



## Working Responsibly

# Our guiding principles

We have five guiding principles that inform the way we work with each other, support our franchisees, and serve our customers and communities.



### We demand integrity

We are professional in everything we do and treat people with respect.

### We empower people

We empower our people and expect them to take ownership of a situation and to be accountable for their actions and the results they generate.

### We are fair

We consider that fairness and transparency are essential to creating high-trust working relationships with each other, and with our franchisees, partners, suppliers, and customers.

### We challenge ourselves

We set high standards, are demanding of ourselves, prepared to challenge the norm and have a relentless focus on continuous improvement.

### We work as a team

We place a huge amount of importance on teamwork between our colleagues and our franchisees to create a dynamic business.



## Working Responsibly continued

### Overview

Working responsibly is an imperative and we are committed to doing what we can to contribute to a more sustainable future. Our focus is on developing a business that builds economic and social value and protects our environment in everything we do.

Our goal is to create an inclusive, fair and rewarding environment where our colleagues and franchisees can thrive. We also want to have a positive impact on the communities in which we work and live, and operate to the highest standards of integrity, transparency and accountability.

We acknowledge the significant risk posed by climate change and that we have a part to play in addressing the impact this will have. We are committed to reducing our environmental impact wherever we can.

### Our approach to ESG

During 2024, we made progress with many aspects of our ESG journey. On the environmental side, our Climate Change Working Group has made good progress in understanding the climate-related risks and opportunities facing the Group in a number of different emissions scenarios.

A spin-off benefit of their work has been initiatives to investigate the potential development of electric vehicles, and in particular vans and tankers, and also to consider whether the use of HVO fuel, which potentially offers a significant reduction in carbon emissions, could be an option for the Group and its franchisees.

We have also collated data and calculated on a voluntary basis emissions associated with our franchisees' businesses for the first time. These franchisees' businesses accounted for 9% of Group System sales. We are planning to build on this next year.

We continued to engage with the communities in which we operate. This is primarily done at a local level, where our people and our franchisees have the knowledge and relationships to help us make a positive difference.

### Creating a great working environment

We believe in providing everyone with a great working environment and opportunities to develop, learn and grow in an environment which promotes diversity and inclusion, equality and wellbeing.

With almost 650 people in Franchise Brands across ten different countries, the career development opportunities for our people have never been greater.

## Helping our franchisees and employees work more responsibly

### Environment

- Reduce, Re-Use, Recycle
- High quality and service delivery
- Education and high standards of training
- Environmental Impact Reports for Filta customers

### Social

- Creating local employment
- Apprenticeships and work experience
- Contribution to community projects, charities and activities

### Governance

- Upholding high standards
- Being transparent
- Being accountable

#### UN goal:



#### Good health and wellbeing

#### How we principally contribute:

- Mental Health First Aiders training.
- Employee assistance programme for all staff.
- Highly developed health and safety processes and training.
- Purposeful charity support and involvement.



#### Gender equality

- High proportion of females in our Support Centres: 55% in Metro Rod and over 60% in B2C.
- Leadership development opportunities for female managers.
- More females in management positions.



#### Decent work and economic growth

- Development opportunities, rewards and recognition.
- Share option scheme which covers 291 people.
- Create local employment in the community.



#### Sustainable cities and communities

- High standards of quality and sustainability.
- Manage and commitment to reduce environmental impact.
- Accreditations and certifications.

**Working Responsibly** continued

# Social

## A great working environment

Our people are at the heart of our business and our most valuable resource. They play a key role in supporting our franchisees and helping them to grow their businesses. We support our people in a number of ways, are always receptive to ideas and feedback and encourage them to get involved.

We believe in the importance of creating and maintaining a diverse and inclusive working environment where team members feel welcome and can be themselves. It's also vital we create a great place for people to work where they can develop, have great pride in the business and sense of purpose.

### Gender pay gap

We reward our people fairly. This includes upholding equal pay. As part of our commitment to be an Employer of Choice we report on our Gender Pay Gap. We are pleased to report our gender pay gap reduced to 18% (2023: 26%) and we are proud of the increasing number of women we have in management roles.

### Share ownership

Our strong ownership culture is one of the keys to our success and 291 people in the Group, or 45% of employees, have share options.

Gender Pay Gap

18%  
2024Number of people  
in the Group\*646  
2024

## Breakdown of our Group-wide employees

As at 31 December 2024	Total number of FTEs*	Male (%)	Female (%)
<b>Pirtek</b>			
Franchise Support Centres	123	71%	29%
DLO and corporate franchises	164	91%	9%
<b>Water &amp; Waste Services</b>			
Metro Rod and Metro Plumb Support Centre	103	45%	55%
DLO and corporate franchises	175	76%	24%
<b>Filta International</b>	35	74%	26%
<b>B2C division Support Centre</b>	16	37%	63%
<b>Azura</b>	14	86%	14%
<b>Franchise Brands plc</b>	16	68%	32%
<b>Total</b>	<b>646</b>	<b>73%</b>	<b>27%</b>
<b>Franchise Support Centres</b>	<b>261</b>	<b>60%</b>	<b>40%</b>
<b>DLOs and corporate franchises</b>	<b>339</b>	<b>83%</b>	<b>17%</b>
<b>B2C division franchise Support Centre</b>	<b>16</b>	<b>37%</b>	<b>63%</b>
<b>Azura</b>	<b>14</b>	<b>86%</b>	<b>14%</b>
<b>Franchise Brands plc</b>	<b>16</b>	<b>68%</b>	<b>32%</b>
<b>Total</b>	<b>646</b>	<b>73%</b>	<b>27%</b>

\* Full time equivalent members of staff as at 31 December 2024.





## Working Responsibly continued

### Social continued

### Some of the ways we create a great work environment



We are committed to creating an inspiring, purposeful and progressive working environment for all our staff across all our businesses.”

**Julian Mason**

Group Head of HR



#### Keeping everyone informed and updated

- Informal drop-in sessions and coffee mornings with MDs and COOs
- All-staff weekly calls, monthly briefings, staff lunches with Guest Speakers
- “Bite Sized” training sessions for franchisees on Marketing, HR and other key functions
- Leadership and management training, and coaching
- Centre manager training



#### Health and wellbeing

- Employee Assistance Programme access to counselling and occupational health and increased mental health first aiders across the Group
- Health and Safety inductions
- Regular guest speakers from a wide range of charities
- On site yoga morning wellness exercise classes
- Bring your dog, and young children to work days



#### Making things easier

- Free / On-site EV / Car Chargers
- Training centre vans and pool cars available
- In house recruitment – easier to apply for through social media and our new Applicant Tracking System – particularly for engineers
- State-of-the-art training facility Metro Rod Support Centre
- Flexible working arrangements, including four-day week



#### Reward & Recognition

- Group-wide share options
- Incentives for sales referrals and cross selling
- Long service awards. Employee of the month initiatives
- Salary sacrifice schemes
- Journey to paying the Real Living Wage across all businesses



#### Making a difference

- Refurbishment of Metro Rod Support Centre to include a work café, games and media room
- Employee suggestions boxes
- Partnering with a large range of charities Group-wide
- Paid charity volunteer days



#### Personal development

- e-learning tools and training libraries
- Ladies leadership development programme and coaching
- Regular reviews, HR workshops on key topics
- On site training on Respect at Work and Equality, Diversity and Inclusion
- Employee suggestions for “Needs, wants and wishes” to help broaden access to tools and resources





## Working Responsibly continued

# Spotlight on Health & Safety: Water & Waste services division

The Water & Waste Services division is aware of its obligations under legal statutes and recognises that to be successful it needs to place health preservation and the safety of its employees, contractors, franchisees, clients, public and others at the forefront of its operational thinking and planning. We also have a responsibility to the environment and the quality of service we provide.

In support of this, we have developed a SHEQ vision, which is:

To be an industry leader in safety, health, environmental and quality performance, through resilient management systems and positive leadership, supported by no compromise attitudes and behaviours, which instils a pride in our colleagues and partners.

To help achieve this, our management system and processes are based upon HSG65 – Managing for Health and Safety and ISO standard 45001, ISO 9001 for quality and ISO 14001 for Environmental. We have achieved a 100% pass rate on all our ISO audits since being part of Franchise Brands plc.



**The Water & Waste Services division is committed to continuously developing and implementing industry leading health, safety, environment and quality procedures and processes throughout its work activities. These will enable our people, partners and those we touch to be safe and healthy, whilst ensuring the protection of the environment and delivering quality to our customers. We ensure our staff are correctly trained and equipped to carry out any job they receive.”**

### David Corbett

Water & Waste Services division  
Group Safety Health Environment  
and Quality (SHEQ) Manager

The division is supported by a dedicated team of safety professionals who support and advise our teams.

We welcome collaboration with our clients and seek to foster working relationships with like-minded organisations who share our ethos and commitment to the highest standards of safety in all that we do.

We have a proactive and innovative approach to safety. From using handheld technology for vehicle and equipment checks and audits as well as access to RAMs and COSHH data, we build safety into everything that we do.

This is then verified by external accreditation partners who look at the way in which we work, our systems and controls, and how well they are communicated and utilised in the field.

We are very proud of our accreditations as an indication of the effectiveness of our safety arrangements.

## OUR SHEQ VALUES

**No incidents, No pollutions,  
No accidents**

- Nothing is so important that we cannot take the time to do it safely
- We will never knowingly walk past an unsafe act or condition
- We are committed to the principle that all accidents and harm is preventable



As the Group SHEQ manager, the Water & Waste Services division is committed to the principle that there should be zero risk.”

### Dave Corbett

Water & Waste Services division Group  
SHEQ Manager

### Zero risk to:

- Physical or mental health
- The Environment
- Clients, or our reputation

All companies within the Water & Waste Services division are accredited with the following certifications as a minimum:

- ISO 9001 2015
- ISO 14001 2015
- ISO 45001 2018
- Cyber Essentials Plus or ISO 27001





# Growth Summit

In November 2024, we held our second Growth Summit in Amsterdam, bringing together over 70 leaders from ten countries across the Group. The theme of the Growth Summit was *One Franchise Brands*.

## One Franchise Brands

### Focus

- Generating ideas to grow System sales
- Optimising and developing our franchise networks
- Developing ideas to work smartly, including spend smartly
- Integration initiatives to drive operational gearing

Strategic  
pillar







## Working Responsibly continued



Having recently joined the Group, the Growth Summit was a fantastic opportunity to meet everyone, connect with the Group's strategy and *One Franchise Brands*."

**John DiCaro**

Finance Director, Filta US

### Focus of the Growth Summit

We held our second Growth Summit in Amsterdam in November, inviting over 70 leaders from ten countries across the Group to get together for two days face to face, to develop relationships and generate ideas.

Led by Peter Molloy, and supported by the plc Board, all of whom attended, we launched the *One Franchise Brands* initiative and focused on ideas to enhance sales, manage our cost base by spending smartly and working smartly.

### Dynamic, inclusive, interactive

The format was highly participatory and inclusive and we had some 25 leaders from the across the business, delivering, presenting or facilitating panel discussions, breakout groups and feedback sessions.

We brainstormed our superpowers, how we could leverage expertise, experience and best practice across the Group, so that everyone benefits. We also discussed what could be done centrally and what should stay local. We discussed how these ideas could benefit our franchise networks as "if they grow, we grow".

### Creating a great place to work

We connected with our guiding principles and really brought those to life. A panel from across the business discussed the ways we can create a great a place to work, helping to recruit and retain the right people, provide fulfilment, develop leaders and have a positive impact on wellbeing.



A fantastic experience and opportunity to collaborate, share insights, exchange ideas, and learn from Group colleagues. I also gained a deeper understanding of *One Franchise Brands* and how it supports our collective success."

**Adam Flint**

Head of Operations, Pirtek UK



Incredibly insightful, thought-provoking, and simply motivational. Plus, it was a fantastic opportunity to connect with so many people in such a short amount of time."

**Amy Perry**

Business Relationship Analyst, Water & Waste Services



Working in franchising for many years, I still find it remarkable that there is so much to learn from everyone and their experiences. The Growth Summit illuminated that and delivered a forum where individual knowledge and best practice could be shared and put into practice."

**Erik Pones**

Senior Consultant, Business Development, Pirtek Germany



## Working Responsibly continued



**Tom Dunn**  
CEO, Filta

### Q Can you describe your journey with Filta?

- △ I joined Filta 16 years ago because I saw a unique company at the beginning of an exciting journey, one I knew I could contribute to. Filta pioneered the Fryer Management industry, providing a necessary and highly valued service. As CEO, my focus is on expanding our franchise network, strengthening customer relationships and fostering innovation. I support our franchisees and support team members, providing them with the tools and guidance they need to succeed.

## Interviews with our senior leaders

### Q What makes Filta a leader in the industry?

- △ Filta stands out because we provide services that are both essential and sustainable. Our fryer management, waste oil collection, fresh oil supply and cleaning services help businesses operate more efficiently while reducing their environmental impact. We are committed to helping our customers achieve sustainability without sacrificing profitability.

### Q How does Filta support its franchisees?

- △ Our franchisees are the backbone of our business. We provide comprehensive training, ongoing operational support, marketing assistance, and innovative technology to help them succeed. We also foster a strong network where franchisees can collaborate and share best practices.

### Q What has been your proudest moment?

- △ My proudest moments come every year as we reach new milestones. In 2024, we surpassed \$121 million in system sales, and 38 franchisees achieved over \$1 million in revenue. More than the numbers, I take the greatest pride in knowing that our team has made a lasting impact, changing the lives of so many who have joined the Filta family.

### Q How is Filta leveraging technology to improve operations?

- △ We're always looking for ways to enhance efficiency through technology. From route optimisation software for franchisees to improved data analytics for customer insights, we're using technology to drive smarter business decisions and better service.

### Q What opportunities do you see for Filta in the coming year?

- △ Expansion remains a top priority. We're looking to grow our franchise network in key markets, introduce new service innovations, and strengthen partnerships with large-scale commercial operations.

### Q Why should someone consider becoming a Filta franchisee?

- △ Filta offers a proven business model with strong demand, recurring revenue, and a focus on sustainability. Our franchisees benefit from ongoing support, a low-overhead business structure, and a growing customer base that needs our services.



Filta is in a strong position to continue growing and making a difference. We remain dedicated to innovation, service excellence, and sustainability. The future is bright, and I'm excited for what's ahead."

**Tom Dunn**  
CEO, Filta





## Working Responsibly continued



**Beth Peace**  
Group Finance Director

### What first attracted you to Franchise Brands?

I moved to Franchise Brands in 2019, having previously worked as a Commercial Business Partner for Whyte & Mackay, a whisky company in Scotland. Whilst the services we were offering at Franchise Brands were less glamorous, I was really attracted to the ambition of the group and the opportunities to grow and develop our franchising services. I was also hugely attracted to the opportunity to work with an experienced management team and I have been very grateful to have had the ability to learn from the wide range of knowledge and experiences in the Group.

## Interviews with our senior leaders

### Have you ever worked in a franchise business before and what is your view now on franchising?

Franchise Brands was my first experience working with franchisees, and having now worked closely with our network for the last six years I can see the huge benefits of a franchise business. The franchisees are invested in the business, and they bring added energy and ambition to the Group that helps continue to drive it forward. But it also creates a much more robust, sustainable business model and, particularly at times of challenge within the wider economy, we see the benefit of having a diverse range of well established franchisees in the network.

### What has been the biggest accomplishment over the last 12 months?

We made great progress in 2024 towards integration. We integrated the transactional finance function of Filta into Metro Rod, creating a shared service centre at our Macclesfield Support Centre. This had a number of challenges, particularly with the different systems and processes to incorporate. However, I was incredibly proud of how quickly and effectively the team got up to speed with this, and the improvements we have seen already as we start to integrate these processes.

### What have you learnt on your development journey that you can take to your new role as Group Finance Director?

Having worked with a number of businesses within the Water & Waste Services division, it highlighted the importance of understanding the business to be able to support the key stakeholders to make the best decisions. I have learnt that in order to support the Managing Directors within the business we need to take the finances and a commercial view of the business in order to provide that well rounded approach as a finance director. The importance of this is something I want to take with me to my new role to ensure I can support the wider Franchise Brands businesses achieve their objectives.

### What do you see as the biggest opportunity for the Group Finance Function?

As the Group has expanded quickly with the acquisitions of Filta and Pirtek, there is a huge opportunity to integrate Group Finance as a core function for the entire group. The move to One Finance, a new Group-wide finance system will create one central database for all financial information. Together with One Reporting, this will allow us to improve the quality of management information within the group allowing for better, faster decision making.



**I have learnt that in order to support the Managing Directors within the business we need to incorporate a financial and a commercial view of the business."**

**Beth Peace**  
Group Finance Director



## Working Responsibly continued



**Torsten Moldenhauer**  
Managing Director, Pirtek Germany

### Q What is your background?

- △ I have spent most of my career to date in various finance roles. In doing so, I have always tried to shape the various roles with entrepreneurial thinking. Since I joined Pirtek in 2019, I have developed the finance department into an essential part of Pirtek Germany & Austria's development.

### Q What are the benefits of having developed with the business?

- △ Pirtek is a well-established franchise system, whose strength is based, among other things, on a reliable partnership between franchisees and franchisor. Especially in the challenging economic environment,

## Interviews with our senior leaders

it is important to demonstrate continuity and reassurance to our franchise partners so they continue to invest in their business. Above all, franchising is a people business. It is important to know and understand the structures and network within a system and I am well placed to do this given my experience of the business and the relationships I have developed.

### Q What are your key strategic priorities in your new role?

- △ Developing the franchise network is an important priority. Pirtek was established in Germany in 1996 and after ten years of consolidation of franchise partners, there are a number of franchise partners who will be looking for successors for their businesses in the medium-term. It is important to have financially strong franchise partners who continue to invest in growth and I am keen to attract new franchisees, with all their new energy, ideas and ambition, building on the strong platform for growth we have established.

### Q How does Pirtek help develop various models for franchisee succession?

- △ We can do this from within the company or from outside. Here, too, there must be a high degree of trust and security for both partners. Experience shows that we have

so far had very ambitious partners who continue to invest in the development of their own company until it is sold, thus also supporting our further growth.

### Q Where do you see the market potential for Pirtek?

- △ Pirtek's traditional strength is the reactive business. Customers value our reliable, fast and safe service. To continue to grow, it's important to invest in additional mobile service units and Pirtek centres and make sure we have the labour to carry out the service delivery.

### Q What are the other growth areas of the business?

- △ There is a great opportunity in preventative maintenance and servicing which is a clear growth area. We have acquired many new customers in this area in recent years and there is an opportunity to further develop our service portfolio. There are also sectors where we are under represented and where we can leverage our knowledge and expertise to develop new customer groups and industries. I want to change the mindset that we can do more in different areas building on our core competence in reactive work.



There is a tremendous opportunity to grow the business further based on the strong foundations we have. I want the energise the business, develop new ideas and welcome new franchisees, building on our strong platform for growth.”

**Torsten Moldenhauer**  
Managing Director, Pirtek Germany



## Working Responsibly continued



**Steve Chambers**  
Chief Operating Officer,  
Metro Rod & Metro Plumb

### Reflecting on your journey, how does it feel to transition from the contact centre to COO after 11 years with the business?

Fantastic! For someone who left school with a handful of qualifications, being embraced by a business that has challenged me, mentored me and developed me has been incredible. When I initially joined the contact centre I saw the opportunity to progress quickly and this has continued. Working for a business that supports so many people and their families is a huge driving force behind how I handle everyday challenges.

## Interviews with our senior leaders

### How do you plan to reshape franchise support and operations under your leadership?

We have a new Head of Operations with experience from a major franchise competitor, with real life experience in running a franchise business himself. I am passionate about customer service and helping our franchisees deliver this consistently. I also want to tailor the support we are providing to franchisees on a tiered basis as they build their businesses. A Metro Rod business turning over £2m a year has different needs to a Metro Plumb business turning over £300k a year. Mentoring and coaching can help with this. I also want to further encourage the franchisees to leverage their day to day experience and share best practice across our networks.

### What is the most rewarding part of running Metro Rod and Metro Plumb?

Hearing news like "I have just put my deposit down on my first house", or "I have taken my family on holiday abroad for the first time" or seeing a Metro Rod franchise originally purchased for £25k go on the market and sell for hundreds of thousands of pounds or more. Also receiving exciting texts like "I told you I will hit £300k this month!" or that "I won that contract". I will be staying close to our franchisees to ensure we share successes.

### Looking forward, what are your priorities for the business, and how do you envision the business evolving under your leadership?

I love our brand and am very passionate about providing our customers with a first-class service, so I really want to focus on excellence in this area. I want to continue to drive our expansion of the range of services, so we can provide customers with a true one-stop shop of solutions. Driving pump work is a key priority. I also view a sale as a sale, irrespective of whether it is a local, national or domestic sale, so we should maximise all sales opportunities, within the Water & Waste Services division and across the wider Group.

### How do you plan on utilising One Franchise Brands to harness Group-wide opportunities?

By leveraging shared resource across the Group to drive customer engagement in tendering and client contacts. By sharing best practice of franchisees, to drive operational excellence and profitable growth. Finally, by sharing knowledge of customers and sectors to educate our networks to explore customers' needs further. We have so much experience, expertise and resource across the Group and I am keen to tap into as much as I can.



I joined Metro Rod 11 years ago and could see the opportunity to develop a career in franchising. With the opportunity now to lead Metro Rod and Metro Plumb, I am looking forward to making a very positive impact."

**Steve Chambers**  
Chief Operating Officer,  
Metro Rod & Metro Plumb



**Working Responsibly** continued

# Developing our female leaders

**We believe in the power of investing in our female leaders across the business and are proud of their development and success!**

Pioneered by Julia Choudhury, we launched the Developing Inspiring Leaders initiative a few years ago to help our high-potential leaders to successfully embrace the opportunities and challenges arising from greater leadership roles within the Group. We organise events and opportunities for our female leaders which will be developmental, inspiring and engaging.

In November, some 20 of our female leaders gathered to spend a day in the heart of the City at the offices of our joint brokers, Stifel Europe, where we had the opportunity to be learn, share and build relationships.

One of the highlights of the day was our guest speaker Jodie Plows, CEO of Nobody's Child, who gave up time from her busy day to share insights on her journey and experience. We had a very engaging interview and Q&A session with Jodie and were able to ask her for advice on all sorts of topics such as teamwork, vision and goal setting, dealing with challenges, how to influence in a more male oriented environment and work life balance.

We also had a presentation and discussion from Stifel, our joint brokers, where the ladies learned more about the stock market, the role of the brokers, how investors view Franchise Brands and investor relations. We concluded the day with a group coaching session facilitated by Alice Bufton-Thorneycroft, an experienced coach. We were able to put a wide range of coaching questions to Alice and discuss them together which was beneficial in that we were able to share and learn from each other, as well as Alice.



Jodie's insights were truly powerful, especially on personal and professional growth. She shared her journey and emphasised vital lessons including learning that it's about recognising the investment the business makes in you, and understanding that you have the chance to evolve, learn, and make an incredible impact."

**Tracey Cockerton**  
Franchise Sales Manager,  
Water & Waste Services division



**Alice Bufton-Thorneycroft, executive coach and facilitator**

## Appointment of Beth Peace to Group Finance Director

Congratulations to Beth Peace, Finance Director in the Water & Waste Services division who has been appointed Group Finance Director, a new position. Beth joined Metro Rod initially in 2019 as Finance Operations Controller and has progressed quickly through the organisation. A chartered accountant, Beth previously worked for the whisky producer Whyte & Mackay. To find out more, see the full interview with Beth.

→ Find more information on page 60.



## Working Responsibly continued

### Developing our female leaders continued



A wonderfully inspiring and informative day spent with a group of super interesting, positive and aspirational ladies! I came away very inspired.”

#### Harriet Morley

Finance Director, Filta UK and Central IT



We have built on this with online coaching sessions which enable a deep dive into particular topics. The first session focused on goal setting and action planning.

We had a record number of female leaders from across the Group join the Growth Summit in Amsterdam, playing a key role in the delivery of content through panel discussions and breakout groups.

We were delighted to acknowledge the success of Beth Peace, newly-promoted Group Finance Director, and Melanie Hall, who qualified as a solicitor and was promoted to Group Head of Legal. Congratulations to them both!



I came away feeling so motivated and with so many actionable ideas. It was such an enjoyable and valuable experience.”

#### Michele Shepherd Kings

Management Accountant, B2C division



## Melanie Hall's leadership journey to a solicitor and Group Head of Legal

We supported Melanie, who had originally joined ChipsAway in 2008 as an administrative assistant to complete a law degree which she carried out on a part-time basis. She followed this up with a 2-year Masters in Commercial Law which included a dissertation on franchise trademarks.

Seeking her next challenge, we supported Melanie to sit her Solicitor's Qualifying Exams, part 1 and 2 which she passed first time. She then progressed her application with the Solicitor's Regulatory Authority and was admitted to the Solicitor's Register in 2024 upon which Melanie was promoted to Group Head of Legal. We congratulate Melanie on her incredible journey of development!





## Working Responsibly continued

# Wellbeing and mental health



## Under the Hard Hat Initiative

This campaign was pioneered and launched by Pirtek UK in October 2024 to raise awareness of the scale of mental health challenges in the “hard hat” industries.

Unfortunately, suicide is on the increase, and, according to ONS data, males 45-49 currently have the highest suicide rate (25.3 per 100,000). Therefore, we are determined to reduce the stigma attached to talking about mental health. We want to reach out to customers, technicians, employees, colleagues and others that may need a bit of help and support during their dark days, especially for those that work within the hard hat industries.

### Aim of this campaign:

We want to encourage more people to talk openly about their mental health with their colleagues, in a safe and secure environment, to help make a difference to their lives.



### Research:

To understand more about the scale of mental health challenges in the hard hat industries, we surveyed 343 participants through a range of media channels. Below are some of the statistics and results.

- 94% of respondents have felt stressed, anxious, depressed or lonely.
- For every hundred workers, 14 have experienced feelings of self-harm or suicide.
- Absence in the hard hat industries for mental health is three times higher than the national average.
- Over half of respondents find talking about their mental health uncomfortable or awkward.
- 41% of hard hat workplaces don't have sufficient mental health support in place.



### Launch:

We launched our Under the Hard Hat campaign at the Pirtek National Training Centre in Birmingham in October 2024. With the help from the awesome Andy's Man Club, the inspirational Ollie Ollerton and a strong turnout from our network we got together to kickstart the initiative. Andy's Man Club and Ollie Ollerton have a combined social media following of over 500,000 accounts, and both posted about the event, enabling us to reach a very wide audience.

- **Ollie Ollerton:** We are delighted to partner with former UK special forces soldier and directing staff (DS) from Channel 4's SAS: Who Dares Wins, Ollie Ollerton. Ollie is incredibly vocal about mental health challenges and cultivating positive mental wellness.
- **Andy's Man Club:** We're proud to partner with suicide prevention charity Andy's Man Club for Under the Hard Hat. Since establishment in 2016, the charity now runs free-to-attend peer-to-peer support groups at over 200 locations across the country. The charity's goal is to encourage people to speak openly about their mental health in a judgement-free, non-clinical environment.



▶ **Link to all our resources, including motivational videos from Ollie Ollerton, explore toolbox talks, listen to podcasts and more.** <https://www.pirtek.co.uk/under-the-hard-hat-resources/>



## Working Responsibly continued

## Wellbeing and mental health continued

# Raising awareness of the menopause

### Demystifying the menopause

The Menopause Initiative was initially instigated by my journey through perimenopause, and how much it affected me inside and outside of work. It came as a massive shock (as it does with most women) purely because, up until recent years, it was such a taboo!

To gain some control I decided to take the bull by the horns and immerse myself in knowledge on the subject. This knowledge has helped me physically and mentally, and I believe it can help others in the same position.

I quickly realised that I needed support that I hadn't needed before, inside work in particular. The sheer number of symptoms can change how you think, feel and behave. With that, I feel that any workplace needs to understand the taboo of menopause by creating an open environment and offering support and guidance for those that need it.

### My Menopause Centre

I found "My Menopause Centre" on LinkedIn. Their approach to supporting businesses and individuals alike caught my eye. Having talked to them about my personal experiences I suggested to our business that we could hold an information and Q&A session in conjunction with the monthly management committee. I received a great deal of support from management for the initiative, attended by Peter Molloy.

The session was held in person and online and gave employees a safe space to ask questions or simply take stock. Uncomfortable as it was for some, the feedback was great! I continue to share webinars and information on the menopause and look forward to building on this going forward.



**The topic of menopause has been minimised and left undiscussed for too long. It is positive we are having such a wide and open debate about something which adversely affects the majority of women in the workforce at some stage in their lives."**

**Peter Molloy, CEO**



**Gemma Arnott**  
Recruitment Manager,  
Water & Waste Services  
division

### Q&A with Gemma Arnott, who pioneered workshops to raise awareness of menopause at Metro Rod in 2024.

#### Q How many women are impacted by the menopause?

A There are currently some 15.5 million women in the UK who are in some stage of menopause transition. Most women will start the menopause transition in their mid-to-late-forties, and an estimated eight out of ten will experience some physical and/or mental symptoms during the menopause. These can last between four to eight years and, if left untreated, can take a toll on work, social life and wellbeing.

#### Q How can we support colleagues experiencing the menopause?

A We can only break the taboo if we are all open to talking about it. We must be open ourselves as managers and colleagues, as well as raising awareness of the symptoms, to help create a supportive environment. As a perimenopausal woman I am also conscious that in order for colleagues or managers to understand what I am experiencing, I must be willing to be open and honest about it.

#### Q Why should this be a concern for us in the workplace?

A Eight out of ten menopausal women in the UK are in work. This means a large proportion of our workforce is experiencing some stage of the menopause. It also means that most employees who may not be experiencing menopause, are alternatively most likely to be supporting loved ones or peers around them who are. Only a minority of women report their symptoms to their line manager and some women will actually leave their job as a result of this situation. It should be a concern as it is a large and inevitable part of a woman's life, not a temporary illness.

#### Q How do we best bridge the communications gap?

A Information and knowledge sharing is key, as well as creating a work environment where menopause is taken seriously by all to reduce the stigma and create acceptance.



## Working Responsibly continued

We support a wide range of charitable causes. As well as support and fund raising initiatives during the year, all the franchisee annual conferences raise money for charities close to the hearts of us and our franchisees.



We partner with a large range of charities in the UK, for example, Northcare, Prostrate Care UK, Wear it Pink, Sands (Still Birth and Neo-Natal Deaths Society) and Elsie's Rose (charity supporting children with epilepsy).

We hold numerous events and days in the office such as Macmillan charity coffee mornings, Christmas jumper days or bring a dog to work days which raise money for charities. We raise funds for a range of charities through our franchise conferences.

We offer paid charity volunteer days, with team members having one paid day for a charity of their choices.

Across the Group, we are huge supporters of grass roots sports and teams, and believe sport is an excellent way to unite people and foster a strong sense of community.

In the US, Filta held a Charity Bed Building Event. In 2024, we made a commitment to support Sleep in Heavenly Peace, a charity that makes and supplies beds for needy children and families. During our conference not only did we spend a day building 22 beds, we then raised more than US\$40k, enough to support the building of another 150+ beds.

Two members of the B2C team, Rebecca de Chair and Karl Heeley, participated in the London Marathon to raise awareness and fund for the Brain Tumour Charity. In Germany, we supported Stefan Katz, one of our German franchise partners, who walked the 800-kilometre Way of St. James in Spain to raise funds for orphaned families.

Metro Rod continued with its tree planting initiative in 2024, working with ReviewForest and their tree planting partner Eden Reforestation Project. A tree is planted for each Google review received.







Working Responsibly continued

Environmental

Priorities in 2024

Approach and performance

We acknowledge the significant environmental risk posed by climate change and are committed to reducing our environmental impact. This is the fifth year we have reported Scope 1, 2 and 3 GHG emissions and we have identified measures to help tackle our higher emitting areas.

Actions taken in 2024

The nature of our van-based businesses means vehicle emissions are an important area of focus. We continued to make good progress developing our “plan my day” scheduling tool to improve efficiency which is helping reduce mileage and fuel consumption for our engineers. For the first time we collected and analysed emissions from 21 franchisees who accounted for 9% of Group System sales.

Activities planned for 2025

Further development of the labour scheduling tool which has the potential to be rolled out across all our networks. Continued monitoring and trialling of the viability of electric and hybrid vehicles and equipment. Further roll out of emissions collection and analysis for franchisees.

Franchise Brands plc Streamlined Energy and Carbon Reporting 2024

Franchise Brands plc, an organisation based in the UK, the European Union and the USA, acquires businesses using the Franchise Model and then offers support services, specialist sector expertise, and group resources. Currently, the Group has combined a network of over 600 franchisees across seven principal franchise brands covering the UK, North America, and Europe. As Franchise Brands is a large, quoted company, it is required to comply with the UK government’s Streamlined Energy and Carbon Reporting (SECR) legislation.

This SECR report reflects the period 1 January 2024 to 31 December 2024. This is Franchise Brands plc’s fifth reporting year, the first being 1 January 2020 – 31 December 2020. The 2020, 2021, 2022, and 2023 data points have also been included in this report to allow for direct year-on-year comparison.

Methodology Responsibilities of Franchise Brands plc and Compare Your Footprint

Franchise Brands plc was responsible for the internal management controls governing the data collection process. Compare Your Footprint and Green Element were responsible for the data aggregation, any estimations and extrapolations applied (as required), the GHG calculations and the resultant emissions statements.

Greenhouse gas emissions were calculated according to the Greenhouse Gas Protocol Corporate Greenhouse Gas Accounting and Reporting Standard. This standard is internationally accepted as best practice. The figures were calculated using UK Government 2024 carbon factors, expressed as tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

Greenhouse Gas sources included in the process:

GHG Protocol Category	Data Source
<b>Scope 1:</b> Fuel used in company vehicles, natural gas (boilers), diesel for electricity generation, other fuels	Scope 1: Fuel used in company vehicles, natural gas (boilers), diesel for electricity generation, other fuels Natural gas consumption was reported in one of two ways: kWh and spend in GBP. Those in spend were converted into kWh, using the average price per kWh in 2024, at the time of this report (5.64p/kWh in the UK, 7.86p/kWh in the Netherlands, 4.34p/kWh in Belgium, 5.73p/kWh in Germany, and 6.81p/kWh in France).  Companies reported their fuels used in company vehicles in litres or spend metrics. For data available in spend on diesel fuel, this was converted to litres using the average diesel price in 2024 at the time of this report (148p/litre in the UK and 133p/litre in Austria).  Litres of both fuels were converted to kWh using 2024 conversion factors calculated by DEFRA.
<b>Scope 2:</b> Purchased electricity**	Companies provided their 2024 annual electricity consumption in kWh.  Only three locations (Filta EU – Germany and Filta EU – the Netherlands) did not provide in kWh, and instead only provided a total spend. To convert the spend into kWh, the average cost per kWh at time of reporting for each country in 2024 was used. In the Netherlands, the average cost in 2024 was 20.3p/kWh, and 23.7p/kWh in Germany, according to the Statistical Office of the European Union (Eurostat).
<b>Scope 3:</b> Fuel used for business travel in employee owned or hired vehicles	Many Franchise Brands’ companies utilise leased or employee-owned vehicles for business travel.  Expensed mileage in employee-owned or rental vehicles was reported in a spend format rather than by consumption (e.g. litres of fuel or distance). The reimbursement rate of 45p per mile was utilised to convert the spend to distance, which was then converted into kWh using 2024 conversion factors calculated by the UK Government.  Companies reported fuels used in leased vehicles either in a spend format or in litres. When the data was only provided in a spend format, the average fuel price per litre in 2024 was used to convert the spend into litres. In 2024 the average diesel price at the time of this report was 148p/litre in the UK and 133p/litre in Austria. Litres were converted to kWh using 2024 conversion factors provided by the UK Government.

\*\* Dual reporting of electricity emissions have been presented in line with the GHG Protocol. Location- based electricity emissions use the average grid fuel mix in the region/country where the electricity was purchased and consumed – for SECR, location-based is mandatory. Market-based electricity emissions use where provided the supplier’s tariff-specific intensity factor and fuel mix, and where this is unavailable, the local grid’s residual fuel mix intensity factor is used. For SECR, market-based is optional, and has been calculated for 2022, 2023, and 2024 only.

The Kyoto Protocol seven groups of GHGs are included in the emissions calculations: CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub>, HFCs, PFCs, SF<sub>6</sub>, and NF<sub>3</sub>. The greenhouse gas emissions were calculated using UK Government 2024 conversion factors, expressed as tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).





## Working Responsibly continued

### Environmental continued

#### Franchise Brands' 2024 Energy and Greenhouse Gas Statement

Location		2024 Data			
		UK	Europe	USA	Total
Energy consumption: (kWh)	Energy consumption: (kWh)				
	– Electricity	689,902.00	301,557.49	83,165.00	1,074,624.49
	– Gas	12,468.89	517,191.48	–	529,660.37
	– Transport fuel	16,224,097.13	4,825,497.19	7,171.17	21,056,765.49
	– Other fuels (heating oil)	36,059.88	–	–	36,059.88
	<b>Total energy consumption</b>	<b>16,962,527.90</b>	<b>5,644,246.16</b>	<b>90,336.17</b>	<b>22,697,110.22</b>
GHG Emissions (tCO <sub>2</sub> e)	Emissions (tCO <sub>2</sub> e)				
	<b>Scope 1</b>				
	Emissions from combustion of gas in buildings	2.28	94.59	–	96.87
	Emissions from heating oil	8.90	0.00	–	8.90
	Emissions from combustion of fuel for transport purposes	929.02	0.00	–	929.02
	<b>Scope 2</b>				
	Emissions from purchased electricity (location based method*)	142.85	27.47	31.62	201.94
	Emissions from purchased electricity (market based method*)	321.68	40.85	31.62	394.15
	<b>Scope 1 &amp; 2</b>				
	Total Scope 1&2 emissions (location based method*)	1,083.04	122.07	31.62	1,236.73
	Total Scope 1&2 emissions (market based method*)	1,261.88	135.45	31.62	1,428.94
	<b>Scope 3</b>				
	Category 6: Business travel (emissions from business travel in rental cars or employee vehicles where company is responsible for purchasing the fuel)	3,663.33	1,427.60	2.19	5,093.11
	Category 3: Emissions from upstream transport and distribution losses and excavation and transport of fuels not included in Scope 1 (location-based method*)	275.44	24.59	6.01	306.04
	Category 3: Emissions from upstream transport and distribution losses and excavation and transport of fuels not included in Scope 1 (market-based method*)	306.68	31.45	6.01	344.14
	<b>Total emissions – location based</b>	<b>5,021.81</b>	<b>1,574.25</b>	<b>39.81</b>	<b>6,635.87</b>
	<b>Total emissions – market based</b>	<b>5,231.88</b>	<b>1,594.50</b>	<b>39.81</b>	<b>6,866.19</b>
Intensity (tCO <sub>2</sub> e / £ million Adjusted EBITDA)	Intensity (tCO <sub>2</sub> e / £ million Adjusted EBITDA)				
	Adjusted EBITDA £m		35.12		
	Intensity ratio: tCO <sub>2</sub> e / £ million Adjusted EBITDA (location based)	142.93	44.81	1.13	188.87
	Intensity ratio: tCO <sub>2</sub> e / £ million Adjusted EBITDA (market based)	148.91	45.38	1.13	195.42

\* Location based electricity (Scope 2) emissions use the average grid fuel mix in the region or country where the electricity was purchased and consumed. For SECR, location based is mandatory.

Methodology: GHG Protocol Corporate Accounting and Reporting Standard. Calculated and verified as accurate by Green Element Limited and Compare Your Footprint Limited, UK.





## Working Responsibly continued

### Environmental continued

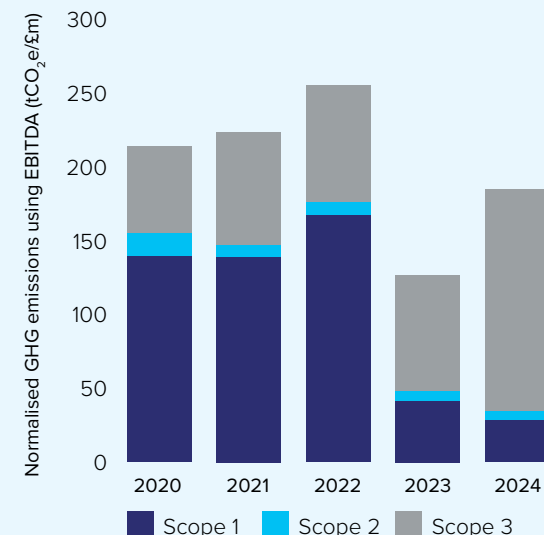
#### Franchise Brands Year-on-Year Energy and Greenhouse Gas Performance

		2020	2021	2022	2023	2024	2023 to 2024 % Change
Location		Franchise Brands was UK only in 2020 and 2021		Global Total	Global Total	Global Total	
Energy consumption: (kWh)	Energy consumption: (kWh)						
	– Electricity	460,927	335,859	587,263	937,241	1,074,624	14.7%
	– Gas	133,507	189,632	168,610	1,184,788	529,660	(55.3%)
	– Transport fuel	5,045,390	5,952,495	11,417,733	11,128,595	21,056,765	89.2%
	– Other fuels	39,609	40,199	20,700	40,634	36,060	(11.3%)
Total energy consumption		5,679,433	6,518,185	12,194,306	13,291,258	22,697,109	70.8%
GHG Emissions (tCO <sub>2</sub> e)	Emissions (tCO <sub>2</sub> e)						
	Scope 1						
	Emissions from combustion of gas in buildings	24.5	34.7	30.78	216.75	96.88	(55.3%)
	Emissions from heating oil	9.7	9.9	5.08	10.02	8.90	(11.2%)
	Emissions from combustion of fuel for transport purposes	895.70	1,138.20	2,523.16	1,021.37	929.02	(9.0%)
	Scope 2						
	Emissions from purchased electricity – Location Based	107.5	71.3	138.47	192.73	201.93	4.8%
	Emissions from purchased electricity – Market Based			251.69	345.26	394.15	14.2%
	Scope 1 & 2						
	Total Scope 1+2 emissions – Location Based	1,037.40	1254.1	2,697.49	1,440.88	1,236.72	(14.2%)
	Total Scope 1+2 emissions – Market Based			2,810.71	1,593.41	1,428.94	(10.3%)
	Scope 3						
	Category 6: Business travel (emissions from business travel in rental cars or employee vehicles where company is responsible for purchasing the fuel)	118.4	271.3	437.10	1625.58	5093.11	213.3%
	Category 3: Emissions from upstream transport and distribution losses and excavation and transport of fuels not included in Scope 1 – Location Based	274.1	378.5	777.11	747.68	306.03	(59.1%)
	Category 3: Emissions from upstream transport and distribution losses and excavation and transport of fuels not included in Scope 1 – Market Based			782.88	780.21	344.13	(55.9%)
Total emissions – Location Based		1,429.90	1,903.90	3,911.70	3,814.14	6,635.87	74.0%
Total emissions – Market Based				4,030.68	3,999.20	6,866.19	71.7%
Intensity (tCO <sub>2</sub> e / £ million Adjusted EBITDA)	Intensity (tCO <sub>2</sub> e / £ million EBITDA)						
	Adjusted EBITDA £m	6.64	8.47	15.26	30.15	35.12	17.1%
	Intensity ratio: tCO <sub>2</sub> e / £ million Adjusted EBITDA (location based)	215.3	224.7	256.34	126.50	188.94	48.6%
	Intensity ratio: tCO <sub>2</sub> e / £ million Adjusted EBITDA (market based)	–	–	264.13	132.64	195.50	46.6%

\* Location based electricity (Scope 2) emissions use the average grid fuel mix in the region or country where the electricity was purchased and consumed. For SECR, location based is mandatory.

Methodology: GHG Protocol Corporate Accounting and Reporting Standard. Calculated and verified as accurate by Green Element Limited and Compare Your Footprint Limited, UK.

#### Franchise Brands' year-on-year normalised GHG emissions by scope



Franchise Brands' year-on-year normalised GHG Emissions, split by Scope. Emissions have been normalised by Adjusted EBITDA.

## Working Responsibly continued

### Environmental continued



### Energy Efficiency Actions

In 2024, we implemented several energy efficiency measures across the Group, including the following:

#### Pirtek

- 85% of the Support Centre car fleet is electric as part of a process to transition all the fleet to electric.
- Pirtek UK's National Training Centre has been converted to 100% solar power with unused energy released back to the grid.
- PV solar panels installed on Pirtek Belgium's corporate centre.
- Pirtek Germany uses eco-electricity power supply. The business is also testing electric vans.
- Pirtek Sweden has two electric cars and monthly fuel mileage control scheme to encourage eco-friendly driving.
- Pirtek Austria has one electric car in the business.

#### Water & Waste Services division

- Engineer scheduling tool is reducing travel time and carbon emissions.
- Third year of "leave a review and we plant a tree" scheme.
- Willow Pumps have fitted a telematics system to their vehicles which monitors driver behaviours. This enables coaching on better driving which improves fuel efficiency and reduces wear on vehicle components.
- Accounts have been set up with Eco-Clarity for FOG disposal. The FOG is extracted and recycled into bio-diesel.
- Electric car and charging points at our Support Centre.

#### Filta International

- Filta acquires blocks of solar energy for their Orlando Support Centre.

#### B2C

- ChipsAway is using a new low temperature bake paint. This reduces the need for heaters and heat lamps to dry the paint and reduces the use of electricity.
- ChipsAway has installed a vehicle electrical charge point at their office.

#### Franchise Brands plc

- Franchise Brands has taken the decision not to print the Annual Report this year to reduce paper use and electricity.
- A Group-wide Climate Change working group was established.
- A vehicle future fuels group will be set up to look at alternate fuel vehicles.







Working Responsibly continued

# Voluntary streamlined Energy and Carbon Reporting 2024

## Introduction

Franchise Brands has volunteered, for the first time to report emissions of 21 franchisees for a more comprehensive impact of the Group's environmental impact. The 21 franchisees are from our largest brands, Pirtek UK, Metro Rod and Metro Plumb and Filta International, and their System sales accounts for 9% of Group System sales.

## Methodology

### Responsibilities of Franchise Brands Plc. and Compare Your Footprint

Franchise Brands plc was responsible for the internal management controls governing the data collection process. Compare Your Footprint and Green Element were responsible for the data aggregation, any estimations and extrapolations applied (as required), the GHG calculations and the resultant emissions statements.

Greenhouse gas emissions were calculated according to the Greenhouse Gas Protocol Corporate Greenhouse Gas Accounting and Reporting Standard. This standard is internationally accepted as best practice. The figures were calculated using UK Government 2024 carbon factors, expressed as tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

### Scope and subject matter:

The report includes sources of environmental impacts from 21 franchisees. The franchisees are not required to report under SECR guidance. However, Franchise Brands plc has voluntarily chosen to report their emissions for a more comprehensive understanding of the Group's environmental impact.

## Greenhouse Gas sources included in the process:

GHG Protocol Category	Data Source
<b>Scope 1:</b> Fuel used in company vehicles, natural gas (boilers), diesel for electricity generation, other fuels	Natural gas consumption was reported in kWh. None of the franchisees' companies had company-owned vehicle travels in 2024.
<b>Scope 2:</b> Purchased electricity**	Franchisees companies provided their 2024 annual electricity consumption in kWh.
<b>Scope 3:</b> Fuel used for business travel in employee owned or hired vehicles	Many franchisees companies utilise leased or employee-owned vehicles for business travel. Companies reported fuels used in leased vehicles in litres. Litres were converted to kWh using 2024 conversion factors provided by the UK Government.

\*\* Dual reporting of electricity emissions have been presented in line with the GHG Protocol. Location- based electricity emissions use the average grid fuel mix in the region/country where the electricity was purchased and consumed – for SECR, location-based is mandatory. Market-based electricity emissions use where provided the supplier's tariff-specific intensity factor and fuel mix, and where this is unavailable, the local grid's residual fuel mix intensity factor is used. For SECR, market-based is optional.

The Kyoto Protocol seven groups of GHGs are included in the emissions calculations: CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub>, HFCs, PFCs, SF<sub>6</sub>, and NF<sub>3</sub>. The greenhouse gas emissions were calculated using UK government 2024 conversion factors, expressed as tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).





## Working Responsibly continued

### Franchise Brands' 2024 Energy and Greenhouse Gas Statement

		2024 Data		
	Location	UK	USA	Total
<b>Energy consumption: (kWh)</b>	<b>Energy consumption: (kWh)</b>			
	– Electricity	145,765.00	0.00	145,765.00
	– Gas	47,341.00	29,925.00	77,266.00
	– Transport fuel	3,354,529.61	2,168,902.87	5,523,432.48
	– Other fuels (heating oil)	0.00	0.00	0.00
	<b>Total energy consumption</b>	<b>3,547,635.61</b>	<b>2,198,827.87</b>	<b>5,746,463.48</b>
<b>GHG Emissions (tCO<sub>2</sub>e)</b>	<b>Emissions (tCO<sub>2</sub>e)</b>			
	<b>Scope 1</b>			
	Emissions from combustion of gas in buildings	8.66	6.05	14.71
	Emissions from heating oil	0.00	0.00	0.00
	Emissions from combustion of fuel for transport purposes	0.00	0.00	0.00
	<b>Scope 2</b>			
	Emissions from purchased electricity (location based method*)	30.18	0.00	30.18
	Emissions from purchased electricity (market based method*)	67.97	0.00	67.97
	<b>Scope 1 &amp; 2</b>			
	Total Scope 1+2 emissions (location based method*)	38.84	6.05	44.89
	Total Scope 1+2 emissions (market based method*)	76.62	6.05	82.67
	<b>Scope 3</b>			
	Category 6: Business travel (Emissions from business travel in rental cars or employee vehicles where company is responsible for purchasing the fuel)	1,057.27	662.03	1,719.30
	Category 3: Emissions from upstream transport and distribution losses and excavation and transport of fuels not included in scope 1 (location-based method*)	11.37	0.72	12.08
	Category 3: Emissions from upstream transport and distribution losses and excavation and transport of fuels not included in scope 1 (market-based method*)	17.97	0.72	18.68
	<b>Total emissions – location based</b>	<b>1,107.48</b>	<b>668.79</b>	<b>1,776.27</b>
	<b>Total emissions – market based</b>	<b>1,151.86</b>	<b>668.79</b>	<b>1,820.66</b>

\* Location based electricity (Scope 2) emissions use the average grid fuel mix in the region or country where the electricity was purchased and consumed. For SECR, location based is mandatory. Methodology: GHG Protocol Corporate Accounting and Reporting Standard. Calculated and verified as accurate by Green Element Limited and Compare Your Footprint Limited, UK.

### Franchise Brands' Year-on-Year Energy and Greenhouse Gas Performance

		2024 Data
	Location	Global Total
<b>Energy consumption: (kWh)</b>	<b>Energy consumption: (kWh)</b>	
	– Electricity	145,765.00
	– Gas	77,266.00
	– Transport fuel	5,523,432.48
	– Other fuels	0.00
	<b>Total energy consumption</b>	<b>5,746,463.48</b>
<b>GHG Emissions (tCO<sub>2</sub>e)</b>	<b>Emissions (tCO<sub>2</sub>e)</b>	
	<b>Scope 1</b>	
	Emissions from combustion of gas in buildings	14.71
	Emissions from heating oil	0.00
	Emissions from combustion of fuel for transport purposes	0.00
	<b>Scope 2</b>	
	Emissions from purchased electricity (location based method*)	30.18
	Emissions from purchased electricity (market based method*)	67.97
	<b>Scope 1 &amp; 2</b>	
	Total Scope 1+2 emissions (location based method*)	44.89
	Total Scope 1+2 emissions (market based method*)	82.67
	<b>Scope 3</b>	
	Category 6: Business travel (Emissions from business travel in rental cars or employee vehicles where company is responsible for purchasing the fuel)	1,719.30
	Category 3: Emissions from upstream transport and distribution losses and excavation and transport of fuels not included in scope 1 (location-based method*)	12.08
	Category 3: Emissions from upstream transport and distribution losses and excavation and transport of fuels not included in scope 1 (market-based method*)	18.68
	<b>Total emissions – location based</b>	<b>1,776.27</b>
	<b>Total emissions – market based</b>	<b>1,820.66</b>

\* Location based electricity (Scope 2) emissions use the average grid fuel mix in the region or country where the electricity was purchased and consumed. For SECR, location based is mandatory.

Methodology: GHG Protocol Corporate Accounting and Reporting Standard. Calculated and verified as accurate by Green Element Limited and Compare Your Footprint Limited, UK.



## Working Responsibly continued

# Non-Financial and Sustainability Information Statement

### Climate change

Everyone has a part to play in addressing the impacts of climate change and Franchise Brands is no exception. We believe that there could be both risks and opportunities for our business from the effects of climate change and expect these to evolve over the longer-term if those effects become more pronounced.

Following a period of very rapid growth, since 31 December 2023 we have been required to report in line with the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 (the Regulations). We did so for the first time last year and have made progress on our climate change journey in 2024.

### Our approach

In late 2023 both the Board and the Management Board considered the requirements of the Regulations and agreed that climate change should be considered as an integral part of the strategy, risks and operations of the Group.

A Climate Change Working Group was created by the Board in early 2024 to consider the potential risks and opportunities for the Group's businesses. This is led by the Company Secretary, Rob Bellhouse, and comprises senior managers drawn from each of the Group's businesses. We have engaged

external consultants to provide technical insights and know-how and to support us on our climate change journey.

### Actions in 2024

The Climate Change Working Group met twice in 2024 and made progress in line with our expectations, which has helped develop and improve our understanding of climate-related risks and opportunities.

The Working Group discussed the likely trajectory of climate change and agreed that we would consider the risks and opportunities that could arise under three different scenarios:

- Paris-aligned (warming limited to 1.5-2.0°C by 2100, the Inter-governmental Panel on Climate Change (IPCC) Representative Concentration Pathway (RCP) 2.6) – this is the scenario that would result if the international community delivered on the commitments made in the Paris Agreement reached at COP21 in December 2015.
- Current policies (3.1°C by 2100, IPCC RCP 6.0) – this is the scenario that will result if climate change continues on its current path.
- Delayed transition (Close to 5.0°C by 2100, IPCC RCP 8.5) – this is the scenario that could result if major economic blocs reverse some or all of the measures that have been

taken to date, and further exploit fossil fuels. It is sometimes referred to as a worst case scenario.

These scenarios were chosen for our assessment of climate-related risks and opportunities as they represent the upside, central (current) and downside cases, respectively, for the possible trajectory of climate change.

The Working Group considered the risks and opportunities resulting from climate change under these three scenarios, over three time periods:

- Short-term – the period to the end of the Group's strategic planning horizon, being 31 December 2028.
- Medium-term – the period to 2035, which is the date by which European vehicle manufacturers are currently expected to stop manufacturing vehicles with internal combustion engines. This is a key time horizon for us, as the delivery of van-based services forms the vast majority of the Group's business.
- Longer-term – the period beyond that, to 2050 and beyond.

Risks and opportunities, both physical and transition, were discussed at both meetings and a formal 'bottom-up' review was undertaken following the second workshop.



### Scope of this Statement

Franchise Brands plc is a UK-incorporated company with shares admitted to trading on the AIM market and had more than 500 employees during the year ended 31 December 2024. As such, it is within the scope of the changes to the Companies Act 2006 made by the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 (the Regulations).

The disclosures we are required to make by the Regulations are set out in this section of the Strategic Report, and relate to the Company and all of its subsidiaries, including those incorporated outside the UK.

Together with this section of the Strategic Report, the disclosures in the remainder of the 'Working Responsibly' section on pages 52 to 81 provide the disclosures required to be included in this Non-Financial and Sustainability Information Statement.



## Working Responsibly continued

This complemented the 'top-down' high level review undertaken by the Management Board members in late 2023.

The review of physical risks to the Group's current operational sites linked to the impact of climate change was very helpfully supported by one of our institutional shareholders, who use an online modelling tool to assess risk in their portfolio and whom we would like to thank for their support. Working with them, we identified that only one of our current sites is potentially at risk. Please see page 81 for more information.

We also identified potential business opportunities arising from the physical risks associated with climate change. While these might offer an incremental benefit to certain of our businesses, the overall effect is not expected to be material for the Group.

We assessed transitional climate-related risks and opportunities. The main risks that the Working Group identified are discussed in the table of our climate-related risks and opportunities on pages 80-81.

The Working Group's conclusion, based on our current understanding, is that we do not expect that any of the risks or opportunities, whether physical or transition, will be financially material to the Group under the scenarios and time horizons considered. However, this is on the basis that the assumptions listed in the table on pages 80-81 are borne out in practice.

### Our commitment to addressing climate change

In January 2025 the Board approved a goal of achieving Net Zero emissions across Scope 1 and Scope 2 (which we refer to as 'in our own operations') by 2045. We have not set a wider goal for our Scope 3 emissions as this will require buy-in from our franchisees, both present and future, since the main carbon footprint associated with our business arises from their vehicle fleets.

As noted in the table of our main climate-related risks and opportunities on pages 80-81, our ability to transform the Scope 3 emissions will be dependent on technological advances in electric vehicle technology supported by a vastly improved charging infrastructure, or the introduction of alternative fuels or technologies.

We believe that the Board's aspiration to be Net Zero in our own operations by 2045 is a necessary and responsible commitment to make, to demonstrate that Franchise Brands is willing to play its part in helping address the sources of climate change and mitigating its effects.





## Working Responsibly continued

### Climate change continued

The table below sets out the current status of our climate change programme in relation to each of the requirements of the Regulations:

Required disclosure	How do we address this?	Actions taken in 2024	Actions to be taken in 2025 and beyond
<b>Governance</b>			
<b>(a) A description of the Company's governance arrangements in relation to assessing and managing climate-related risks and opportunities</b>	<p>The Board is ultimately accountable for, and oversees, the Group's response to climate change.</p> <p>The Board has delegated a Climate Change Working Group, led by the Company Secretary, to provide the initial identification and assessment of climate-related risks and opportunities and, subsequently, to support local subsidiary management teams in managing those risks and opportunities.</p> <p>As we treat the management of climate-related risks and opportunities as part of the normal process of running the Group's business, oversight of the management of these rests with the Management Board.</p>	<p>The Working Group met twice during 2024. At each of those meetings there was an in-depth review of the climate-related risks and opportunities on a business-by-business basis.</p> <p>The Company Secretary reported on the progress made by the Working Group to the Board in January 2025.</p>	<p>We believe that the current governance arrangements and approach remains an appropriate and proportionate approach, given the climate-related risks and opportunities we have identified. We therefore expect to maintain our current approach for the foreseeable future.</p> <p>Should any risks or opportunities be identified that require additional focus, we will adapt our governance arrangements accordingly.</p>
<b>Risks and opportunities</b>			
<b>(b) A description of how the Company identifies, assesses, and manages climate-related risks and opportunities</b>	<p><b>Identification and assessment</b></p> <p>At this stage of our journey, the identification and assessment of climate-related risks and opportunities has been undertaken by members of the Management Board and, more recently, by the Working Group.</p> <p><b>Management of risks and opportunities</b></p> <p>Our local subsidiary management teams have primary responsibility for managing risks within their business, which includes our response to the risks and opportunities associated with climate change. Importantly, 'local management' includes many members of the Management Board, who are business leaders.</p> <p>Please see page 93 for a description of how the Group manages risk.</p>	<p>The Working Group met twice during 2024. At each of those meetings there was an in-depth review of the climate-related risks and opportunities on a business-by-business basis.</p> <p>After the second meeting, at which climate change scenarios were discussed and defined, a formal assessment of the risks and opportunities for each business was undertaken and documented. This reflected the differing impacts of climate change in the various scenarios and time horizons considered.</p> <p>The outcome of the risk review was reported to the Board in January 2025 and shared with the members of the Management Board.</p>	<p>The Working Group will continue to develop our understanding of climate-related risks and opportunities by conducting further review exercises.</p> <p>We intend to extend responsibility for the identification and assessment of climate-related risks and opportunities to include our local subsidiary management teams. This will supplement and support the work done by the Working Group and help to strengthen local accountability for managing these risks and opportunities.</p>



## Working Responsibly continued

### Climate change continued

Required disclosure	How do we address this?	Actions taken in 2024	Actions to be taken in 2025 and beyond
<b>Risks and opportunities continued</b>			
<b>(c) A description of how processes for identifying, assessing and managing climate-related risks and opportunities are integrated into the Company's overall risk management process</b>	<p>We have a policy framework in place for the timely identification, assessment and management of risk, which enables all categories of risk to be rated and compared directly.</p> <p>The process for the identification, assessment and management of climate-related risks and opportunities is therefore fully integrated within the Group's risk management framework.</p> <p>For further details of the our approach to risk management, see page 93.</p>	<p>The Working Group used the Group's risk management framework to undertake a review of climate-related risks and opportunities. This did not identify any shortcomings in the process for the identification or assessment of risk, including climate-related risk.</p>	<p>We will continue to use the Group's risk management framework to undertake reviews of climate-related risks and opportunities.</p> <p>We will ask local subsidiary management teams to undertake reviews of these risks and opportunities as part of their normal reviews of business risk, to supplement and support the reviews by the Working Group.</p>
<b>(d) A description of (i) the principal climate-related risks and opportunities arising in connection with the Company's operations and (ii) the time periods by reference to which those risks and opportunities are assessed</b>	<p>We do not currently judge any of the identified risks and opportunities to be material to the Group, in terms of either the potential financial or environmental impacts.</p> <p>The identified climate-related risks and opportunities that we believe could become material to the Group are set out in the table on pages 80-81.</p> <p>The introduction to this Statement explains our definitions of the short, medium and long term and why we have chosen these time periods.</p>	<p>The Working Group has supplemented the high-level 'top-down' review of climate-related risks and opportunities undertaken in late 2023 with a more granular 'bottom-up' review.</p> <p>The work done in 2024 confirmed our initial view that none of the climate-related risks and opportunities we have identified was, or was likely to be, material to the Group.</p>	<p>The Working Group will continue to evolve and improve its understanding of the climate-related risks and opportunities for the Group.</p>
<b>Business model and strategy</b>			
<b>(e) A description of the actual and potential impacts of the principal climate-related risks and opportunities on the Company's business model and strategy</b>	<p>Our assessment of climate-related risks and opportunities has not identified any that have, or that we currently expect will have, a material impact on the business model or strategy of the Company or Group.</p> <p>The identified climate-related risks and opportunities that we believe could become material to the Group, and their potential impacts, are set out in the table on pages 80-81.</p>	<p>The Working Group has considered the impacts on the business model and strategy of the Company or Group, as explained in the introduction to this report.</p> <p>The work undertaken in the year confirms our initial view that the identified climate-related risks and opportunities are unlikely to have a material impact on the Group's business model and strategy.</p>	<p>Based on our evolving and improving understanding of climate-related risks and opportunities, we will continue to review whether these have, or could have, an impact on the Group's business model and strategy.</p>





## Working Responsibly continued

### Climate change continued

Required disclosure	How do we address this?	Actions taken in 2024	Actions to be taken in 2025 and beyond
<b>Business model and strategy continued</b>			
<b>(f) An analysis of the resilience of the Company's business model and strategy, taking into consideration of different climate-related scenarios</b>	<p>We believe that our business model and strategy are resilient. Our businesses are diverse, both geographically and by business sector.</p> <p>Having considered the climate-related risks and opportunities in a range of scenarios over various time horizons, we do not currently believe that any of these will be material to the Group. Based on our current understanding, we believe that the Company's business model and strategy will continue to be resilient.</p>	<p>The Working Group discussed and defined climate change scenarios and time horizons, as explained in the introduction to this report. Assessments of climate-related risks and opportunities were then undertaken.</p> <p>The risk identification and assessment work undertaken to date confirms our initial view that the Company's business model and strategy are likely to be resilient in each of the scenarios considered.</p>	<p>We will continue to refine our understanding of the climate-related risks and opportunities. A focus for this work will be whether these have, or could have, a material impact on the resilience of the Company's business model and strategy.</p>
<b>Targets, metrics and KPIs</b>			
<b>(g) A description of the targets used by the Company to manage climate-related risks and to realise climate-related opportunities and of performance against those targets</b>	<p>We are currently using our Scope 1, 2 and 3 emissions data as the key metric in this area. We are currently intending to set a target restricting the growth in our GHG emissions in our own operations (excluding future acquisitions) to a rate lower than that of the growth of the business (the latter most probably measured in terms of system sales).</p> <p>In January 2025 the Board approved a goal of achieving Net Zero emissions across Scopes 1 &amp; 2 by 2045. We are currently refining the route to achieving Net Zero, which will include identifying and setting milestones for that journey.</p> <p>It is likely that the GHG intensity metrics and the milestones for our journey to Net Zero will form revised targets.</p>	<p>In line with our governance arrangements described in (a) above, the Board has responsibility for setting targets for climate-related risks and opportunities.</p> <p>The outputs from the Working Group's work in 2024 was discussed with the Board in January 2025, when the Board set a long-term aspirational goal of achieving Net Zero emissions across Scopes 1 &amp; 2 by 2045.</p>	<p>The key tasks in 2025 will be to define both the intensity metrics and also to map the journey to Net Zero in our own operations, setting milestones so that we can measure our progress.</p>



## Working Responsibly continued

### Climate change continued

Required disclosure	How do we address this?	Actions taken in 2024	Actions to be taken in 2025 and beyond
<b>Targets, metrics and KPIs continued</b>			
<p><b>(h) A description of the key performance indicators used to assess progress against targets used to manage climate-related risks and realise climate-related opportunities, and of the calculations on which those KPIs are based</b></p>	<p>The Group measures and reports on a wide range of energy consumption and associated GHG emissions in line with the Greenhouse Gas Protocol as required by the Streamlined Energy and Carbon Reporting (SECR). Data for 2024 and the prior year is on pages 72-73.</p> <p>We have been measuring and reporting Scope 1 and 2 emissions and estimating and reporting our Scope 3 emissions for a number of years. We expect this will continue to be the bedrock of our reporting. As the Group develops its response to climate change, we expect to identify other metrics we can use to track these and monitor progress.</p> <p>The SECR data therefore forms the principal metrics and is currently used as the KPI to monitor the impact of climate change on our business, and vice versa.</p>	<p>The Working Group identified that there was a practical way of estimating the Scope 3 emissions relating to the vehicles used in our seven franchise networks by the 600+ franchisees through whom our services are delivered. This data has been included in the SECR report on pages 72-73.</p>	<p>The key task in the short-term is to further refine our measurement of the Scope 3 emissions relating to our franchisees' vehicles.</p> <p>As noted under (g) above, we intend to develop an intensity metric, as we pursue our goals of growing the Group's business.</p>



## Working Responsibly continued

### Climate-related risks and opportunities

Following an initial high-level 'top-down' review of the risks and opportunities associated with climate change in 2023, we undertook a deeper 'bottom-up' analysis during 2024.

Given the long-term incremental nature of climate change, we also reconsidered our definitions of the various time horizons over which we assess climate-related risks and opportunities. The time horizons and climate change scenarios we considered, and the reasons for choosing these, are explained on page 74.

Based on our current understanding, none of the risks or opportunities we have identified are believed to be material to the Group at this time under any realistic scenario. For the purposes of our risk management framework, we regard "materiality" in financial terms as being 1% of Group Adjusted EBITDA, so approximately £350,000.

The risks and opportunities identified that could have the potential to become material to the Group are as follows:

Risk description	Likely impact and effect	Time horizon	Climate change scenario(s)	Assumptions	Possible mitigations
<b>Risks</b>					
No new vehicles powered by internal combustion engines (ICE) are permitted to be sold after 2035 (transition risk)	Our business is essentially the provision of essential, mainly reactive, van-based services. Following trials in various parts of the Group, we concluded that the electric vehicles (EVs) currently available do not provide a viable alternative. At present, EVs cannot carry the loads typically found in our, or our franchisees', vans over a range that makes them a practicable alternative to ICE. Similarly, the current generation of EVs do not offer a viable option to the tankers used in the Metro Rod and Willow Pumps business, as they cannot run for the length of time needed, or support the range required.  The time taken to recharge EVs at the present time is not compatible with the response times which form a key part of our customer service proposition.	M/L	Current policies  Delayed transition	The constraint on the future production of ICE vehicles is solely policy-driven. As a result, either a technological breakthrough is required, or governments may need to relax their positions if the technological constraints cannot be overcome.	A sub-set of the members of the Working Group have undertaken to work with motor industry contacts of Chips Away. We hope to gain insights from vehicle manufacturers and other industry sources into the likely future development of EV vans and commercial vehicles, and share in their understanding of the evolution and development of government policy.  We and our franchisees will remain reliant on ICE vehicles for the foreseeable future. We have identified a potential opportunity to reduce the carbon footprint of our current fleet through the use of hydrotreated vegetable oil (HVO) fuel. Third party evidence suggests that this can cut CO <sub>2</sub> emissions by up to 90% compared to diesel fuel, without vehicle modifications being needed. However, the price of HVO fuel and the practicality of asking our franchisees to switch to this fuel could be barriers.
Introduction or extension of carbon pricing, which could arise primarily in the form of increased fuel costs or road pricing, including the extension of Low Emission Zones (transition risk)	Due to the franchised nature of the vast majority of the Group's businesses, we do not judge that the increase in operating costs will prove to be material to the Company, although it could affect our franchisees' returns and ultimately our business model and strategy.	M/L	Current policies  Delayed transition	While national and local governments may seek to increase the costs of using ICE powered vehicles, there will be a natural ceiling for those costs to avoid causing harm to their economies.	We are already implementing operations management software which includes 'plan my day' functionality designed to minimise driving times and distances.  The use of HVO fuel referred to above could also help mitigate the effect of carbon pricing.  We will continue trials of EVs and use our insight into the future evolution of EVs (or other alternative technologies) or government policy.





## Working Responsibly continued

### Climate-related risks and opportunities continued

Risk description	Likely impact and effect	Time horizon	Climate change scenario(s)	Assumptions	Possible mitigations
<b>Risks</b> <small>continued</small>					
Group operating premises are located at sites at risk from the effects of climate change (physical risk)	<p>Filta's offices and warehouse in Orlando, Florida could be at risk from tropical cyclones, extreme heat, changing precipitation patterns and changing air temperature.</p> <p>Other sites could become at risk in the most extreme climate change scenarios.</p>	M/L	Delayed transition	National and local governments will take steps to protect their major centres of population and economic activity from any rise in sea levels.	<p>Filta have already opened a second warehouse location in Las Vegas and could relocate from the Orlando site if required.</p> <p>The Orlando-based staff can all work remotely whenever required.</p>
Opportunity description	Likely impact and effect	Time horizon	Climate change scenario(s)	Assumptions	How would we exploit the opportunity?
<b>Opportunities</b>					
Climate change results in more frequent and/or more pronounced weather, which leads to an increase in demand for the Group's services (physical risk)	<p>Pirtek may see a benefit from longer or hotter weather, as hydraulic hoses used outdoors perish more quickly in these conditions.</p> <p>Metro Rod may see a benefit from longer periods of wet weather, as these reveal drains that have become blocked.</p> <p>Metro Plumb may see a benefit from longer periods of cold weather, as this may lead to burst pipes.</p> <p>In all of the cases above, there could be a switch from reactive work to planned or preventative maintenance work which may affect the overall demand for the Group's services.</p>	M/L	Delayed transition	No material assumptions.	We track system sales and monitor trends in the business very closely, so would be able to alert our franchisees to the need to have larger numbers of engineers and technicians available to support any longer-term increases in customer requirements.