions through tailored LPG, bioLPG and backup generation solutions. Strategic Energy Partners embedded into customer sectors	Objective Build market-leading positions in the renewable energy sectors in which we operate 2025 update We have added solar, heat pumps, back-up power, energy engineering, energy management and consulting services to our energy portfolio, providing customers with an unrivalled set of solutions. Delivered our own solar and energy management solution to the Flogas HQ building, while strengthening supply resilience to ensure reliable energy delivery across our operation
	Objective Maintain strong governance, transparent ESG reporting and full compliance across all business areas 2025 update We continue to uphold high standards of governance and accountability across Flogas Britain. ESG data for emissions, safety and inclusion are fully aligned with DCC Energy GB group standards and validated through SECR and TCFD frameworks. Our control environment supports consistent compliance with legal, tax and regulatory requirements	Objective Maintain a culture of acting with integrity 2025 update Clear policies and training on integrity, anti-bribery, data protection and whistleblowing. Continued strong performance in internal DCC audit	Objective Ensure all taxes and duties are collected and paid on time 2025 update Strong control environment providing continued legal and regulatory compliance
	Objective Foster a diverse and inclusive workplace and engage with local communities 2025 update Launched four colleague resource groups. Delivered 230+ inclusion training days and Women in Leadership pathway. Volunteering relaunched to boost access and participation	Objective Ensure fair and equitable employment practices 2025 update Pension contributions equalised. Time-off policy expanded to cover study, development, and life events. Long-service recognition process improved	Objective Invest in our people through learning, inclusivity, and personal growth 2025 update Delivered 5,400+ training days. Leadership training through Energise scaled up. Apprenticeship learning days trebled
	Objective No life-changing colleague, contractor or customer injuries or accidents 2025 update We maintained a continued downward trend of in all categories of safety; process, occupational and road risk, with LTIFR close to 1. Supported by strong cultural developments and launch of Safety First Zero Harm programme	Objective No material spills or other damaging discharges to the environment 2025 update Over 98% of scrap metal cylinders reused or recycled. Increased waste volumes linked to Syston HQ refurbishment, but landfill kept to just 1% of total	Objective Use innovation and technology to drive reductions in resource use 2025 update Upgraded deluge systems, ran live incident tests with emergency services, and enhanced process safety visibility across sites. More resilient supply and new planning system optimising routes and reducing fuel use

02_

INSIGHTS HELP INFORM
AND SHARPEN OUR
FOCUS, AND NOW
WE'RE TURNING THAT
FOCUS INTO ACTION.

Listening and understanding

We believe listening and understanding are critical to partnerships. That's why, each year, we ask thousands of our customers what matters most to them – and we use what they tell us to shape our next move. In 2024, we ran our biggest-ever customer survey, hearing from over 2,000 domestic energy users across rural and urban Britain.

Their responses gave us a clearer picture of what they value, what they need, and how we can do better.

What we heard – and what we're acting on

Our Customers:

71%

live in rural areas, far higher than the UK national average of 17%

40%

have been with us for over six years



Most live in detached or semi-detached homes in two-person households

What they told us about sustainability

84%

want to reduce their carbon emissions

24%

already use renewable energy, with many more considering it

We have a newly appointed Customer Experience team (CX) and together we will show how listening isn't a one-off.

It's how we build better partnerships – every day.



"This is about more than tech – customers want practical, affordable ways to decarbonise, and thanks to our experience in hard-to-serve locations and sectors, they trust us to help support with carbon reduction."

George Sinnott
Data and Insights Manager, Flogas Britain



"Our customers aren't just off-grid, they're often underserved. That's why we listen harder and act smarter – to improve our product offering and service."

Jacob Sutton
Consumer Marketing Manager,
Flogas Britain

Energy Evolution: Our legacy, transition and future fuels

Energy Solutions That Work Together

At Flogas, we understand that the journey to net zero looks different for every customer, but it always needs the right mix of expertise, technologies and support. That's why we've built a connected network of specialist energy brands. Each one brings something different, and together they deliver a complete, practical approach to reducing emissions and improving efficiency across homes, businesses, and heavy industry.



Flogas delivers reliable LPG and bio-LPG, helping customers transition away from coal and oil quickly, safely, and with immediate carbon savings.



Protech offers high-performance engineering in heating, cooling, solar, and heat pumps – unlocking lower-carbon buildings and estates.



DTGen specialises in backup and combined heat and power (CHP) systems that reduce reliance on the grid while improving energy resilience.



Equity Energies brings power purchasing, strategic energy management & consultancy services, helping customers take control of their costs and carbon.



Centreco specialises in commercial solar PV solutions, helping businesses cut costs, reduce carbon, and generate on-site renewable power for long-term resilience.



Together, our brands help customers across the UK move from planning to action, offering joined-up expertise across the full energy lifecycle. Whether it's fuel switching, renewables integration, backup generation or smarter energy procurement, we're here to support our customers through every step of the transition."

Matt Lightburn
Sales Director



Providing low-carbon solutions doesn't have to come at the expense of your commercial goals. We offer practical, effective strategies that reduce emissions responsibly, without cutting corners – delivering financial benefits alongside environmental impact.”

Greg Brown
Strategic energy partner



Energy Evolution: Supporting Our Customers

At Flogas, we understand that the move to low-carbon energy must be realistic as well as ambitious. Many of our customers, especially those business and households in rural or off-grid areas, face real barriers when it comes to switching to cleaner energy. Cost, infrastructure, and the complexity of retrofit requirements are amongst the significant challenges they face.

That's why our portfolio of energy products allows us to take a practical approach to the energy transition. We recognise that there's no single solution that works for every household or business. For some, LPG and bioLPG offer an immediate step away from high-carbon fuels such as Coal and Oil. For others, hybrid heating, solar, or energy management systems may be the right next move. Thanks to DCC Energy, we can offer solutions to suit most business needs.

We're here to show possibilities and support what they can do. Our engineers, consultants and customer service teams

work every day to help people make progress, however big or small that step may be.

Thanks to our energy solution portfolio, we can take a practical approach. Our research and insight have shown that this transition won't be easy for the vast majority, with seasonal weather constraints in remote places and cost being the primary concerns, but we're committed to working alongside our customers. By combining technical expertise with flexible solutions, we're helping make practical lower-carbon energy achievable, even in the hardest-to-reach places.



Case study

Empowering a Sustainable Future: Atlantic College

A modern energy solution for an historic institution. Nestled above the rugged South Wales coastline, Atlantic College is more than just a school. Based in the majestic 12th-century St Donat's Castle, this globally renowned institution is home to students from over 90 countries, united by a mission of peace and sustainability.

When it came to upgrading its energy system, the college sought a solution that matched its environmental ambitions, without compromising its heritage setting. Flogas, in collaboration with Protech Group and DTGen (all part of DCC Energy GB) stepped in with a turnkey Combined Heat & Power (CHP) energy solution powered by LPG. The result: a future-ready system delivering carbon savings, operational reliability, and a clear path toward biofuel transition.



This project demonstrates the power of collaboration across the DCC Energy GB group. Each business brought its expertise to the table, delivering a smarter, lower-emission solution tailored to a unique site.”

David Goldie
Protech

The Challenge

An Historic Site with a Modern Mission. Like many heritage sites, Atlantic College faced the complex task of modernising an ageing oil-based system without disrupting campus life or damaging its listed buildings. The existing plant was outdated, inefficient, and at odds with the college's sustainability values.

The Solution

Designed for Today, Ready for Tomorrow. Flogas provided full project management, from consultation and design to installation and commissioning. The new LPG-powered CHP system, installed in collaboration between Protech & DT Gen, was carefully integrated within the existing infrastructure to preserve the site's aesthetics and function seamlessly with minimal disruption.

What we delivered

Full turnkey conversion from oil to LPG CHP. Live installation during term time with zero downtime. Integration within a heritage setting and listed buildings. Biofuel-ready infrastructure, paving the way for lower-carbon fuels.

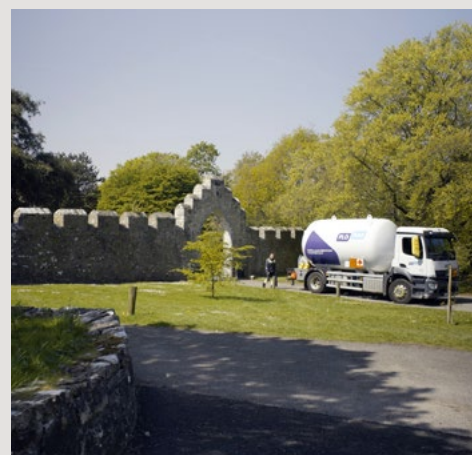
The Impact

Real Carbon Savings, Lasting Change. The new energy system has already delivered measurable benefits, cutting on-site emissions and improving fuel efficiency. But this is only the beginning. Atlantic College is set to move to certified biofuels as part of Phase 2, ensuring continuous progress on its carbon reduction pathway.

Key outcomes

- Significant emissions reduction.
- Improved energy resilience and cost control.
- Seamless operation within a live educational environment.
- Long-term partnership for ongoing decarbonisation.

We do energy, right by you, which means we are powered by partnerships and focused on the future. We don't believe in off-the-shelf answers. We engineer bespoke energy solutions designed around your needs, helping organisations take control of their energy use, reduce emissions, and move confidently toward a lower-carbon future.



SNAPSHOT:

Location: St Donat's Castle, South Wales

Customer: UWC Atlantic College – International sustainability-led school

Challenge: Replace oil heating with a lower-emission, future-ready system

Solution: Full turnkey CHP installation powered by LPG (biofuel-ready)

Delivered by: Flogas, in collaboration with Protech Group & DTGen

Outcome: Lower emissions, future biofuel readiness, energy cost control



We needed a solution that honoured our commitment to environmental responsibility, while respecting the integrity of our historic campus."

Alan Abraham
Facilities Manager, Atlantic College

Case study

Powering Resilience: Infrastructure for Datum Data Centres

At Datum, resilience isn't just a specification – it's a promise to their clients. With a reputation for secure, enterprise-grade colocation and an unwavering commitment to environmental efficiency, Datum needed a power partner who could deliver uncompromising reliability within a tight footprint, without compromising on sustainability. That partner was DTGen, experts in tailored power generation and part of the DCC Energy GB family. Together, we delivered a bespoke, high-density backup solution that matches Datum's ambition and enables round-the-clock continuity for one of the UK's most advanced colocation providers.

The Challenge

Reliable Power in a Restricted Space. Datum's expansion at their Manchester facility called for robust backup power to support a growing data centre footprint. However, tight spatial constraints, acoustic sensitivity, and the need for high autonomy made the project uniquely complex.

Project Challenges

Limited footprint beneath live chiller decks. Strict noise limits (75 dBA). Need for 100% resilience & redundancy. Integration with sustainability commitments and future expansion.

The Solution

High-Density Backup Built for Business Continuity. DTGen provided the first phase of a 4MW containerised power generation system, engineered for minimal noise and maximum output. From early-stage design collaboration to site-specific installation, the DTGen team worked seamlessly with architects, consultants, and subcontractors to ensure a complete turnkey solution.

What we delivered

Low-noise containerised enclosures (75 dBA) 72-hour autonomy via high-capacity fuel systems. Precision layout planning and access design. Seamless delivery and installation across multiple components Ongoing technical support and documentation access.



We needed an energy partner who truly understood the operational and environmental demands of the data centre sector. DTGen didn't just supply equipment – they engineered a solution tailored to our site, our goals, and our standards."

Matt Edgley
Chief Operating Officer, Datum

The Impact

Engineering Confidence into Every Kilowatt. Thanks to early procurement and strategic project planning, DTGen mitigated rising equipment costs and met the delivery schedule without delay. The bespoke system delivers guaranteed resilience while aligning with Datum's broader sustainability credentials – including HVO compatibility, high-efficiency cooling, and readiness for future expansion.

Customer Outcomes

A resilient, future-ready energy backup solution. High-density output in a compact footprint. Cost control through early-stage long-lead procurement. Positive customer feedback on collaboration, product fit, and technical access.

Future-Focused Power Solutions. With new data centres coming online and environmental standards rising, Datum's partnership with DTGen sets a new benchmark in sustainable resilience. From detailed engineering to delivery precision, DTGen brings together technical mastery and sector-specific insight to support critical infrastructure clients across the UK. Reliable power. Designed with purpose. Delivered with precision. dtgen.co.uk

We do energy, right by you: building trust through precision, with a solution that keeps power flowing, emissions falling, and peace of mind in place when it matters most.



DTGen's ability to tailor every aspect of the system – from power density to delivery logistics – made them the ideal energy partner for this project."

Matt Edgley Chief Operating Officer, Datum



SNAPSHOT:

Location: Datum Manchester Data Centre (MCR2)

Customer: Datum – Enterprise-grade colocation for digital infrastructure

Challenge: Deliver reliable, resilient power in a compact, low-noise setting

Solution: 4MW power generation in containerised enclosures with 72-hour autonomy

Delivered by: DTGen – part of DCC Energy GB

Outcome: Guaranteed redundancy, cost savings, and tailored engineering

"This was not just a delivery – it was a collaborative journey from design through to deployment. Our aim was simple: 100% uptime, zero compromise."

Kevin Hill
DTGen Project Lead

Case study

Harsco Metals Group: A tailored energy solution

Steelphalt, part of the Harsco Metals Group, operates two high-demand asphalt production plants in Rotherham. Known for its innovation – using steel slag in its asphalt mix – the business was looking to reduce its environmental impact by moving away from kerosene, a fuel traditionally used in high-temperature industrial processes.

Flogas, alongside group partner Equity Energies, stepped in with a custom-engineered LPG system and a dual-service commercial energy package. The result: a practical, future-fit installation that cuts emissions, improves reliability, and opens the door to further decarbonisation.



23

13.4%

A key outcome was to reduce CO₂e annually by 13.4%

The Challenge

High Temperature, High Stakes. For heavy industry customers like Harsco, energy isn't just a cost line – it's critical to productivity. The company needed a cleaner alternative to kerosene without compromising the performance of its asphalt plants. It also required a system that could safely and efficiently serve two separate burners from a shared tank farm, all while maintaining continuity of supply and controlling costs.

The Solution

Working closely with Harsco's engineering team and burner supplier, Flogas designed and delivered a complete pumped-liquid LPG system capable of powering both production lines. The system included:

- A 200m underground Brugg pipeline delivering LPG at pressure
- Tri-fuel and dual-fuel burner integration
- A single pump skid with on-site critical spare for operational peace of mind.
- A compressed-air actuated fire safety system designed in-house, exceeding code requirements
- Mains gas brokering services for two additional Harsco sites, delivered by Equity Energies





What We Delivered

A turnkey energy conversion system from kerosene to LPG. Our comprehensive technical scoping, on-site feasibility study, and commercial modelling for engineering resilience (including backup hardware and zero reliance on electric vaporisers) was able to determine that by using a dual valve solution, we were able to deliver lower carbon and better cost control for Harsco.

The Impact

Cleaner Operations, Greater Control. With the new system in place, Steelphalt has eliminated kerosene as its primary fuel at one of its plants and strengthened supply security across both. This was more than a fuel switch – it was a platform for progress.

Key Outcomes:

- ~800,000 litres of kerosene displaced per year
- ~270,000 kg CO₂e reduction annually (~13.4%)
- Payback: 2.8 years

We do energy, right by you: combining deep sector knowledge, in-house engineering, and joined-up commercial thinking. We demonstrate that we don't 'just' sell fuel we build partnerships that help our customers cut carbon, reduce downtime, and take control of their energy future.



SNAPSHOT:

Location: Rotherham, South Yorkshire

Customer: Harsco Steelphalt (Asphalt Production)

Challenge: Replace kerosene with a cleaner, operationally resilient fuel

Solution: Pumped-liquid LPG supply system with bespoke safety features

Delivered by: Flogas, in collaboration with Equity Energies

Outcome: Lower emissions, future-ready infrastructure, dual-fuel flexibility

03

THE BEST CUSTOMER
SOLUTIONS DON'T
JUST LOWER COSTS,
THEY LOWER CARBON.

Our Carbon Footprint: Tracking Progress, Staying Honest

In a complex and compliance-sensitive industry like ours, progress is rarely linear – but what matters most is that we remain transparent, accountable, and committed to continual improvement.

Carbon emissions (tonnes CO ₂ equivalent)	2019	2020	2021	2022	2023	2024	2025
Scope 1	15,503	16,138	14,134	15,041	14,374	12,486	13,044
Scope 2	8	98	88	16	3	7	10
Total	15,511	16,236	14,222	15,056	14,377	12,493	13,054

Note: The emissions figures presented above also include Scope 3 Category 6 Business travel.

Carbon emissions by business activity (tonnes CO ₂ equivalent)	2019	2020	2021	2022	2023	2024	2025
Fleet (distribution of gas)	13,450	14,259	13,034	14,531	14,004	12,148	12,703
Utilities	1,608	1,517	975	370	168	196	199
Business travel (air, car, train)	543	460	213	155	205	149	151
Other	90	-	-	-	-	-	0

Carbon intensity (emissions per unit of revenue)	2019	2020	2021	2022	2023	2024	2025
% reduction/(increase)	(0.4)	2.4	7.8	1.3	3.8	14.7	3.0

Energy use	2019	2020	2021	2022	2023	2024	2025
Diesel use (litres)	5,119,499	5,411,213	5,119,236	5,500,723	5,354,285	4,615,643	4,941,381
Electricity (kWh)	3,568,891	3,909,823	3,272,985	3,583,487	3,449,285	4,535,106	5,156,179

Figures are Flogas Britain Limited.

This year, our emissions increased slightly to 13,054 tCO₂e. While this represents a small rise from the previous year, it's worth noting that our distribution volumes also grew, as did the breadth of our operational activity. Despite this, we've maintained a 3% reduction in carbon intensity – continuing a multi-year trend of delivering more with less.

Our biggest emissions driver remains our fleet – accounting for over 97% of emissions. But thanks to further rollout of HVO (Hydrotreated Vegetable Oil) and continued optimisation of our delivery network, we've limited emissions growth even as the network scaled.

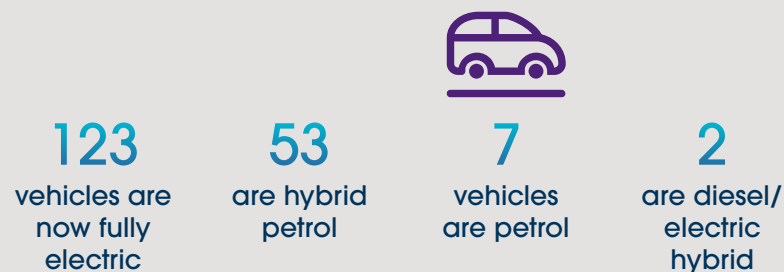
We also recorded our highest-ever electricity use this year – a direct result of expansion at key sites such as Avonmouth, where enhanced infrastructure and energy monitoring tools are supporting both operational resilience and longer-term carbon savings. Importantly, the electricity we procure is 100% renewable, meaning this growth does not carry a direct carbon penalty.

These transitions aren't just box-ticking exercises – they are proof of our intent to lead by example, reduce reliance on high-emission fuels, and deliver smarter energy for every journey.

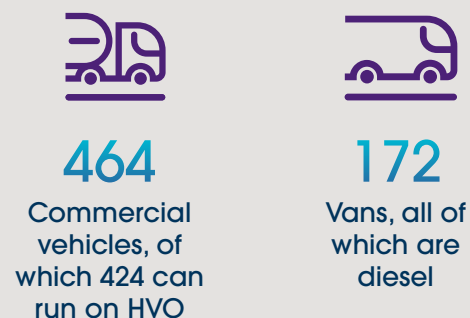
As part of our broader carbon strategy, we're working closely with our Energy Committee to map out Scope 3 emissions in greater detail, with a spotlight on supply chain, purchased goods, and end-user product use. These will become an increasing focus for our business in the years ahead, and we'll be transparent about what we measure and how we act on it.

We know emissions data isn't the whole story – but it's an important foundation for credible climate action. That's why we track it rigorously, disclose it transparently, and act on it consistently.

Our company car fleet



Our distribution fleet



Waste & Resource Use: Progress, With Context

At Flogas, we're committed to reducing waste and improving how we manage the materials that pass through our operations – from packaging and scrap metal to office & site refurbishments and construction waste.

Waste volumes by stream (kgs)

	2019	2020	2021	2022	2023	2024	2025
General waste	310,881	268,849	275,583	273,581	209,228	1,154,997	1,445,999
Mixed recycling	69,073	56,891	69,534	70,532	149,336	46,102	26,938
Food waste	7,480	4,137	4,800	485	-	-	554
Paper waste	10,452	16,180	8,398	-	-	19,800	2,831
Confidential waste	17,442	34,464	3,250	49,052	6,096	1,753	350
Inert waste	14,120	0	6,480	826,900	665,550	25,385	4,546
Wood waste	12,300	2,236	0	-	4,344	23,260	1,819
Scrap metal cylinders sold for reuse	1,179,060	1,258,781	2,039,870	3,032,390	2,871,432	1,974,175	1,407,998
Construction and demolition waste	-	-	-	-	-	-	883,959
Hazardous waste	-	-	54,485	12,280	175,225	184,926	135,317
Reuse	219,200	157,523	0	2,520	10,730	606	3,010

Note: Information is shown by EWC (European Waste Codes) classifications.

Underlying waste generated in 2025 has reduced by 6% versus the 5 year average on a like for like basis. Our total reported waste volumes have increased as we now include data for the construction and demolition waste produced at customers' premises that is associated with installing new gas supplies. Over 90% of this waste was recycled and the remainder went to landfill, of which more than 65% was soil being used for landfill restoration works.

Our approach to waste remains consistent: reduce where possible, recycle wherever practical, and reuse whenever we can. We're proud to have recycled over 2.4 million kg of waste during 2025 and continue to minimise what is sent to landfill.

Waste volume by destination (kgs)

	2020	2021	2022	2023	2024	2025
Landfill	268,849 14%	275,583 11%	253,001 6%	22,050 1%	22,685 1%	317,292 8%
Disposal	-	-	-	-	-	24,394 1%
Recycling	1,473,321 78%	2,176,392 88%	3,979,389 93%	3,453,678 84%	2,212,858 64%	2,406,707 61%
Reuse	157,523 8%	0 0%	2,520 0%	16,499 0%	606 0%	3,010 0%
Recovery	- -	10,425 1%	30,310 1%	599,715 15%	1,194,855 35%	1,161,917 30%
Totals	1,899,692 100%	2,462,400 100%	4,265,219 100%	4,091,942 100%	3,431,004 100%	3,913,320 100%

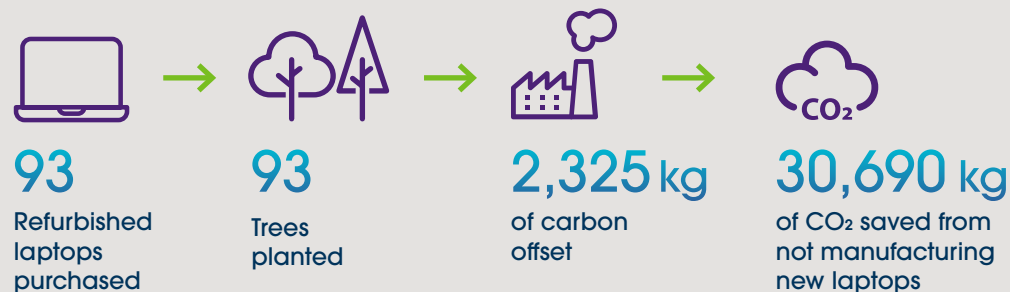
Our scrap cylinder reuse and refurbishment model remains a standout example of circularity* in action. Nearly 1.4 million kg of metal cylinders were refurbished or sold for reuse – extending product life, reducing emissions, and keeping valuable materials in circulation.

We also continued to divert specialist waste streams such as IT hardware from landfill, using accredited partners to maximise refurbishment and safe processing.

We know that waste management is a moving target – particularly as our business grows and evolves. That's why we're actively using insights from our broader DCC Energy network to drive smarter design, circularity, and internal best practice.

Progress is rarely perfect. But by tracking what we use and where it ends up, we can ensure we stay focused on doing the right thing – for our people, our customers, and the planet.

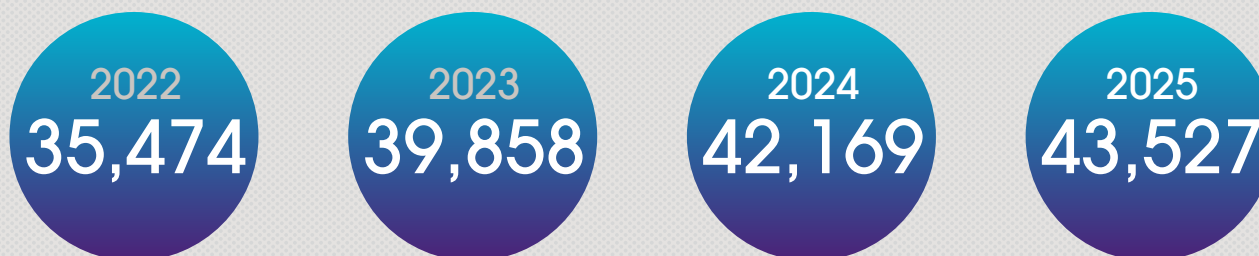
Environmental impact from buying refurbished laptops



Environmental impact from IT recycling



Customer saved emissions from switching to LPG from oil – Cumulative tonnes



Case study

Flogas Head Office: Realising the potential of DCC Energy



If we expect customers to reduce their carbon emissions, we have to show them it can be done – by doing it ourselves first.”

Howard Jonas
Flogas Britain, Ltd.

At Flogas, we don't just talk about lowering emissions, we do it. That's why we've partnered with sister companies Equity Energies and Centreco to implement a smart, data-led energy solution right here at our head office in Syston, Leicestershire. From rooftop solar panels to intelligent monitoring technology, this integrated install is a first-of-its-kind collaboration within DCC Energy GB and a clear demonstration of how we're reducing our own carbon footprint while supporting customers to do the same.

The Challenge

Energy Waste and Carbon Ambition:

Like many commercial sites, our head office had an opportunity to become more energy efficient. As part of our broader carbon reduction strategy, we needed a practical way to reduce electricity consumption, cut waste, and increase on-site renewable energy generation, all without disrupting day-to-day operations.

The solution

Solar Meets Smart Monitoring:

Working together across DCC Energy GB, we implemented a two-part energy solution: Centreco installed rooftop Solar PV, reducing our reliance on grid electricity and lowering our Scope 2 emissions and Equity Energies deployed MY ZeERO, a smart energy monitoring tool that identifies energy waste in real time and helps inform energy-saving actions. This is the first time MY ZeERO and solar PV have been installed together, making our head office a living testbed for future customer solutions.

The Impact

Real Results, Shared Learning. The system is already helping us manage our electricity use more effectively. Solar PV is providing clean power during peak daylight hours, while MY ZeERO is helping identify usage patterns, unexpected waste, and opportunities to optimise our energy use.

What we've achieved

Reduced energy from the grid, clear visibility on energy usage and wastage, better decision-making through live insights and an accessible working model to demonstrate we can offer to commercial customers.

Supporting Customers on Their Own Journeys

We believe in our energy solutions, so much so, we've installed them ourselves. This project is not just a proof point; it's an invitation. Whether you're managing a retail site, warehouse, or multi-site operation, the combination of solar and smart monitoring can help you control costs and reduce emissions. And with support from DCC Energy GB companies like Centreco, Equity Energies and Flogas, we make it easy to do just that. Better energy use starts with better data. And for us it starts here.

We do energy, right by you: Showing what's possible when you lead from the front, with practical know-how, lower-carbon choices, and a genuine belief in doing the right thing.



"The goal is simple – use less, waste less, and lead by example."

Sophie Print

Head of New Energies, Flogas Britain Ltd.



SNAPSHOT:

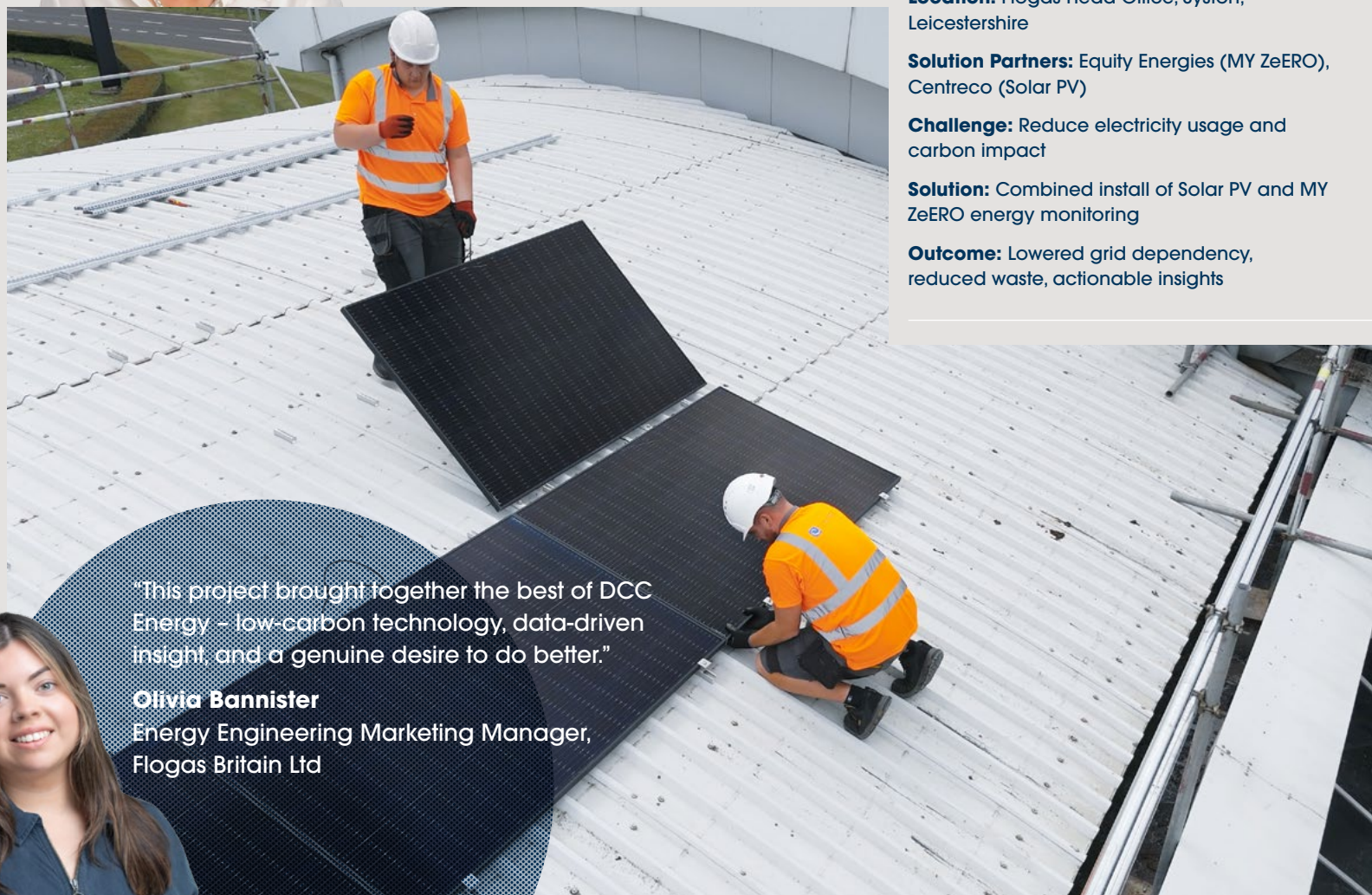
Location: Flogas Head Office, Syston, Leicestershire

Solution Partners: Equity Energies (MY ZeERO), Centreco (Solar PV)

Challenge: Reduce electricity usage and carbon impact

Solution: Combined install of Solar PV and MY ZeERO energy monitoring

Outcome: Lowered grid dependency, reduced waste, actionable insights



"This project brought together the best of DCC Energy – low-carbon technology, data-driven insight, and a genuine desire to do better."

Olivia Bannister

Energy Engineering Marketing Manager,
Flogas Britain Ltd

04_

WHAT WE DO
MATTERS. BUT
SO DOES HOW
WE DO IT.

Powered By People: Culture with Purpose

At Flogas, we know that meaningful sustainability starts with people. Our culture is built on care, ambition, and authenticity – and we're proud to be creating an environment where everyone can belong, grow and thrive.

Our Colleague Value Proposition

Our people strategy centres around being a supportive, inclusive, and opportunity-rich place to work. With refreshed time-off policies, wellbeing resources, meaningful volunteering days, and new colleague resource groups, we're investing in what matters most: our people.

Building the Best Team in Energy

We're proud to be part of the DCC Energy GB group, with a shared ambition to become the best customer company in energy. That means supporting every colleague to develop, from apprentices just starting out to our future leaders.

Our Programmes in Action:



Apprenticeships

Across engineering, customer care and logistics – including our first female engineer trainee, Sara Wallis, blazing a trail for women in technical roles



Graduate Schemes

Providing hands-on learning and career pathways into energy innovation



Energise

Energise is designed to equip our front-line people managers with the skills, confidence, and leadership mindset needed to drive team engagement and business success



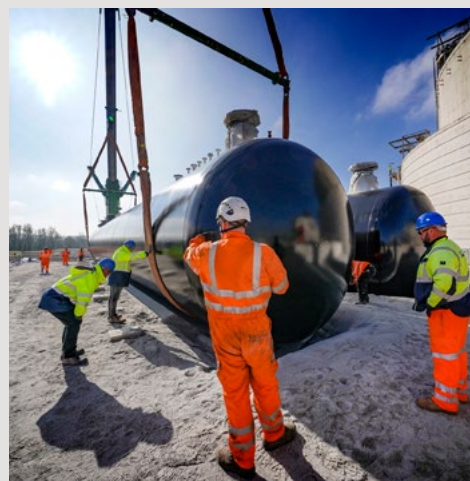
Mentorship & coaching

Through our Women in Leadership and Energise initiatives



This isn't just about perks or posters – it's about creating a culture where every person at Flogas feels respected, recognised, and empowered to thrive. Our work on EVP and inclusion, shows what's possible when people truly come first."

Sonia Morgan
People Director



"The world is my oyster now. I could train the next female engineer or become a lead tech. I've never had that kind of future in front of me before."

Sara Wallis
Trainee Engineer

Powered By People: Creating a Culture of Belonging

This year marked a turning point at Flogas. We've moved beyond intention into action – creating real space for people to be seen, supported, and heard. We launched our first Colleague Resource Groups (CRGs) – led by colleagues, for colleagues – to champion equity and inclusion across every part of the business. These aren't just names on a page. They are safe spaces. Listening forums. Culture-shifting communities that are already making a difference.

Our CRGs & communities at a glance:

- **EmpowerHer:** supporting women across every stage of their career
- **LGBTQ+ Network:** celebrating identity, building visibility, and driving change
- **Black and Ethnic Minority Group:** promoting equity, representation and opportunity
- **Neurodiversity Network:** helping every kind of mind feel seen, understood and supported

We also shared stories that would have once stayed silent, powerful lived experiences from colleagues navigating life with ADHD, autism, or coming out as transgender. Their honesty has sparked learning, allyship, and deeper understanding across the business.

These conversations aren't easy. But they are necessary. And they're helping to reshape the kind of company Flogas is becoming – one where belonging isn't just a buzzword, it's baked into our everyday.



Survey highlights

85%

of colleagues said they can be themselves at work

84%

of colleagues said their manager demonstrates strong support for diversity and inclusion

81%

of colleagues are comfortable voicing ideas and opinions even if they are different from others'

"There was a real sense of community at Manchester Pride. Flogas wholeheartedly supported the day. It meant so much to be there, visible and proud."

Kayleigh Stevenson
HR Administrator



You Matter

From mental health resources to financial wellbeing, we've strengthened our value proposition because we want our colleagues to feel like they matter every day. Initiatives this year included:

- Launch of the Wisdom wellbeing app
- Mentoring young people and helping at local community events & charities
- DE&I-focused events for Neurodiversity Week and National Inclusion Week
- Stories, Let's Talk sessions, and shared learning – from podcasts to peer-led panel talks
- Increased pension contributions for colleagues

A Place to Belong, A Place to Grow

We don't claim to have it all figured out – but we do take pride in building a workplace where our values are lived every day: **Safety. Integrity. Partnership. Excellence.**

Whether it's a cylinder driver nominated for saving a life or a Customer Experience Advisor praised for going the extra mile, the spirit of Flogas shines through our people.

This is energy done right, by the people who power it.

"I'm a much happier person these days. It's scary to come out, but Flogas gave me the support to be myself at work."

Hal Richardson, Customer Experience Team



If we want people to bring energy to their work, we have to create space for them to feel safe, heard, and human. That means empathy, honesty, and real support. We won't always get it perfect – but we care, we listen, and we keep showing up. Our people deserve nothing less."

Gemma Morris
People business partner



Building Capability, Backing Our People

At Flogas, we continue to invest in the skills, confidence and wellbeing of our colleagues. Whether someone is just starting out in their career or stepping into leadership, we're focused on creating opportunities to learn, grow and thrive.



of the workforce across the organisation is now female

Delivering on attraction, recruitment and development

This year, we delivered over **5,400 training days**, an increase from last year and a clear sign of our commitment to developing skills and capability across the business. From mandatory safety and compliance sessions to targeted leadership development and inclusion workshops, we're making learning more accessible and meaningful.

This year, we brought our recruitment team in-house – a move that has already delivered value on multiple levels. Our internal recruiters now work closely with hiring managers, understand the culture of the business, and are fully aligned with our purpose and values.

This not only delivers cost savings but also ensures a higher-quality recruitment experience – both for candidates and hiring teams. It means we can build a stronger, more diverse talent pipeline, tailored to the specific needs of our business and the future of Flogas.'

Highlights this year include:

- **Energise**, our commercial leadership programme, supported more than **200 training days**, helping equip our front-line people managers with the skills, confidence, and leadership



mindset needed to drive team engagement and business success.

- **Apprenticeship learning** nearly trebled, with **1,209 days** delivered across engineering and operations.
- **Inclusion and diversity training** expanded significantly, with over **230 days** dedicated to building awareness, allyship and more inclusive practices.

We've also enhanced the support available to new starters and team managers, and invested in structured learning for our engineers, drivers and field-based colleagues.

Across the board, we're seeing the impact: improved retention, stronger engagement,



and a growing talent pipeline. While we remain ambitious about further improving representation and progression – particularly in technical and leadership roles – we're proud of the steady steps we're taking.

Our team now includes over **1,400 people**, with 72 part-time roles and 20% female representation overall. This year, more women joined our apprenticeship and development programmes, and we're continuing to build routes into operational and specialist roles.

These numbers reflect more than activity – they represent the potential we're unlocking together. Because when our people grow, so does our ability to deliver safer, smarter, and more sustainable energy solutions.

Colleague data

2022	2023	2024	2025
1,227	1,225	1,321	1,425

Colleague turnover rate

2022	2023	2024	2025
28.5%	25%	26%	19%

Gender pay gap (%)

2022	2023	2024
Mean 3.4 Median 3.0	Mean 3.2 Median 7.3	Mean 5.3 Median 8.6

Note: new report coming 2026 which will contain 2025 figures

New hires

	2019	2020	2021	2022	2023	2024	2025
Aged 25 and under	-	8	27	67	58	57	39
Aged 26–35	-	13	63	118	80	113	74
Aged 36–45	-	14	61	102	95	92	46
Aged 46–55	-	13	54	93	90	75	50
Aged 56 and over	-	7	29	39	45	55	22
Female (%)	27	27	15	15	21	13	19
Male (%)	73	73	85	85	79	87	81
Total	100	155	334	519	368	392	331

- Indicates data not available

Workforce composition

	2019	2020	2021	2022	2023	2024	2025
Total number of colleagues (FTE)	1,186	1,161	1,193	1,227	1,225	1,321	1,425
Permanent colleagues (number)	-	-	1,174	1,228	1,273	1,313	1,392
Part-time colleagues (number)	-	-	61	57	67	59	72
Female (%)	18	18	19	19	20	20	20
Male (%)	82	82	81	81	80	80	80
Leadership roles held by women (%)	11	30	32	32	32.5	29	26

Gender as specified by colleagues themselves

Colleague training days

	2019	2020	2021	2022	2023	2024	2025
Number of colleague training days	-	-	3,926	6,879	3,363	3,638	5,447
Average training days per colleague	-	-	4	6	2.4	8.8	5
Number of colleagues trained	-	-	-	1,147	1,385	1,314	1,174
Apprentices training days (number)	760	560	161	1,608	476	365	1,209
Driver training days (number)	-	-	-	-	-	-	1,732
SLT training days (number)	-	-	-	-	-	-	64
Management and Leadership training	-	-	56	144	0	48.4	229
Compliance training days	-	-	163	94	34	183	200
Inclusion and diversity training days (number)*	-	-	87	21	130	40	233
Customer Services – induction days	560	130	276	60	27	162	142

*Our mental health training days are now included within the Inclusion and diversity training days

Note: we are updating the way we report our colleague training days to align with DCC

05_

LOOKING AFTER
PEOPLE STARTS
WITH KEEPING
THEM SAFE.



Safety First, Always

At Flogas, safety isn't a bolt-on – it's the way we think and the way we operate. Whether we are delivering LPG to customers, installing or maintaining their tanks, or upgrading our depot infrastructure, we never lose sight of the importance of the people behind the processes. Our goal? Zero Harm, and we're working towards it with rigour, honesty and care.

A Shared Commitment

Our "SAFETY FIRST" programme brings together colleagues from across the business, from engineers and drivers to terminal operators and leadership, to ensure safety is more than a policy statement. It's embedded in our culture and anchored in our company values.

In 2024, we:

- Held our first joint Safety Day for Engineering and Operations – bringing 130 leaders together for honest conversations about our plans and projects and shared learning
- Ran regular 10/20/30 Year Tank Inspection and Testing across multiple sites, with minimal customer disruption thanks to incredible cross-functional teamwork
- Structurally reduced process safety risk in our operations through significant capital investment in upgrading plant including deluge water tanks and adding passive Fire Protection to LPG vessels, reducing reliance on mechanical systems and improving emergency resilience
- Reset & relaunched our Integrated Management System for Safety & Environment on a dynamic SharePoint platform



- Developed & launched our 6 ZERO HARM 'Live Safe' rules as a simple set of standards to help prevent the most serious safety incidents

SAFETY FIRST in Action

At all sites, winter Toolbox Talks brought our teams together across offices, cylinder filling and front line delivery teams to make plans for cold weather safety when we know our customers need us most.

At Rainham we once again achieved FORS Silver accreditation.

As a COMAH operator, our site teams partnered with local emergency services to familiarise themselves with our operations and for drills and exercises – testing site response and public safety protocols.

Personal safety	2021	2022	2023	2024	2025
Fatalities (number)	0	0	0	0	0
Lost time injury frequency rate (LTIFR)	1.8	1.9	1.5	1.4	1.3
Lost time injury severity rate (LTISR)	23.0	29.0	33	34	27

LTIFR: The number of lost time injuries per 200,000 hours worked.

LTISR: The number of calendar days lost due to injuries per 200,000 hours worked.

Process safety	2021	2022	2023	2024	2025
Number of process safety events (API RP 754 tier 1 and 2)	0	0	0	0	1*

*Tier 2 event.

Transport safety	2021	2022	2023	2024	2025
Transport-related fatalities	0	0	0	0	0
Number of very serious events (VSE)	1	0	0	0	0
Number of road traffic collisions (RTC)	78	90	127	94	87
Road traffic collision (RTC) frequency rate	5.0	5.9	5.1	3.9	3.0

VSE: Defined according to the DCC 5x5 risk matrix on actual outcome.

RTC rate: Number of RTCs per 1,000,000/km driven. RTC includes all vehicle collisions regardless of fault, but excludes windscreen damage and damage sustained when not on public road.



We don't just talk
about safety – we
build it into every
job, every journey,
every day.”

Howard Jonas

Head of Occupational Health, Safety,
Environment & Security

Safety by Design, Embedded in Culture

Having safety as a value, it underpins every part of our business, from managing our fleet to managing process safety risks and how we maintain our assets for customers and our internal operations. We're proud but not complacent with our performance in 2025 as it reflects continued progress across our 3 pillars of personal, process and transport safety, alongside a growing culture of accountability and proactive engagement.

This year, we achieved our lowest Lost Time Injury Frequency Rate (LTIFR) in five years, reducing it to 1.3. The severity rate (LTISR) also declined, showing both fewer incidents and less severity of events through less time lost when incidents did occur. These improvements are the result of targeted training, improved reporting, and greater awareness of risk management across the business & culture.

In transport, our Road Traffic Collision (RTC) frequency rate dropped to 3.0. This reflects the impact of enhanced driver coaching, smarter route planning tools and the rollout of consistent national driver safety standards. Our teams have continued to build on previous success by continuing to analyse near misses and higher potential events, identifying root causes, and acting quickly to prevent recurrence.

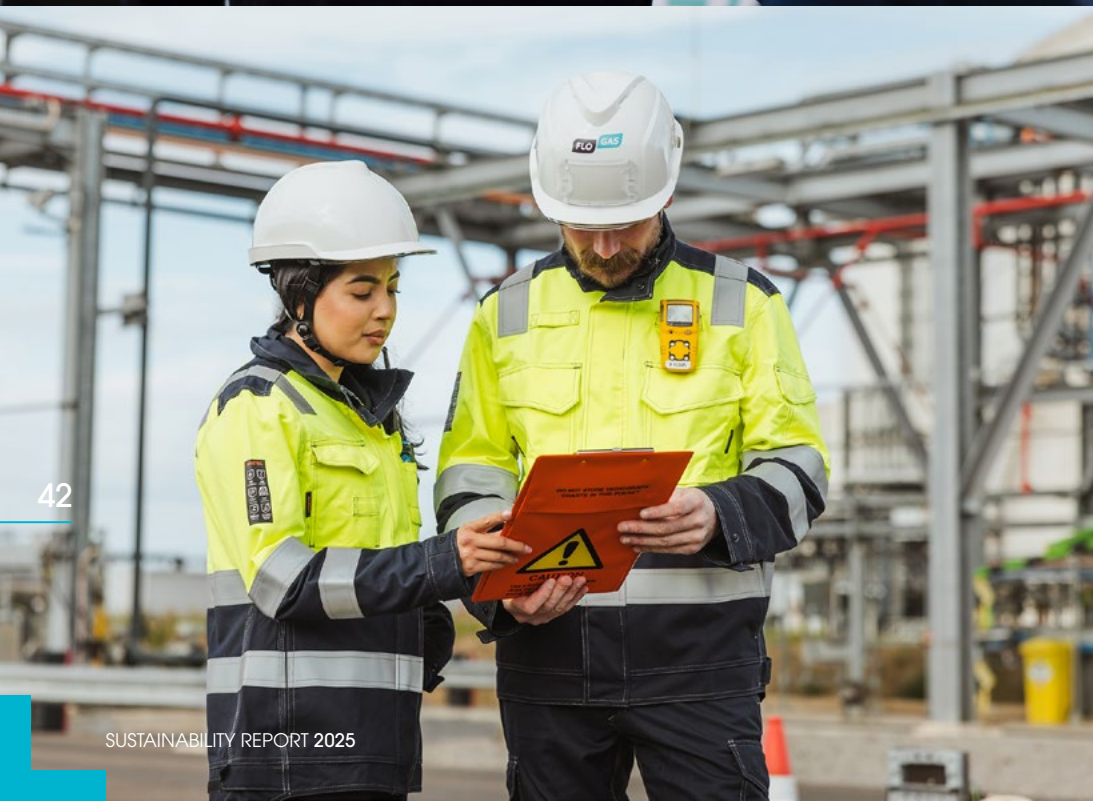
We recorded no fatalities across any part of the business. One Tier 2 process safety release occurred at a depot and our emergency systems operated as expected to minimise the release to having only minor impact reinforcing the strength of our emergency response procedures. As our operations expand and evolve, the ability to respond confidently and also learn from even minor impact incidents is a key marker of maturity.

Safety is the central part of who we are. Whether it's a Toolbox Talk, a maintenance check or an emergency site drill, every action contributes to a culture where people feel responsible, supported and prepared. We'll continue to invest in the plant, systems, and training and behaviours that protect our colleagues, customers and communities from harm.



Flogas has a safety culture that extends beyond our colleagues and customers to the wider general public as well. All of the work that we do, from LPG distribution to sales & engineering, has a core focus on safety."

Martin Wray
Technical Standards Manager, Flogas



Powered by People

From small interventions every day to standout actions, our colleagues continue to lead by example, and we continue celebrating their positive actions through our Living Our Values Everyday Awards – for example:

- When a colleague spotted a pattern of behaviour with a new driver using the advanced telematics technology deployed in our vehicles, and took early action to coach them on good defensive driving habits before any incident occurred, culminating in this same driver later being recognised for his part in preventing a serious incident. A true example of proactive safety. This was also celebrated as a positive ‘Good Catch’ report
- A colleague noticed that falling wet leaves were creating serious slip hazards for colleagues in a depot yard. He took responsibility for reporting it and also solving the issue ahead of anyone being injured. That’s safety in action
- When another colleague observed Flogas cylinders dumped at the roadside, she didn’t walk past but made the call and ensured the potential hazard for the public was promptly removed.

Driving Safety Innovation

We’re continuously developing the next generation of safety leaders: Regional Trainers Carl and Wullie completed Low Carbon Driving Instructor certification – becoming 2 of just 19 UK-wide to hold the qualification. This is helping us embed safer, more sustainable driving practices across our entire fleet. We’re introducing consistent national standards for driver safety, with enhanced coaching, assessment and training for every route, every vehicle, every team.

A Safer Future Starts Today

Whether it’s upgrading infrastructure, responding to incidents, or investing in training, we’re committed to operating a business where everyone goes home safe, every day.

Zero Harm isn’t a slogan. It’s a commitment to action.



06

WE DON'T JUST
MANAGE RISKS.
WE EARN TRUST.

Good Governance: The Foundation of Trust

At Flogas, governance is more than a compliance exercise – it's how we create confidence. Confidence in the way we operate. Confidence in the decisions we make. Confidence in the way we behave when no one's watching.

As part of DCC plc, a FTSE 100 company, we operate within a strong governance framework, with clear lines of accountability and well-established processes for managing risk, upholding our values, and delivering sustainable business performance.

Governance Structure

Our business is led by the Flogas Britain Leadership Team, supported by senior leaders from across our parent group, DCC Energy GB. We have clear reporting lines into DCC plc, with regular oversight through group-led:

- Risk and Compliance reporting to the Senior Leadership Team
- Audit and Assurance Programmes
- Sustainability and Climate Reporting Reviews

Our leaders are responsible not only for commercial performance but also for ensuring the highest standards of conduct, transparency, and regulatory compliance across the business.

Reporting and Regulation

We report our environmental and carbon data in line with:

- CSRD (Corporate Sustainability Reporting Directive) metrics
- SECR (Streamlined Energy and Carbon Reporting)
- TCFD (Task Force on Climate-related Financial Disclosures)
- ESOS (Energy Savings Opportunity Scheme)
- Internal DCC Energy ESG dashboards

Our sustainability data is reviewed and validated at group level before inclusion in wider reporting, group emissions figures are externally audited each year. We are also preparing for ISSB-aligned disclosure

expectations and continue to strengthen our internal processes in line with best practice.

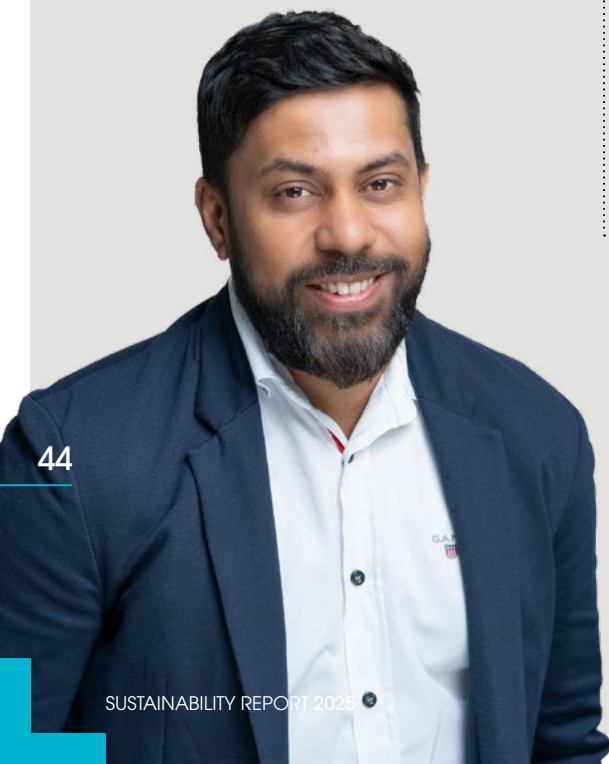
Protecting What Matters: Data, Privacy and Digital Resilience

In a world where digital risks are growing, we take data integrity seriously for our customers, colleagues, and the communities we serve.

As part of the DCC Group, we operate within a robust cybersecurity framework, with clear governance around:

- Data privacy and GDPR compliance
- Business continuity and disaster recovery
- IT infrastructure testing and penetration audits

Our teams receive regular training on digital safety and data handling, and we work closely with DCC's cybersecurity specialists to ensure systems remain resilient, secure, and fit for the future.



Strong compliance is what gives our partnerships real depth. When we're transparent, ethical and clear in how we operate, it builds trust that lasts. As a team, whether we're reviewing contracts, advising on risk or shaping policy, we're here to help the business and our customers move forward with confidence."

Nadeem Malik
Legal Director



We know that for our customers, trust doesn't stop at the heater or the meter – it extends to every click, every login, every customer record. And as a business, we're committed to protecting it."

Dan Hickman
IT Director

Good Governance: Code of Conduct

We operate in line with the DCC plc Code of Conduct, which sets out clear expectations for how we work with integrity, respect, and professionalism – with colleagues, customers, suppliers and the wider public.

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We have clear internal policies for protecting human rights within our operations and supply chains. These include measures to identify and prevent slavery, forced and compulsory labour, child labour and human trafficking. No breaches of these policies were identified during the period of this report, and a copy of Modern Slavery Statement can be found on our website

We report in detail within our Group, twice a year on our compliance controls. This report is presented to the Group level Executive Risk Committee and the Audit Committee. In addition, our internal legal team, with the assistance of external advisors from time to time, monitor compliance with the Code and a range of compliance risks as part of their audit programmes.

We want all our communications with customers to be accurate and fair. We maintain processes to ensure that our communications are checked for accuracy and fairness before they issue, including in relation to environmental claims.

We also maintain and continue to develop our processes to make sure that vulnerable customers are identified and provided with additional support as necessary.

All colleagues complete mandatory training in areas including:

- Anti-bribery and corruption
- Data protection and GDPR
- Health, safety and environmental responsibilities
- Inclusion, bullying and harassment

We also maintain more detailed policies and procedures on a range of relevant areas to support our code of conduct, including on topics such as Modern Slavery and Competition law, alongside clear whistleblowing procedures, including independent and anonymous reporting via SafeCall.

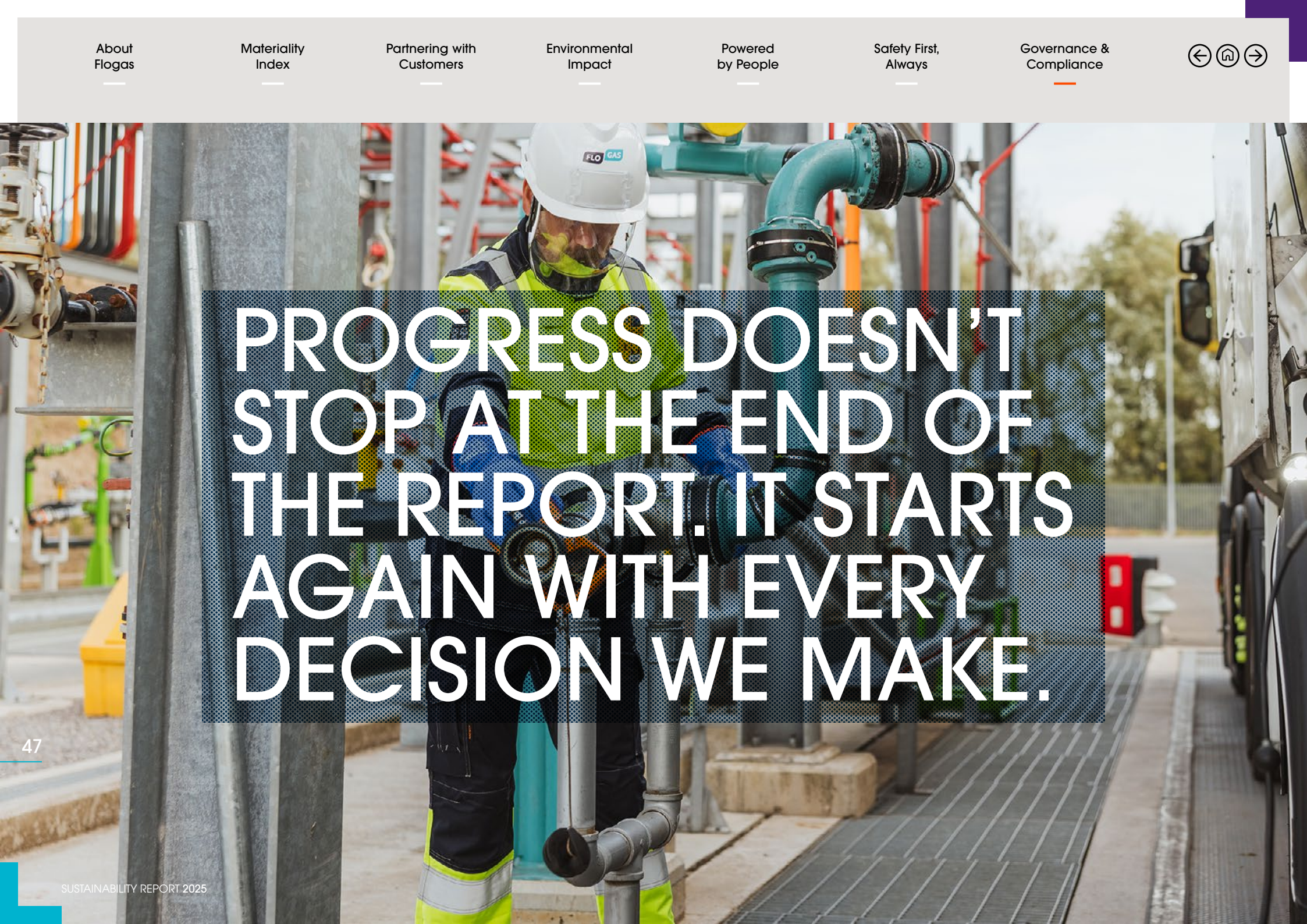


SafeCall: 0800 915 1571

(or visit www.safecall.co.uk/report)

All reports are treated confidentially and investigated independently.



A full-page background image showing a worker in a white hard hat with 'FLO GAS' on it, wearing a high-visibility yellow and black safety vest, and blue gloves. The worker is focused on a task involving large, teal-colored industrial pipes and valves. The setting appears to be an outdoor industrial facility with various pipes, valves, and equipment visible in the background. A semi-transparent dark blue box with a halftone pattern is overlaid on the center of the image, containing the main text.

PROGRESS DOESN'T
STOP AT THE END OF
THE REPORT. IT STARTS
AGAIN WITH EVERY
DECISION WE MAKE.



2025 SUSTAINABILITY REPORT

This year's report highlights practical examples of where we've made progress: smarter solutions, cleaner fuels, lower emissions. Where we've worked across our DCC Energy GB network – with partners like Equify Energies, DT Gen, Centreco and Protech, to bring real change to our customers and our own operations.

Against a backdrop of regulatory change, volatile energy markets, and accelerating climate action, Flogas Britain has remained focused on what matters most: building a practical, inclusive, and forward-thinking energy future for the communities and businesses we serve.

We're not following Sustainability reporting frameworks for the sake of it. We're building a sustainable business that's ready for the future – and we're doing it with care, compliance and common sense, we know that sustainability is no longer a niche concern – it's a business imperative. By working with and listening to our customers closely it allows us to shape the products we offer, the partnerships we build, and the decisions we make every day.

And while our heritage is rooted in LPG, our future is fuelled by bold thinking, resilient infrastructure, and a customer-first mindset or to put it simply, it's about delivering on our commitment: **We Do Energy, Right By You.**

We Do Energy, Right By You...

If you're reading this because you're curious, cautious, or even critical, we welcome that. Let's have a conversation about the future of energy.

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