

Sustainability Report

Period covering Jan 2022 - Dec 2023



WITH **CALOR**,
YOU'RE NOT OFF-GRID,
YOU'RE ON OUR GRID.

CONTENTS



WHAT'S IN THIS REPORT?

Welcome to our Sustainability Report covering the period 1st January 2022 to 31st December 2023.

In this update, we share stories of progress across the three pillars of our Responsible Business Strategy:

Our People

Our Business

Our Planet

You'll find stories from all parts of our business including our Cylinder Distribution Centres, Customer Operation Centres, and Liquefied Petroleum Gas (LPG) import terminals.



ABOUT CALOR

Calor Gas Ltd is the UK's largest provider of LPG (by volume) and has been providing energy to those living and working off the mains gas grid since 1935.

Our purpose is to keep our customers safe, warm, working and informed for this generation and the next. A key part of this is our ambition to offer customers sustainable fuels, ensuring we play our role in supporting communities during the UK's energy transition.

In 2018, we introduced Futuria Liquid Gas (formerly known as BioLPG) into the UK rural energy market. Futuria Liquid Gas offers up to 80% carbon saving compared to conventional LPG. We are proud to be following this with the launch of Futuria Dimethyl Ether (formerly known as renewable Dimethyl Ether) in the coming months.

We are one of 18 worldwide subsidiaries owned by SHV Energy and are all committed to supplying low carbon energy to off-grid customers. SHV Energy is owned by SHV, a family-run business present in 24 countries across four continents. You can read SHV Energy's sustainability report [here](#).

We are a family-run business present in **24** countries



CDC - Cylinder Distribution Centre • BB - Break Bulk
Aberdeen CDC, Ayr CDC, Birmingham CDC, Bristol CDC, Bury St Edmunds CDC, Caernarfon BB, Caernarfon CDC, Carlisle BB, Carlisle CDC, Cranbrook CDC, Crawley CDC, Dartford CDC, Edmonton CDC, Elland BB, Ellesmere Port BB, Exeter CDC, Glasgow CDC, Grangemouth CDC, Guildford CDC, Henstridge BB, Immingham CDC, Inverness BB, Llandysul (West Wales) CDC, Lochgilphead BB, Manchester CDC, Mosmorran BB, Newbury CDC, Norwich CDC, Oxford CDC, Peterborough CDC, Poole CDC, Potteries CDC, Preston CDC, Sittingbourne CDC, Spilsby CDC, Stalbridge CDC, Three Cocks BB, Truro BB, Truro CDC, Uxbridge CDC, Wandsworth CDC, Wirral CDC, Worcester CDC.

OUR PRODUCTS

LIQUEFIED PETROLEUM GAS (LPG)

LPG is a hydrocarbon gas that exists in a liquefied form at modest pressures. LPG is a colourless, low carbon and highly efficient fuel. Supplied in two main forms, propane (C³H⁸) and butane (C⁴H¹⁰), LPG has a range of uses – providing fuel for leisure parks, crop-drying, BBQs, heating homes and much more.

FUTURIA LIQUID GAS (PREVIOUSLY BioLPG)

Futura Liquid Gas is made from a blend of waste, residues and sustainably sourced materials and is currently a co-product of the biodiesel and Sustainable Aviation Fuel process. It is chemically identical to conventional LPG and helps cut emissions by up to 86% vs heating oil¹.

FUTURIA DIMETHYL ETHER (PREVIOUSLY rDME)

Futura DME is a single molecule that can be produced from a wide range of renewable and recycled carbon feedstocks including sewage sludge and municipal waste. It is chemically similar to LPG and can reduce carbon emissions by up to 70% compared to fossil transport fuels. This product will be launched in the coming months.

¹ Provided by kind permission of GemServ based on emission factor calculations prepared by BEIS 2021. Based on 100% Futuria Liquid Gas (formerly BioLPG) allocation. [View here](#).

		PROPANE	BUTANE
HOME ENERGY	Home cooking	✓	
	Patio cooking	✓	
	BBQing	✓	
	Portable heater		✓
	Camping		✓
	Caravanning	✓	
BUSINESS ENERGY	Holiday parks	✓	
	Forklift trucks	✓	
	Mobile catering	✓	
	LPG generators	✓	

WE'RE FOCUSED
ON DOING RIGHT BY
OUR CUSTOMERS.



CEO STATEMENT

2022 and 2023 were both hives of responsible business activity against a challenging backdrop of cost-of-living pressures and supply challenges. I joined the business in September 2022 and although I have been extremely impressed with the passion present within our people, I recognise that this has not always translated into the levels of service that customers rightfully expect.

I am committed to facing these problems head on, which in some instances means making difficult decisions, such as stepping away from the production of some cylinder sizes to protect service in other areas. These decisions are a critical enabler to us being able to fulfil our purpose of keeping our customers safe, warm, working and informed. During 2023, we prioritised simplifying our processes and the way we do things. This included reducing complexity within the business by moving back to a regional model. This enabled local customer services and fulfilment teams to work closer together to ensure that we could provide our customers with fast and accurate information.

Against this backdrop, our commitment to responsible business is even more important, providing a clear signal of how we want to show up in the world and what you can expect when doing business with us. The circumstances of the last few years also highlight the importance of taking an integrated approach to responsible business, considering the impacts of our activity on Our People, Our Business and Our Planet. You will hear more about activity across these three pillars later in the report.

Absolutely fundamental to this is the passion of our people. Our employees are the engine that drives the business forward and in 2022 and 2023 we celebrated this like never before through initiatives such as the Living the Values Awards and Driver of the Year Awards. I'd like to give a special thank you to our drivers. They are the face of our business, and I am humbled by their commitment to providing a great customer experience.

This commitment extends to offering customers cost-effective, sustainable solutions as part of the energy transition and we are investing in bringing sustainable fuels to market. In 2022 and 2023, we built on the huge success of Futuria Liquid Gas by preparing for the introduction of Futuria DME (also known as rDME) into the UK market. Working with other LPG suppliers and the LPG industry's trade association, Liquid Gas UK, Calor is progressing the regulatory and technical framework to ensure the safe deployment of Futuria DME in the UK and globally.

We also further developed our understanding of how our sustainable fuels ambition sits within our wider carbon footprint, specifically our scope 3 emissions. This allows us to build a holistic sustainability roadmap that addresses all our material emissions, ensuring we are playing our role in helping us and our customers meet the UK's legal obligation of Net Zero emissions by 2050.

We understand and embrace the importance of collaboration when addressing climate change and will continue to work as part of industry groups, including Liquid Gas UK, to ensure that the path to Net Zero is customer centric and does not take a one-size-fits-all approach.

As we look ahead to 2024 and beyond, we will continue to be guided by our values and not shy away from making the difficult decisions required to regain the trust of our customers. This will provide the building blocks to continue progressing our responsible business priorities.



Rogerio Lopes
CEO

HIGHLIGHTS FROM THE CEO

• **Celebrating National Inclusion Weeks:**

The theme of the 2022/2023 week was 'the power of now,' which was enthusiastically championed by colleagues across the whole business.

• **CARE training rollout:**

Further demonstrating our commitment to health and safety, this training outlines '7 steps to zero' incidents and near misses by embedding health and safety habits into everyday life.

• **Accelerated preparations for the launch of Futuria DME:**

Including the production of Futuria compatible tanks and pipework, and modification of vehicles.



THE VALUES THAT GUIDE US

All businesses within the SHV family share the same values, which underpin how we do business and ensure we place customers at the core of everything we do. Passion and trust are particularly important to our ambitions and have driven activity throughout 2022 and 2023.



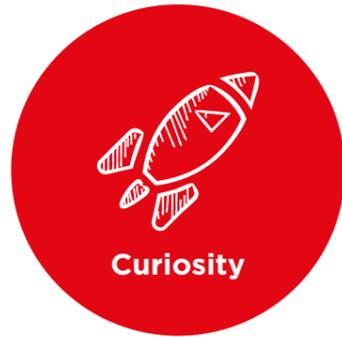
Integrity

We work openly and honestly and never compromise our values to boost results. This is visible in everyday actions.



Trust

We have an unwavering belief in our people. We entrust them with responsibility, giving them the confidence to take the initiative, develop themselves and embrace new opportunities.



Curiosity

We are driven by an entrepreneurial mindset, we explore different perspectives on the road to progress, while we listen, learn, and react to create and seize new opportunities.



Inclusivity

We recognise the true potential in all people, welcoming everyone as valued members of our family. We actively contribute to a safe working environment built on respect for each other.



Passion

We are passionate about the ongoing success of our people, our business, and the communities around us.

LIVING THE VALUES AWARDS

Our Living the Values Awards recognise our people for the amazing work they do in serving our customers and making Calor a wonderful place to work.



WE HAVE AN
UNWAVERING BELIEF
IN OUR PEOPLE.



HOW WE DEFINE OUR PRIORITIES

In 2022 we conducted a materiality assessment to help identify which responsible business topics were most relevant to our business and our stakeholders across themes including environmental action, social impact, and business governance. As part of this process, we sent out online questionnaires, conducted interviews with key internal and external stakeholders, and held employee workshops to give our people the opportunity to feed back to us on 17 different topics.

The issues discussed were ranked from most-to-least material, with the outputs providing us with a better understanding of which topics to focus on first. These are the issues our stakeholders identified as being the most material to Calor. These form the basis of our responsible business activity:



Health and Safety



Employee training and development



Employee concerns



Ethical business



Diversity and inclusion



Emissions and air quality



Net zero products and services



While all topics included in the materiality assessment require action, it is important to focus our attention on addressing issues that are of high priority to our stakeholders. In addition to the material topics outlined, we also focus on climate risk, charitable giving and sustainable procurement, as these are topics identified as priorities by our parent company SHV Energy.

OUR STRATEGY

A responsible business is an organisation that puts creating healthy communities and environments at the centre of its strategy to achieve long term value. At the core of this is our mission of keeping our customers, safe, warm, working and informed, for this generation and the next.

A responsible business is a healthy business and one that views its activity and impact through the holistic lenses of: Our People, Our Business and Our Planet.

Our people are key to the success of our organisation, and it is their passion and commitment that has allowed us to service customers for over 85 years.

**IT IS OUR MISSION
TO KEEP CUSTOMERS
SAFE, WARM, WORKING
AND INFORMED**

Our business focus within our strategy is all about making sure we remain well placed to serve our customers through investment in systems and processes, as well as a commitment to responsible governance and transparency.



Our planet focus encapsulates all the work we are doing to support our customers through the energy transition, while also leading the industry in tackling the challenges of climate change.

These three lenses of People, Business and Planet and the insight from our materiality assessment shape our responsible business framework. This report provides an update on key activity that happened in 2022 and 2023 within this framework.

HOW WE'RE MAKING A DIFFERENCE

Across the three pillars of our strategy - Our People, Our Business and Our Planet - we have delivered positive changes that also support our future success.

OUR PEOPLE

OUR BUSINESS

OUR PLANET

To view the work we are doing, click each icon above.

WE PUT OUR CUSTOMERS AT THE HEART OF EVERYTHING WE DO.



WE WANT ALL OUR COLLEAGUES TO FEEL **SUPPORTED, VALUED AND EMPOWERED.**



OUR PEOPLE

The incredible enthusiasm and diligence of our people has helped us navigate the challenges of the last few years. Recognising this effort and investing in activities that make colleagues more satisfied and engaged is a key part of our responsible business approach. Through delighting our people, we can delight our customers and fulfil our purpose.

In 2023, our HR team had a complete restructure to better support our new regionalisation approach, with each of the five areas now having their own dedicated HR manager and HR assistant. This change has enabled us to get closer to our people and is a big step towards one of our key business goals of making Calor a great place to work.

KEY ACHIEVEMENTS

- Launch of new colleague benefits platform called **Thrive**
- Company-wide celebration of **National Inclusion Week**
- **£100,000 raised** in support of charity partners, MIND, and the Scottish Association for Mental Health (SAMH).





COLLEAGUE RECOGNITION

EMPLOYEE ENGAGEMENT SURVEY

In June 2022, we opened our annual 'Your Voice Matters Survey' so our colleagues could give feedback on all aspects of life at Calor. The company-wide survey encourages colleagues from across the business to highlight areas where we excel and identify gaps where there is room for development.

We had some incredible engagement from our people, with a 71% response rate, up by 12% compared to our 2021 survey. On top of that, we had a 30% increase in engagement from our drivers with some teams even reaching 100%!

A huge thank you to all our colleagues who contributed to the 2022 survey and for their commitment to the continuous improvement of our business.

WHAT WE LEARNED

83% of colleagues believe their line managers encourage communication; this is 5% higher than the UK benchmark.

78% of colleagues feel they can be themselves at work.

82% of colleagues are confident they can make the decisions they need to do their job effectively.

RESPONDING TO FEEDBACK

Here are some examples of the action we took in 2022 in response to the feedback from the 2021 survey (see right).

TABLE 2: Responding to colleague feedback from our 2021 survey

OUR PEOPLE SAID...	WHAT WE DID...
Access to training could be improved	Our human resource management system was upgraded to consolidate new starter e-learning and make more than 10,000 LinkedIn courses available
Welfare facilities could be improved	£1.1million spent on facility upgrades at our Coryton, Grangemouth, Sittingbourne, and Guilford sites. All new facilities are gender neutral and inclusive.
Communication of benefit entitlement could be improved	Regular pay reviews across critical roles such as drivers and plant operatives accompanied by the launch of a new benefits portal called Thrive.

In line with our ambition to be a great place to work, maximise peoples' contributions to our business goals and therefore maximise employee satisfaction, we adapted our engagement approach towards the end of 2023. Using simplified tech and more regular check ins and feedback opportunities with colleagues allows us to analyse areas that are working well and identify those that we can improve.

We strive to create an inclusive workforce that is customer centric, high performing, and continuously improving in all that we do.

EMPLOYEE BENEFITS PORTAL

In response to feedback obtained in the 2021 Your Voice Matters Survey, we launched a new interactive benefits platform called Thrive. This platform is available to Calor colleagues across all our sites, allowing them to access a wide variety of discounts and offers.

Colleagues can choose to save on purchases from over 800 retailers and access schemes such as Cycle2Work, and Employee Assistance Programs which care for their mental and physical wellbeing.

Thrive can also be used as a recognition platform where colleagues can nominate individuals for a Living the Values Award and can send excellent work appreciation e-Cards to recognise commitment to outstanding customer service.



CELEBRATING OUR LONG SERVICE COLLEAGUES

Our employees are at the heart of our company and celebrating their loyalty and achievements is very important at Calor. On Thursday 5th October 2023, we hosted an event at the Tewkesbury Park Hotel with a room full of colleagues ranging from 10 years all the way up to 45 years' service with us. We thank them for their support and dedication.

A NEW COMMUNICATION APPROACH

To create a more open and honest environment at Calor, in October 2023 we launched our new communication channel on Viva Engage. This is the first two-way communication platform we've used, giving our Calor community the opportunity to share information freely, get involved in discussions and give all our employees a voice.



November 2023 also saw the launch of our new internal magazine, Calor Connect. We held a competition to name the magazine where all colleagues were able to get involved and vote for the winning name. Our first edition was published in December to round up the year and share exciting updates.

Monthly Town Halls also became part of our communication toolbox. These were hosted by our Management Team to share important business updates and provided colleagues with the opportunity to join the conversation and ask questions. These have proved very popular, with a large percentage of colleagues joining these on a monthly basis. For those that are unable to join, the video is shared for employees to watch after the event. In addition to the above, monthly 'Business Connect' meetings are held with senior managers across all functions to ensure accountability, speed up decision-making and maintain momentum towards our business goals.

DEVELOPING THE TALENT OF THE FUTURE

As part of our 2022/2023 apprenticeship programme, we have supported 41 driver apprentices to complete their Dangerous Goods Vehicle Level 2 Qualification. This is part of a wider effort to reward and upskill our driver population who are at the centre of our business.

With the help of our team of experienced driver trainers, our apprentices developed their skills in hazard awareness and fleet safety. They were also given the opportunity to shadow an experienced Calor driver before completing a practical assessment.



“After being accepted for the apprenticeship scheme, I have continued to develop, learning about the company through training sessions. It is evident that they really care about their people and customers, with safety being an important part of everything they do.”
Rhea Osborn, Driver Apprentice

In February 2023, we also celebrated National Apprentice week where the theme was ‘Skills for life’ and we shared stories from some of our apprentices and their journeys so far.

DRIVER OF THE YEAR AWARD

Our incredible drivers are the face of our business and provide a direct link between our customers and the Calor brand. To celebrate their hard work, we relaunched our Driver of the Year Award in 2022. The award honours our top-performing drivers who keep safety at the forefront and deliver exceptional service to our customers.

Twelve finalists from across our UK sites were put to the test, completing a series of skills and manoeuvres. The title in 2022 was awarded to Darren Cox from our Port Clarence Customer Operation Centre and in 2023, Wayne Lawrence from our Stoney Stanton Customer Operation Centre scooped first prize. A huge thank you to Darren and Wayne for their passion and commitment to service, safety, and compliance.



“Our drivers are the face of Calor and interact with our customers more than anyone. To be able to congratulate them on some amazing performances both during the year and on the day is something I will remember for a long time to come.”
Rick Pearson, Area Transport Manager.

We are committed to celebrating our drivers year-round for the role they play in keeping our customers safe, warm, working and informed.



LIVING WAGE FOUNDATION ACCREDITATION

The Living Wage is a voluntary income paid by businesses who recognise that their staff deserve the right to fair pay and a decent quality of life. This is even more essential as we deal with the challenges of the cost-of-living crisis.

We have been a proud member of the Living Wage Foundation since 2021 and this commitment extends to our agency staff as well as Calor employees.



EQUITY, DIVERSITY AND INCLUSION (ED&I)

Creating an environment where colleagues feel supported and empowered is an important part of our approach to responsible business. We believe that if our people feel truly able to be themselves, they will deliver better service for our customers.

Throughout 2022 and 2023 we recognised and celebrated many events with our Calor colleagues, such as Black History Month, Diwali, and Transgender Awareness Week. A couple are highlighted below.

NATIONAL INCLUSION WEEK

In 2022 and 2023 we celebrated National Inclusion Week, shedding light on creating inclusive workplaces and celebrating the things that make us unique.

Our ED&I team worked hard to produce a brilliant week full of inclusive activities for colleagues across all our Calor sites. Below are just a few things we got up to:

- Coffee Roulettes – we paired colleagues from across the business up to discuss their cultural beliefs over a coffee.
- Lunch Huddles – we encouraged colleagues to bring food important to their culture into the office and discuss its significance.

- ‘Breaking down bias’ workshop – we arranged a workshop that allowed colleagues to consider how unconscious bias impacts the workplace and company culture.

To further raise awareness, we created a video on what inclusion means to our people.



“We were proud to be celebrating National Inclusion Week, where our inclusive culture is part of our fundamental core values and way of life. By acting now, and using the power of unity and inclusion, we can make significant changes and create a culture and environment we all want.”

Steve Webb, Chief People Officer

INTERNATIONAL WOMEN'S DAY 2023

For International Women’s Day in 2023, Calor hosted its first Women’s Networking Brunch, where we came together to hear about the life experiences of some of our colleagues. An inspirational morning that allowed women to discuss and share their successes and struggles.



INCLUSIVE JOB DESCRIPTIONS AND ADVERTISEMENTS

As part of our commitment to creating an inclusive workplace, we have also reviewed and, where necessary, rewritten many of our job descriptions and job adverts to remove unconsciously biased language. With the help of a diversity and inclusion decoder, we ensure that we are challenging unconscious bias and taking an inclusive approach to recruitment.



DEVELOPING FEMALE TALENT

In 2022 we recruited our first female Transport Controller based at our Immingham site. Her experience as a Calor Driver and Fulfilment Agent, as well as her passion for compliance and health and safety procedures, meant she was a perfect fit for the position and an inspiring role model for future generations.



"Calor is a great place to work. They've been very supportive to me and have encouraged my continuous development."

Megan Wishart, Transport Controller

ONE OF OUR OWN SCOOPS 'YOUNG PERSON IN LPG' AWARD

The annual Liquid Gas Awards aims to champion young people aged 30 and under throughout the industry to shine a spotlight on their success and showcase the opportunities for young people within the LPG sector. In 2023, our very own Morgan Tiley won the Outstanding Achievement Award for his work and contributions to the sustainable fuels sector, progressing rDME to be credible within our sustainable fuels portfolio.



CHARITABLE GIVING

A PARTNERSHIP TO BE PROUD OF

We have partnered with MIND and SAMH since 2018 to raise money and awareness in support of better mental health and wellbeing. Our 5 year partnership came to an end in 2022 after raising an incredible £100,000 and below we share some of the highlights:

TOUR DE CALOR

- Our flagship fundraising event saw colleagues with a passion for cycling ride eight major cycle routes across the UK, taking in as many Calor sites enroute as possible to raise an impressive £20,000. This donation had the capacity to help around 740 children find the support they need with MIND and SAMH.

SUPPORTING WORLD MENTAL HEALTH DAY

- Our £18,000 donation helped MIND answer over 5,400 calls in support of thousands of people during the height of the pandemic.

THE ENTERPRISE FOUNDATION

- This money has helped produce resources accessed by 21.4 million people in 2021-2022.

Thank you to Mind and SAMH for the crucial work they do across the UK. We look forward to choosing our new charity partner in 2024 and continue making a difference one donation at a time.



HELPING HANDS COMMUNITY PROJECT

For many years, Calor has worked closely with Helping Hands, a charity giving support and opportunities to those who are vulnerable, and providing a 'hand up, not just a hand-out'. In 2022 and 2023 we were proud to support the project in many ways:



- Our colleagues donated household essentials to support those who had just been rehomed.
- We donated £15,000, allowing their catering van to provide a soup kitchen service to the local community.
- We secured a £1,000 donation from the Royal Warrant Holders Association to support Helping Hands' much needed services.

OFFERING SUPPORT TO LOCAL SCHOOLS

In 2023, our Recruitment Team teamed up with a local school to lend a hand in preparing future talent through mock interviews. Around 50 Year 10 students took part. The aim was to give them an idea of what an interview was like and the types of things they may get asked. The feedback from the students was fantastic. They found it hugely beneficial and were grateful to have been given the opportunity.

CALOR'S CHRISTMAS TOY DRIVE

In December 2023, Calor entered its twelfth year of supporting the annual Christmas Toy Appeal. Throughout November and December, colleagues at our head office collected toys to support nearly 200 children of local families reliant on food banks, soup kitchens, as well as clients of Warwickshire County Council's Strengthening Family Services.

THE HEALTH, SAFETY AND WELLBEING OF OUR PEOPLE IS **OUR NUMBER ONE PRIORITY.**



OUR BUSINESS

We continue to make unprecedented levels of investment in our business to ensure we remain well placed to serve customers and lead the industry in the pursuit of a low carbon future.

This activity encompasses everything from the investment we are making in our systems and processes to improve customer experience, to how we engage with external benchmarks to evaluate our performance and keep us on track.

KEY ACHIEVEMENTS

- Launch **ReNew** business strategy
- **BOOST - SAP** go live
- Launch of **CARE** training programme
- Awarded **Supplier of the Year** by UK Material Handling Association
- **Sustainability** clauses incorporated into supplier contracts
- **Huge investment** in cylinders to solve availability issues





HEALTH AND SAFETY

CONTINUED FROM PREVIOUS PAGE...

A RENEW-ED FOCUS

In June 2023, we launched our new strategic plan 'ReNew'. The strategy is based on three principles; Simplify, Digitalise, and Grow. As part of launch, we hosted numerous town halls and embarked on our 'ReNew Roadshows' where our Leadership Team members, alongside the HR team, delivered our new strategy face-to-face across Calor sites. This new strategy underpins all of our decisions and realigns focus to ensure Calor achieves its full potential.

WE HAVE LIFT OFF!

In 2023, Calor underwent a significant system upgrade to improve customer experience. This was the biggest change Calor has undertaken with a company-wide effort to embed new systems and processes that will help us succeed in delivering our promise – to keep our customers safe, warm, working and informed.

HEALTH AND SAFETY WEEK

In 2022 and 2023, alongside our parent company SHV Energy, we took part in Health and Safety Week. The objective of the week was to emphasise the importance of health and safety and embed key principles into everyday working lives. Each day of the week was focused on a different theme including process safety, occupational health and wellbeing and driving for work. Health and Safety Week in 2023 also highlighted our new CARE habits and we were joined by some external speakers sharing their experiences of accidents at work, and the HSE's role in incident investigation.

Educational materials were distributed among our sites for colleagues to learn more on topics including steps that should be taken to avoid fatal risks, how to identify and reduce stress, and a refresher on basic training, such as workplace transport and working at a height. The week's activities culminated in an award ceremony, recognising Calor sites which had gone above and beyond in their commitment to health and safety.

Providing colleagues with these resources empowers them to make informed decisions; effectively navigate potential risks and keep themselves and customers out of harm's way.

In 2022, we **reduced** the number of Serious Incident or Fatalities (SIF) and Potential Serious Incident or Fatalities (PSIF) by **44%** compared to 2021.

GAS SAFETY WEEK

Continuing our commitment to health and safety, we also celebrated Gas Safety Week in 2022 and 2023 as part of a wider national safety campaign.

We created a variety of educational videos for the benefit of our customers, providing some helpful hints and tips on topics such as:

- How to safely change and refill an LPG cylinder in a forklift truck
- The correct personal protective equipment (PPE) that should be worn to carry out the procedure
- Advice on storage of LPG and other gases.

You can read more and access supporting training videos by clicking [here](#).



"A positive shift in safety culture has been a key success in 2022 and 2023, with excellent feedback coming from colleagues on several safety initiatives. New reporting systems such as Eco Online will enable further positive change for the future."
Sean Brennan, Head of HSSE



EcoOnline

ECO ONLINE

We believe it is everyone's duty to take action to prevent an incident from occurring, and to facilitate this we have introduced Eco Online – a new incident reporting system.

This system allows our colleagues, contractors, and site visitors to report hazards and near misses in real-time, so our colleagues can deal with issues safely and efficiently.

The data held within Eco Online allows us to identify where more training is required or where preventative measures need to be implemented to reduce risk and keep our people and our customers safe.

Since its launch in December 2022, all colleagues have been trained on how to use the new system and it is now fully operational across the whole of Calor.

CARE TRAINING: 7 STEPS TO ZERO

In 2022, in collaboration with SHV Energy, we also introduced our CARE programme. This is a company-wide training campaign aimed at further embedding health and safety into our business, while empowering colleagues to support one another.

As a result of the CARE training programme, our colleagues will be able to:

- Proactively recognise hazards and deploy harm-elimination techniques
- Understand how and why people work unsafely
- Engage colleagues in looking at their workplace with a new pair of eyes, facilitating the independent deployment of corrective actions
- Develop new and effective health and safety habits
- Conduct effective and positive health and safety observations, conversations, and interventions.



The first module in the programme is called '7 Steps to Zero'. This module focuses on reaching zero incidents and zero near misses by following a series of seven defined steps.

Our senior management team and several of our sites have already completed the first CARE module and by the end of quarter one 2024 all our directors, senior leaders, people leaders and HSSE colleagues will have completed the programme; with all 2000 colleagues completed by end of 2025.

COLLEAGUES,
CONTRACTORS,
AND SITE VISITORS
CAN **REPORT
HAZARDS AND
NEAR MISSES
IN REAL-TIME.**



ETHICS AND GOVERNANCE

BUSINESS IN THE COMMUNITY'S RESPONSIBLE BUSINESS TRACKER

As market leader, it is our responsibility to set a high bar in relation to our responsible business activity. To facilitate this we are committed to engaging with external, credible benchmarks to understand what we are doing well and how we can improve.

In 2022 we completed Business in the Community's Responsible Business Tracker, a diagnostic tool which assesses the maturity of our responsible business approach across the following topics:

- Circular economy
- Climate Action
- Digital Transformation
- Diversity & Inclusion
- Education
- Governance and Transparency
- Health & Wellbeing
- Inclusive Employment & Good Work
- Nature Stewardship

- Stakeholder Engagement & Community Collaboration

- Value Chain.

Business in the Community was founded in 1982 with His Majesty King Charles III as our Royal Founding Patron. It is the largest and longest-established membership organisation, dedicated to responsible business with over 600 members across the UK.

The Responsible Business Tracker is built on the United Nations Global Goals (also known as the Sustainable Development Goals or SDGs) and provides both qualitative insight as well as quantitative scores.

We are committed to completing the Tracker at least every two years and using the insight to shape our responsible business activity and focus moving forward.



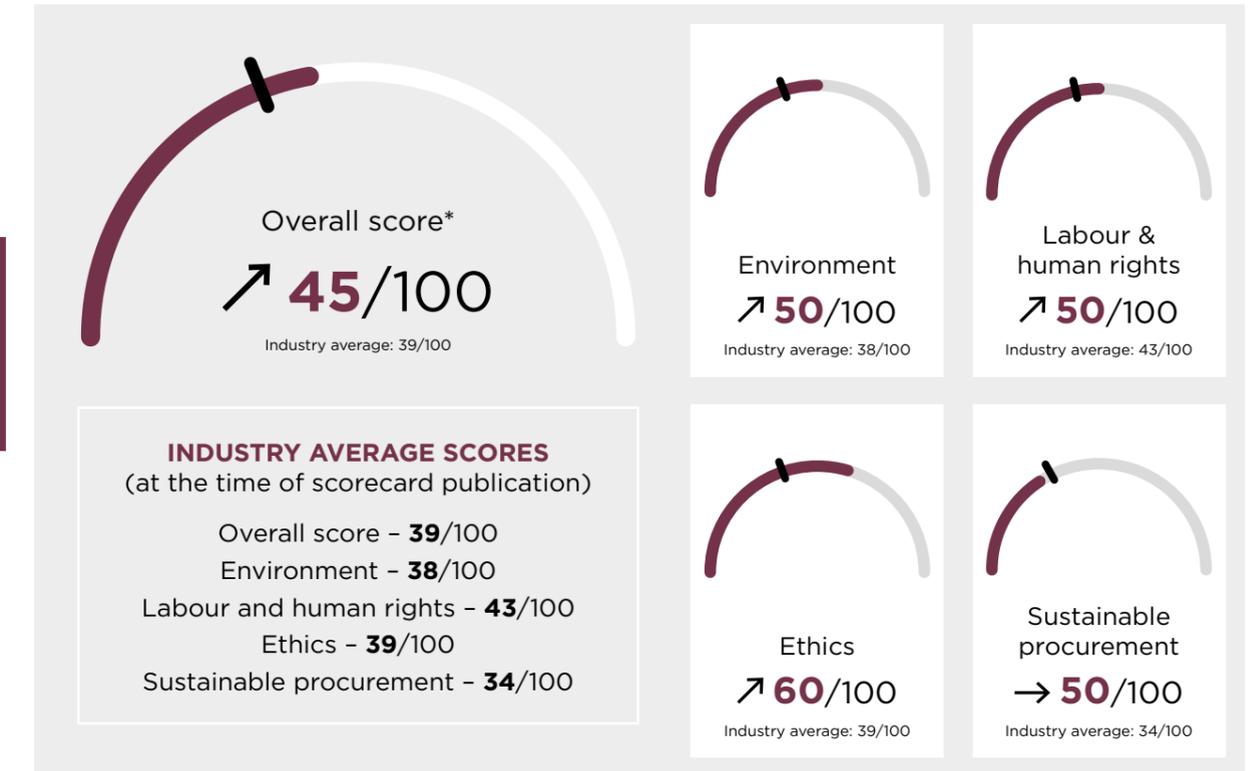
COMMUNICATING OUR SUSTAINABILITY CREDENTIALS TO OUR CUSTOMERS

In 2022 we completed the EcoVadis sustainability assessment for the second time. This assessment provides an objective review of performance across four key areas of sustainability including:

1. Environment
2. Labour and human rights
3. Ethics
4. Sustainable procurement

The output of the assessment is a universal scorecard breaking down performance across each area. This scorecard is then shared with customers via the EcoVadis platform providing an easily digestible breakdown of our sustainability related strengths and development areas.

In 2022 our score was 45/100, an increase from 39/100 in 2020. This represents an improvement across all areas, except sustainable procurement where the 2020 performance was maintained. We outperformed the industry average across all areas (as represented by the black line), except for sustainable procurement.



At the time the rating was provided, this score put us in the 39th percentile meaning that our score was equal to or greater than 39% of all companies assessed by EcoVadis. The assessment process provides unique insight into our sustainability strengths, as well as the areas that require more attention. This insight helps inform our priorities for the coming year and provides the basis for dialogue and collaboration with our customers.

*Industry average scores (at the time of scorecard publication)

An insight into our EcoVadis scorecard can be found below:

PILLAR	STRENGTHS	DEVELOPMENT AREAS
ENVIRONMENT	<ul style="list-style-type: none"> Environmental policy on energy consumption and greenhouse gas emissions in place Reporting on scope 1 and 2 emissions as well as total energy consumption evident Materiality analysis evident in sustainability reporting 	<ul style="list-style-type: none"> Reporting on scope 3 emissions could be strengthened No formal certification of environmental management system Some policies are more than two years old
LABOUR AND HUMAN RIGHTS	<ul style="list-style-type: none"> Family friendly policies implemented Standard policy on a majority of labour or human rights issues in place Employee satisfaction survey implemented 	<ul style="list-style-type: none"> No quantitative target on labour and human rights issues in place No information regarding certification of a labour and human rights management system
ETHICS	<ul style="list-style-type: none"> Standard policy on a majority of ethics issues Policy on information security in place Dedicated responsibility for ethics issues evident 	<ul style="list-style-type: none"> Supporting documentation demonstrates a medium level of coverage of ethics actions throughout the company operations Some policies are more than two years old
SUSTAINABLE PROCUREMENT	<ul style="list-style-type: none"> Supplier sustainability code of conduct in place Sustainable procurement objectives integrated into buyer performance reviews Regular supplier assessment (e.g. questionnaire) on environmental or social practices takes place 	<ul style="list-style-type: none"> Training of buyers on social and environmental issues within the supply chain could be strengthened Sustainability specific risk analysis is not conducted prior to supplier engagement

THE IMPORTANCE OF COMPLIANCE

In 2022 our dedicated Compliance Lead met with 400 Calor personnel to discuss compliance and understand its role in our day-to-day activities. We identified that the most common risks across the business included: conflict of interest, competitor contact, bribery, privacy and updated action plans and risk registers to deal with these accordingly.

These messages are reinforced in mandatory training, which ensures our people are well informed and able to get it right first time. This activity was completed again in 2023 with our senior management team to reassess business risks.





SUSTAINABLE PROCUREMENT

INCORPORATING SUSTAINABILITY CLAUSES INTO SUPPLIER CONTRACTS

Using key learning from our EcoVadis assessment, we have incorporated a standard sustainability clause into the contractual terms and conditions of our supplier contracts. This clause is aligned to our Supplier Code of Conduct and is now included as standard in all new contracts. It covers the following principles:

- Acting with integrity and care for society, people, and the environment
- Actions of suppliers and sub-contractors within the supply chain
- Allows Calor the right to complete a sustainability risk assessment when necessary
- Reserves the right to terminate the contract if issues highlighted in the audits are not remedied within an agreed time frame.

Including these principles in our supplier contracts allow us to bring our responsible business priorities to life ensuring that we are doing business with organisations that share our values. It also allows us to more effectively manage sustainability related risk across our supply chain.

UK MATERIAL HANDLING ASSOCIATION 'SUPPLIER OF THE YEAR'

In 2022 we were voted Supplier of the Year by the UK Material Handling Association (UKMHA) for our quality of support. We are delighted that our commitment to the industry and to the production of high quality educational materials have been appreciated by the materials handling community.



"We've been a long-standing member of the UKMHA and being recognised and appreciated by the members of the industry body was a fantastic achievement. The articles, infographics and videos were well received by the materials handling industry and positioned us as a leader in safety for this market"

Bruna Aita, Head of Procurement

REVIEWING OUR PROCESSES: AN IN DEPTH VIEW

Robust systems and processes are a crucial enabler of us providing a good customer experience. In addition to reviewing the processes surrounded our health and safety activity, we have also been looking at our Cylinder Refill Agreements (CRA).

A CRA is a document that must be completed when purchasing a new cylinder. The document confirms that the cylinder remains the property of Calor and ensures a smooth handover process when an empty cylinder is exchanged for a pre-filled one.

We want this process to be as easy and straightforward as possible, which is why our Innovation Team have been testing the launch of a digital Cylinder Refill Agreement. This allows customers to use smart devices to scan a QR code, meaning the process can be completed in a few minutes.

Following a successful trial, we are aiming to roll this new process out to our customers in 2024.

A GREENER WAY

In September 2023, Calor seized the opportunity to reduce our CO₂ emissions from natural gas by a massive 73% by switching to a green natural gas tariff. Although our key focus on carbon reduction is aimed at our biggest contributor of our scope 1 emissions (our fleet), Calor is investing time and money to save carbon where we can.

A HUGE INVESTMENT TO TACKLE CYLINDER AVAILABILITY

Calor has seen increased pressure on our cylinder products and supply chain for a while, which has resulted in availability issues. To overcome this pressure and increase the availability of our products to both our existing customers and new users, we significantly invested in new cylinders in 2023. Our investment in new cylinders means an increase of almost one million new Calor-branded cylinders into the market to increase availability across our entire range. In addition to investing in new cylinders, Calor has also significantly invested in the upgrade to the dedicated facilities we use to refurbish and maintain the stock of our existing cylinders. This enhancement of their facilities has allowed us to double the throughput of our refurbishment activities, enabling us to maintain a stable flow of cylinders in the market.

WE CONTINUE TO SET THE STANDARD ON SAFETY AND BEST PRACTICE IN THE INDUSTRY.





BEING ENVIRONMENTALLY RESPONSIBLE IS **FUNDAMENTAL** TO OUR BUSINESS.

OUR PLANET

Our ambition to offer customers sustainable fuels is the cornerstone of our efforts to address climate change. During the last two years, our sustainable fuels portfolio has developed as we began preparation for the launch of Futuria DME.

2022 also saw us build a complete greenhouse gas inventory, aligned to the Greenhouse Gas (GHG) Protocol, highlighting additional priorities across functions such as fleet, procurement, property, and gas supply. In collaboration with partners such as Business in the Community, we have used this insight to also begin to understand our contribution to other important topics such as circular economy and nature stewardship.

Here are some other ways that we are playing our role in mitigating the impacts of climate change and helping to create a healthy environment.

KEY ACHIEVEMENTS

- Futuria Liquid Gas **collaboration** with Orbex
- Adelan's Futuria **DME powered fuel cells**
- **Future proofing** of company car scheme





SUSTAINABLE FUELS

In collaboration with Orbex, Europe's leading orbital launch service provider, we might be sending Futuria Liquid Gas into space! Futuria Liquid Gas (BioLPG), along with liquid oxygen, will supply Orbex's test site in Kinloss, Scotland, where we have already fitted Futuria Liquid Gas bulk storage tanks. With the goal to be the world's most environmentally friendly space rocket, a recent study by the University of Exeter³ found that using Futuria Liquid Gas and liquid oxygen as the propellants will produce up to 96 per cent lower emissions than comparable space launch programmes using refined fossil fuels, such as RP-1.



"Environmental sustainability is built into the heart of our programme and we are proud to be the first commercial orbital space launch company to test with a renewable, carbon-friendly fuel."

Phil Chambers, CEO of Orbex



"Calor is delighted to partner with Orbex in such an exciting project as orbital space launch. This partnership demonstrates our shared values of reducing carbon emissions and we are proud to be able to supply BioLPG to help achieve this goal."

Alastair Lovell, Head of Sustainable Fuels at Calor



³ University of Exeter Consulting - World's Most Environmentally friendly space rocket | Orbex



ADELAN'S FUTURIA DME POWERED FUEL CELLS

In 2022 we also partnered with Adelan, a global developer of microtubular solid oxide fuel cell (mSOFC) technology, on the Adelante Project. This incredible project, backed by the UK's department for Business, Energy, and Industrial Strategy (BEIS), proposes an alternative to internal combustion engines by implementing Calor Futuria DME powered fuel cells into electrified construction vehicles.

Following promising trials, Adelan will also validate the potential for Calor's Futuria DME fuel to be used in its off-grid generators. If successful, the application of Futuria DME could have wider benefits for the UK's transition to clean energy, as it will enable Adelan's technology to be deployed in the future at scale, using a clean fuel with a robust supply chain.



"As Adelan decarbonises generator technology, Calor decarbonises the fuel so that customers get the best carbon outcomes, reaching net zero today at a fraction of the cost."

Dr Michaela Kendall, CEO of Adelan

CALOR AND CAGE PARTNER TO OFFER RED DIESEL REPLACEMENT TO THE CONSTRUCTION SECTOR

In addition, Calor has been selected to participate in phase 2 of the Department of Energy Security & Net Zero (DESNZ) Red Diesel Replacement (RDR) competition. RDR was established to identify sustainable alternatives to diesel in the construction and mining sectors and rDME has been identified as a potential pathway to decarbonise these industries.

Calor has partnered with Cage Technologies Ltd & Imperial College London to demonstrate a low emissions gas engine generator operating on Futuria DME on construction sites. This will be used to supply electricity to construction sites.

Calor has committed to develop and deliver a supply of Futuria DME blended in LPG and to study the potential for a mobile bulk storage solution suitable for use on busy, dynamic construction sites. In 2023 we began planning for the optimum solution for this project in advance of purchasing and installing equipment in 2024 and subsequent field trials.

THE APPLICATION OF FUTURIA DME COULD HAVE WIDER BENEFITS FOR THE UK'S TRANSITION TO CLEAN ENERGY

FUTURIA DME'S FIRST CUSTOMER

2022 saw our first customer contract signed for a Futuria DME field trial with CEMEX, a multinational building materials company. Installation took place in 2023 at their site in North Wales with DME compatible tanks and appliances arriving to be installed ready for the first product. Calor also converted two vehicles to transport the product, replacing valves, hoses, seals, pumps, delivery guns, and gauges with Futuria DME-compatible components. The customer will be ready to take supply of DME when it becomes available in 2024.



CLIMATE ACTION

ADDRESSING OUR CARBON FOOTPRINT

In addition to our ambition to offer customers sustainable fuels, we are actively monitoring and looking for ways to reduce emissions associated with our wider operations, fleet, and industrial processes. In 2022, we also estimated our Scope 3 emissions for the first time to build a complete greenhouse gas inventory. Our scope 1 and 2 emissions have been independently verified as part of the Streamlined Energy Carbon Reporting (SECR) process since 2020. The SECR process requires us to publicly disclose emissions associated with our UK electricity, gas, and transport energy consumption (predominantly Scope 1 and 2) as part of our Annual Directors' Report. Our first relevant compliance period was the financial year-end 31 December 2020. The table (right) shows how emissions reported in accordance with SECR have changed since 2020.

2022 AND 2023 SECR EMISSIONS

Our greenhouse gas emissions, reportable under SECR, were 31,389 tonnes in 2022 CO₂e and 30,241 tCO₂e in 2023. Total emissions have reduced by 15% against 2021; this has been driven by a decrease in diesel use in our fleet vehicles and improved data collection methods. Our 2022 and 2023 reportable figures under SECR are shown in table 3. As a result of undertaking site audits as part of our Energy Saving Opportunity Scheme (ESOS) Phase 3 readiness, we have further assessed our LPG consumption which has led us to understand that we have overstated the consumption of LPG for 2021. We have not restated LPG as we have switched to propane consumption on multiple sites.

Table 3: Greenhouse gas emissions by year – scope breakdown (tCO₂e)

*Using a location-based methodology

	2021	2022	2023	2021-2023 Variance
SCOPE 1	32,592	28,500	26,677	-18%
SCOPE 2*	2,806	2,635	3,205	14%
SCOPE 3	261	254	359	37%
TOTAL	38,659	31,389	30,241	-15%

Chart 1: 2022 Share of Emissions (%)

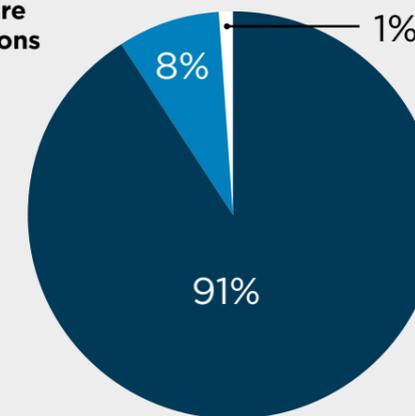
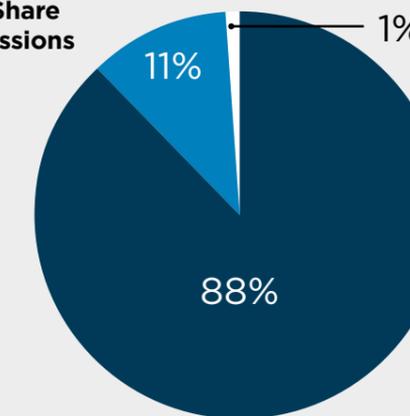


Chart 2: 2023 Share of Emissions (%)



■ Scope 1 ■ Scope 2 ■ Scope 3

LOCATION-BASED METHODOLOGY

A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data).

SCOPE 1

Direct emissions from company owned and controlled resources. For example, fuel used across our fleet.

SCOPE 2

Indirect emissions from the generation of purchased electricity, from a utility provider.

SCOPE 3

All indirect emissions not included in Scope 2 that occur in the value chain of the reporting company, including upstream and downstream emissions. For example, air travel.

The scope 3 data included in this report is in line with the minimum requirements outlined in the SECR process. Currently, it does not include emissions associated with the combustion of our product.

*Using a location-based methodology

Note: tCO₂e = tonnes of carbon dioxide equivalent (this is the standard unit for measuring carbon footprints)

EMISSIONS DEEP DIVE

As can be seen in Table 4 to the right, carbon emissions have reduced by 15% since 2021. 91% of emissions in 2022 and 81% in 2023 came from transport fuel use (predominantly diesel in HGVs for deliveries), and this has also decreased by 7.5%. Other drivers include the significant reduction in natural gas with 60% reduction in emissions. LPG usage has also decreased by 76%; this is predominantly due to the implementation of a new Enterprise Resource Planning (ERP) system, using Systems, Applications & Products in Data Processing (SAP) in 2023. The ERP has improved the process of data capture and recording, and enabled access to better quality production data. As a result, the recorded 2022 production data figure was updated from 442,426 tonnes to 449,300 tonnes. With this improvement we have recalculated the intensity factor for 2022 from 70.95 to 69.86 tCO₂e per tonne product supplied which overall is a 13% reduction in our carbon intensity figure since 2021. Natural gas usage has also reduced due to a filling site permanently closing and second site transitioning to the use of 'boil-off' propane gas as their primary fuel source in their steam boilers. This transition to propane at the aforementioned site and the better data recording around its use in steam boilers at a second site is part of the reasons for the 144% increase in the use of propane.

Table 4: Greenhouse gas emissions by year (tCO₂e)

Emissions source	2021	2022	2023	2021-2023 Variance
Fuel combustion: Natural gas	1,084	451	436	-60%
Purchased electricity	3,054	2,877	3,482	-6%
Fuel combustion: Petrol and diesel	26,660	26,056	24,643	-7.5%
Fuel combustion: Propane	230	1,250	562	144%
Fuel combustion: LPG	4,632	756	1,118	-76%
Total emissions (tCO₂e)	35,660	31,389	30,241	-15%
Tonnes gas sold	457,723	449,300	446,200	-2.5%
Intensity: (kgCO₂e per tonne sold)	77.91	69.86	67.77	-13%

UNDERSTANDING OUR SCOPE 3 EMISSIONS

In 2022 we worked with a third party to estimate and baseline our Scope 3 emissions across all 15 categories included in the Greenhouse Gas (GHG) Protocol. This work has given us a greater understanding of how we can strengthen and expand our sustainable fuels work to ensure we are working hard to help the UK reach Net Zero emissions by 2050. It also identifies areas for collaboration across our supply chain as well as providing a baseline from which to track and communicate our progress.

To complement this work we have also developed a model that allows us to understand how the emission categories change as we progress towards our net zero ambition. This has allowed us to begin the development of our own decarbonisation roadmap, encompassing all relevant activity.

We still have some work to do on data availability, especially with regards to our supply chain, but this exercise did highlight some key takeaways:

- Emissions associated with use of sold product accounts for a considerable proportion of our total emissions (over 80%), reinforcing the importance of our sustainable fuels work.



- To fully respond to the challenges of climate change, only addressing emissions associated with use of sold product is not enough. We also need to address other priorities, most notably: fleet, supply chain and upstream distribution and transportation. These areas will form part of our decarbonisation efforts moving forward.

- Many of the existing operational projects already underway, e.g. upgrade of our site infrastructure, will reduce our emissions as well as providing operational benefits.

This exercise will lay the foundation for external disclosure of our Scope 3 emissions, as well as helping us prepare for mandatory climate-related disclosures that we will be making from 2024 onwards.

WE ARE WORKING HARD TO HELP THE UK REACH NET ZERO EMISSIONS BY 2050

CLIMATE RELATED FINANCIAL DISCLOSURE (CFD)

During the course of 2023, Calor has been working on an upcoming piece of compliance, Climate related Financial Disclosure (CfD) which will report on our 2023 activity. To date, we have completed a readiness assessment, climate risk workshop and gap analysis and our disclosure can be found in our annual directors report. Our disclosure will be publicly submitted in our annual directors report in 2024.

SENIOR LEADERSHIP ENGAGEMENT

Building on the insight from our Scope 3 analysis and materiality assessment, we also ran environmental training for senior leaders who have responsibility for various sources of emissions across the business. This training covered topics such as:

- What are greenhouse gas emissions?
- Why is there a climate emergency?
- Climate related risks and opportunities.
- Designing credible sustainability targets.

The training was facilitated by Business in the Community and attended by our CEO. Going forward, we will build on this awareness, ensuring that all employees are aware of how their actions can help achieve our sustainability ambitions.

FUTURE-PROOFING OUR COMPANY CAR SCHEME

To support the UK's achievement of Net Zero emissions by 2050, the government have announced that in 2030, all conventional petrol and diesel vehicles will be banned from sale. To prepare for this, we have updated our company car policy to ensure it is in line with this expectation, while also maximising the benefit for the employee.

The new policy will increase the availability of electric and plug-in hybrid vehicles, while limiting the selection of fossil-fuelled cars to a fixed list. We will also be introducing a salary sacrifice element to the scheme, allowing colleagues to sacrifice up to 15% of their salary, in a tax efficient manner, to access a higher specification or longer range electric or hybrid vehicle. These changes should encourage colleagues to make the more sustainable choice.

As part of the launch of the new policy, colleagues will have access to a cost calculator, allowing them to compare benefit-in-kind savings. We will also raise awareness by holding webinars and information sessions. From October 2021 until end of 2023, our company car fleet has seen a significant increase of hybrid and EV vehicles, now making up over 58% of total company cars.

CYCLE TO WORK SCHEME

In 2022 we relaunched our Cycle to Work scheme. This is a great benefit that allows colleagues to apply for a new bike and accessories and spread the cost over 18 months. As deductions are taken from gross salary, this also allows individuals to make savings on tax and National Insurance contributions. In 2023, the Cycle to Work scheme became accessible all year round meaning colleagues could benefit from this scheme at any time instead of during certain periods of the year.





ENERGY CONSUMPTION

We are committed to monitoring and reducing the consumption of energy and amount of waste produced in our operations.

Table 5: Energy consumption by year (kWh)

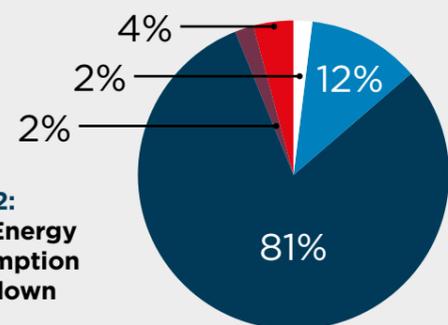
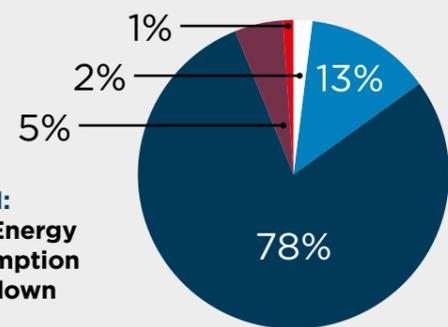
Emissions source	2021	2022	2023	Year on year variance
Fuel combustion: natural gas	5,915,975	2,471,805	2,381,891	-60%
Purchased electricity	13,214,570	13,628,348	15,476,404	17%
Fuel combustion: petrol and diesel	105,977,163	81,906,505	107,858,863	2%
Fuel combustion: propane	987,843	5,754,276	2,624,041	166%
Fuel combustion: LPG	20,112,225	1,196,316	5,228,722	-74%
Total consumption (kWh)	146,207,776	104,957,250	133,569,921	-9%

WHAT IS A KILOWATT-HOUR (KWH)?

A kilowatt-hour is a unit of energy equal to one kilowatt of power sustained for one hour or to 3600 kilojoules. It is commonly used for electrical energy.

CUTTING ENERGY USE AND WASTE

We're committed to monitoring and reducing our energy use, as well as the amount of waste we produce.



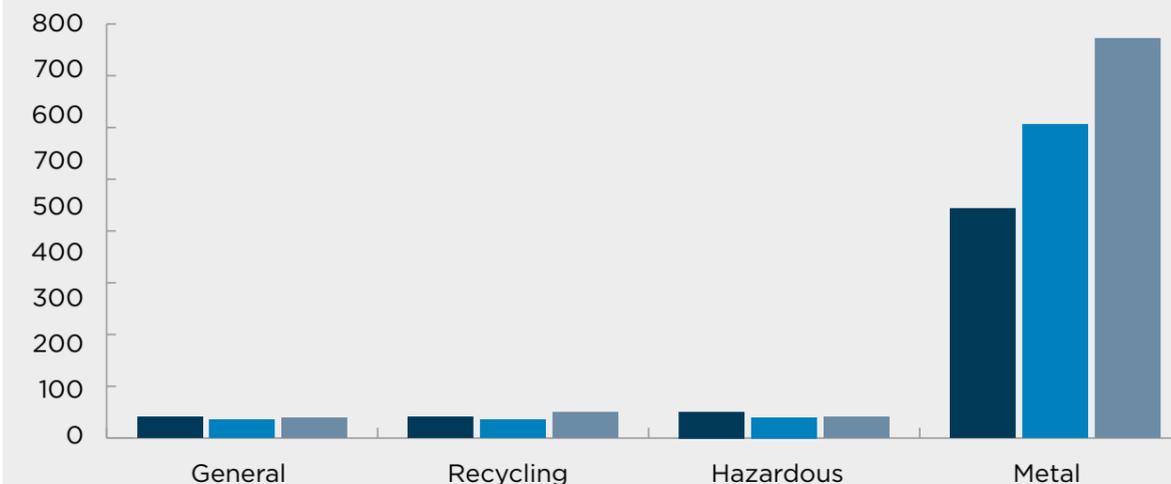
- Fuel combustion: natural gas
- Purchased electricity
- Fuel combustion: petrol and diesel
- Fuel combustion: propane
- Fuel combustion: LPG

UNDERSTANDING OUR WASTE STREAMS

Table 6: Waste Stream Breakdown

Waste stream	2021 tonnage	2022 tonnage	2023 tonnage
General	415	359	385
Recycling	410	357	495
Hazardous	508	399	403
Metal	4,432	6,061	7,720

Chart 3: Waste Stream Breakdown ■ 2021 tonnage ■ 2022 tonnage ■ 2023 tonnage

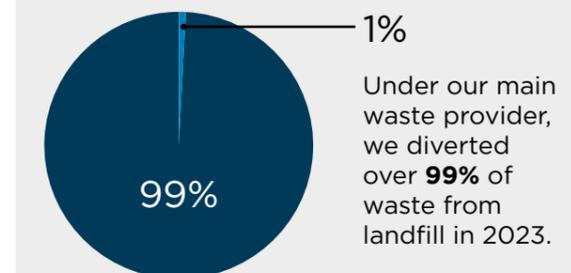


OUR RECYCLING RATE

Table 7: Recycling rate

	2021	2022	2023
Recycling rate*	50%	52.56%	59.43%

*Excluding hazardous and metal waste. Our recycling rate is calculated by taking total recycling waste as a proportion of total recycling + general waste.





UNDERSTANDING WASTE STREAMS

Our overall recycling rate remained relatively stable although the total amount of waste we produced decreased overall (excluding metal). This is due to a number of site closures and an increase in working from home following the pandemic. We are in the process of further consolidating our hazardous waste providers into a single contract, which will make reporting and like-for-like comparison of these figures easier.

METAL RECYCLING

When tracking our recycling rate, we exclude metal and hazardous waste streams from the calculation. This is because hazardous waste must go through a careful process of disposal and is collected and managed separately. Metal waste has a market value and is always recovered by our sites. Including these waste streams in the recycling rate distorts the activity that our people can directly influence.

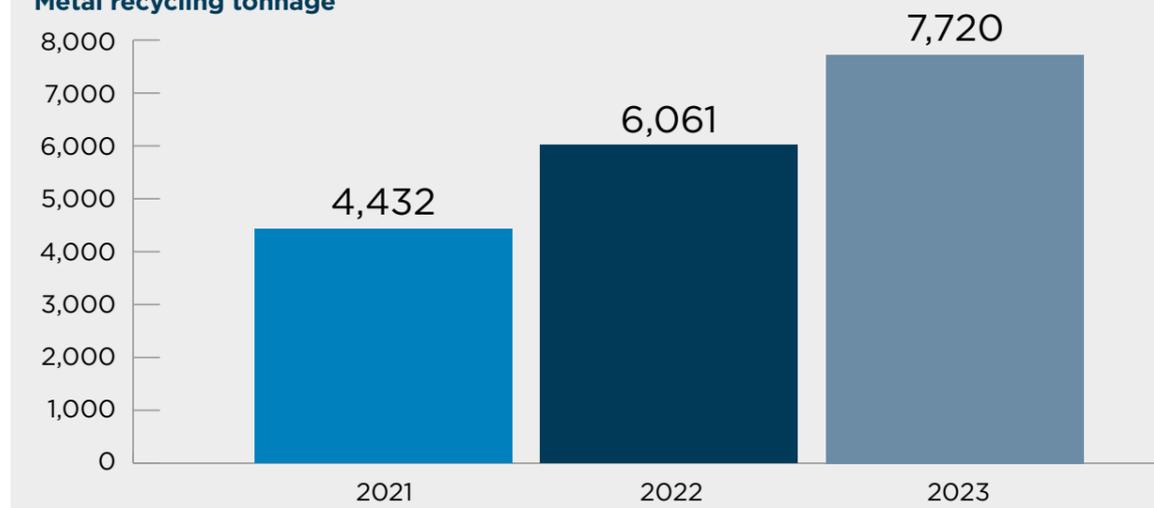
METAL CONSUMPTION

In 2023, we increased the volume of metal we recycle by 57% (using 2020 as a baseline). This is due to an increased focus on cylinder availability and the circularity of our product, ensuring we are recycling as many cylinders and tanks as possible. The increase in metal recycling is also attributable to a number of safety and maintenance initiatives.

Table 8: Metal recycling weights

Year	2021	2022	2023	Increase
Total tonnage	4,432	6,061	7,720	57%

Metal recycling tonnage





LOOKING AHEAD

As we head into 2024, we remain committed to bettering our business for our customers and our people, ensuring we keep our values at the forefront of every decision we make. We will continue to solicit and act upon feedback ensuring we do not shy away from making tough decisions where necessary.

2024 will see the implementation of our new digital transformation programme that will give us better visibility over stock and orders, improving communication with our customers while centralising processes across our sites. Some of our locations have already gone live with the new system, moving away from manual inputs and cutting out the paperwork. This will significantly improve customer experience while laying the foundation on which to further develop our business and prepare for the future.

We're hoping to have our first bulk instalment of Futuria DME online and ready to provide low carbon solutions to our customers by the end of 2024 – an exciting milestone in the development of our sustainable fuels portfolio. We are also committed to further developing our Scope 3 analysis to refine our emission reduction roadmap and inform our future mandatory climate disclosures. Collectively, this work will enable us to maximise the opportunities presented by climate change, while ensuring we are also managing the risks effectively.

We look forward to relaunching our charity partnership and volunteering programmes, as well as exploring a potential relaunch of our much-loved Rural Community Fund, providing customers who are not connected to the mains gas grid an opportunity to win funding for community projects that improve local life.

Collaboration will remain an important theme for 2024, fuelled by the passion of our people, united behind our purpose to keep our customers safe, warm, working and informed. This will transform the way we work and serve our customers with the whole strategy underpinned by our core values of inclusivity, trust, integrity, curiosity and passion.

ABOUT THIS REPORT

SCOPE

The scope of the report is the UK based operations of Calor Gas Ltd, headquartered in Warwick, England.

BOUNDARY, METHODOLOGY AND EXCLUSIONS

An 'operational control' approach has been used to define the Greenhouse Gas emissions boundary. This approach captures emissions associated with the operation of all owned or leased buildings, plus company-owned and leased transport. These figures cover UK operations only, as required by SECR for Non-Quoted Large Companies. This information was collected and reported in line with the methodology set out in the UK Government's Environmental Reporting Guidelines 2022. Emissions have been calculated using the latest conversion factors provided by the UK Government. There are no material omissions from the mandatory reporting scope.

The reporting period is January to December, as per the financial accounts.

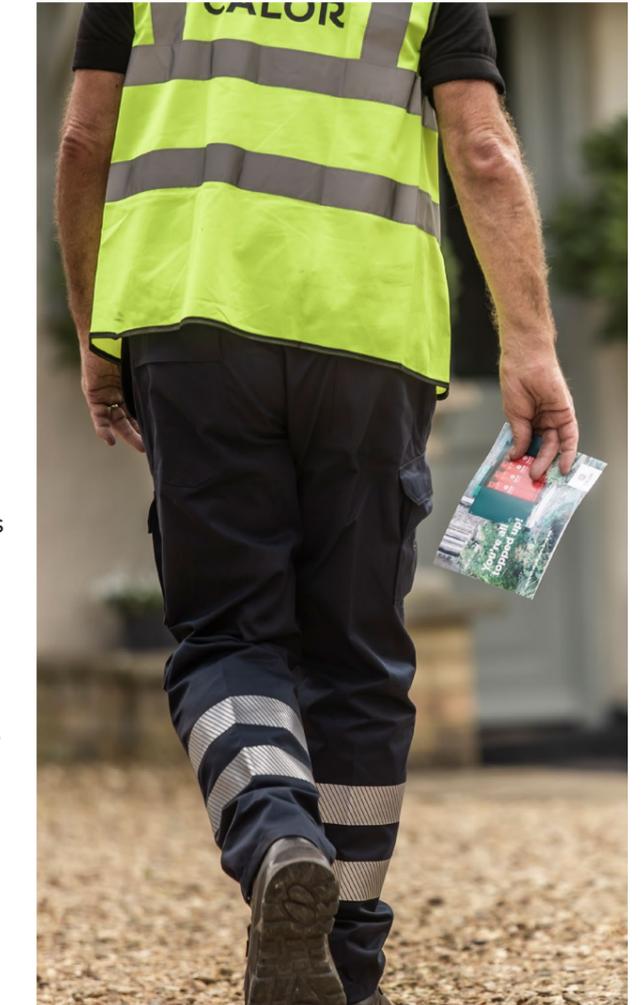
DATA QUALITY

The report uses qualitative and quantitative metrics to provide an overview of the key Responsible Business achievements during 2022 and 2023. Although every effort is made to ensure the accuracy of the data included, we note that there are inherent inaccuracies and assumptions in collection methods and analysis. This report has not been externally assured, although this is something we aim to explore in the coming years.

CHANGES IN REPORTING

In our original Responsible Business Plan published in 2018, we outlined the targets we were working towards across three pillars: Our People, Our Business, and Our Planet. In 2019, we reported our progress against these targets and were preparing to do the same in 2020 just before the COVID-19 outbreak.

As a result of the pandemic, we adapted our approach, focussing on how we could best support our people and customers during this difficult time. The activity in this report reflects this renewed focus.



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