

2025



SUSTAINABILITY PROGRESS REPORT



Leeds Skelton Lake services

Our Purpose.

To be the motorway destination of choice, energising every journey in our sustainable environments. Our hubs connect people and communities so that everyone can relax, recharge, and refuel.

In 2024, we launched our ESG strategy, setting clear sustainability priorities across three pillars: Energising Journeys, Empowering People, and Neutralising Climate Change. Throughout 2025, our focus was on demonstrating real progress against these goals.

A major highlight was the expansion of our electric vehicle infrastructure, which remains central to both our strategy and the UK's long-term net-zero ambitions. This included accelerating the rollout of high-powered charging and opening our first eHGV charging hub at Baldock services.

We also enhanced our green skills education programme by introducing a new Zero Waste Challenge, completing a full cycle of learning initiatives for schools.

To validate our carbon impact, we have adopted Science-Based Targets that set out both short- and long-term commitments. We continue to advance our carbon transition plan by investing in our sites to drive meaningful energy and carbon reductions.

Across the strategy, long-term value creation remains central—whether through electrifying our estate or investing in communities and charitable initiatives—ensuring we generate benefits not only today but well into the future.

Michael Grantham
ESG Manager



ENERGISING JOURNEYS

Giving our customers the energy to continue their journey.

Electric Vehicle Charging
Customer Wellbeing
Operational Waste



EMPOWERING PEOPLE

Growing the talents and skills of our people and communities.

Health, Safety & Accessibility
Education and Skills
Workplace Culture



NEUTRALISING CLIMATE CHANGE

Building and operating places with a positive environmental impact.

Operational Carbon
Embodied Carbon
Biodiversity



Our Adoption of the United Nations Sustainable Development Goals



We include wellbeing features in our facilities, offering spaces where customers can rest during their journey.



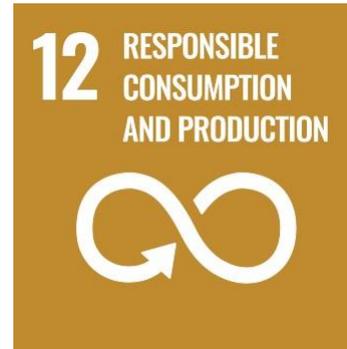
We operate motorway service areas that provide free access to clean water and sanitation across all sites, available 24/7.



We support industry innovation and infrastructure by maintaining a network of ultra-rapid electric vehicle charging points.



We aim to address inequality through an education engagement program focused on green skills for disadvantaged groups, and accessibility features



Waste and energy targets have been established to promote responsible resource consumption.



Net zero carbon targets and biodiversity initiatives have been set to address the climate change.

ENERGISING JOURNEYS

7,738 TCO₂_e
Avoided from Electric Vehicle Charging

Zero Exceedances
Against UK Air Quality
Thresholds

45.8% of Waste
Reused or Recycled



Cambridge services

ELECTRIC VEHICLE CHARGING

- Reach 298 ultra-rapid charging bays by 2027
- Deliver our first eHGV charging hubs
- All company vehicles to be fully electric by 2027

Ultra-Rapid Charging

2025 marked a significant step forward in our EV charging evolution. The number of high-powered chargers (200–400 kW) grew substantially, rising from 60 in 2024 to **168 in 2025**.

Our current network includes 120 Ionity chargers, offering long-bay options suitable for vans. In addition, Gridserve now provides high-powered charging at Baldock, Beaconsfield, and Peterborough, including facilities for eHGVs. Further expansion was already under way at year-end to increase charging capacity at both Cobham and Cambridge. Through the development of our new EV Super Hubs, we are setting higher standards for speed, reliability, convenience, and accessibility—supporting the UK’s wider ambition to reach net-zero carbon emissions by 2050.

The impact of this infrastructure on carbon reduction is already clear. In 2025, over 12 million kWh of electricity was delivered through our chargers, avoiding **7,738 tonnes of CO₂** compared with average vehicle emissions. As additional charging points came online toward the end of the year—and with continued expansion planned—this positive trajectory is expected to accelerate further.



E-HGV Charging Hubs

Another major milestone in 2025 was the delivery of our **first eHGV charging hub at Baldock services**, equipped with six eHGV-compatible charging points.

This hub was delivered through the Electric Freightways project—funded by the Department for Transport’s Zero Emission HGV and Infrastructure Demonstrator (ZEHID) programme and led by GRIDSERVE—laying vital foundations for the transition to zero-emission freight.

To ensure a safe and seamless customer experience, we carried out thorough design checks so drivers can navigate the charging lanes comfortably. Wide walkways, effective lighting, sensors, and CCTV have all been incorporated to support safe movement between vehicles, chargers, and the service area facilities.



Electric Fleet

As part of our ongoing commitment to reducing emissions across our operations, we have implemented a fleet policy that ensures all new company vehicles purchased or leased are zero-emission models.

This approach supports our wider decarbonisation strategy and reinforces our role in accelerating the transition to cleaner transport. Progress is already well under way: **27% of our fleet is now fully electric**, reflecting the significant steps we’ve taken to phase out conventional vehicles.

CUSTOMER WELLBEING

- Equip every service area with comprehensive wellbeing features

Our Wellbeing Features

Over recent years, Extra MSA has introduced a range of wellbeing features across our service areas, including outdoor children’s play areas, prayer rooms, activity and dog-walking trails, eco-friendly cleaning products, and dedicated baby facilities.

In 2025, we expanded this further by developing new dog-walking routes and making all internal spaces fully dog-friendly. We also strengthened our focus on air-quality management, enhancing both outdoor and indoor air-quality monitoring across our sites.

- 6** dog walking trails

- 6** outdoor children play parks

- 8** outdoor air quality sensors

- 6** indoor air quality sensors

- 4** multi-faith spaces

- 7** baby stations with water accessibility

Outdoor Air Quality Monitoring

A significant focus for us recently has been air quality. Through our partnership with Clarity, we’ve now introduced external air quality monitoring equipment across all eight of our sites. Clarity’s software produces monthly reports on pollutant levels, allowing us to then implement solutions to improve outdoor air quality.

At the outset of our partnership, we were encouraged to see that monthly average pollutant levels across all our sites were already well below World Health Organisation guidelines, with no exceedances of UK regulatory thresholds. By continuing to collect this data, we are building a robust baseline to measure future progress against.



Indoor Air Quality Monitoring

We have introduced indoor air-quality monitoring across our amenity areas for the first time, integrating these systems with the Building Management Systems at our five busiest sites. This ensures a continuous supply of fresh air, helping to reduce the spread of illness, minimise fatigue, control odours, and enhance the overall experience for employees and customers.

We are now progressing with the rollout of advanced air-quality technologies across the rest of our portfolio, using real-time data to identify improvement opportunities. This approach supports our commitment to ensuring every site meets best-in-class standards for air quality and customer wellbeing.



OPERATIONAL WASTE

- Achieve 100% in the zero-waste index by 2030
- Achieve 75% recycling and reuse rates by 2030
- Remaining 25% of waste converted to energy

Tackling Waste Reduction

Waste reduction remains a significant challenge across our industry and continues to be a major focus for Extra MSA. Over recent years, we have embedded our **‘Do Your Bit’** principles throughout our motorway service areas to support more responsible waste management.

To make recycling easier and more consistent, we have introduced a number of back-of-house improvements, including dedicated recycling areas for employees and tenant brands, the removal of external general-waste bins, and increased recycling facilities supported by enhanced training and engagement.

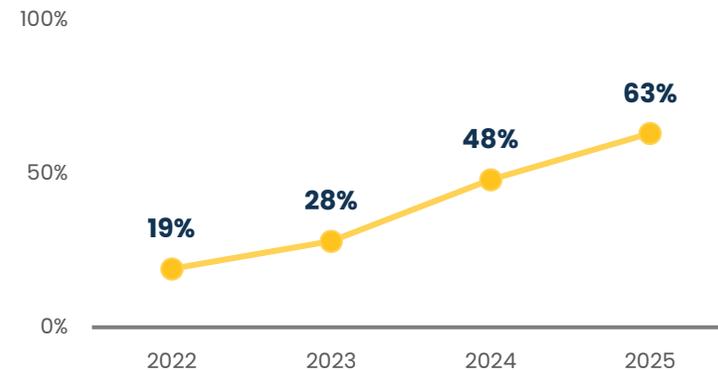
One of our most effective initiatives has been the introduction of **front-of-house recycling zones**, featuring dedicated waste drop-off points and the complete removal of general waste bins from our food court areas. This approach significantly reduces the risk of contamination in recycling streams and has been highly successful at Beaconsfield services since its launch in 2024.

A further advantage of this system is that it enables us to divert used paper cups to specialist recycling facilities capable of processing them—material that would otherwise be sent to landfill after sorting.

In 2025, we achieved a **46% recycling rate** despite operating in a challenging sector. Employee engagement remains crucial to this progress, and we continue to celebrate successes and incorporate these achievements into our employee reward programmes.

Zero Waste Index

We use Reconomy’s Zero Waste Index as our primary measure of operational waste performance. This index benchmarks Extra MSA Group against industry standards, providing a clear and accessible way to track progress toward our waste-reduction goals. In 2025, we achieved a score of **63%**, representing a **15-point improvement** compared with 2024.



Too Good to Go

As part of the waste hierarchy adopted within our policies, we prioritise reuse over recycling wherever opportunities exist. Many of our tenant brands now partner with Too Good To Go, enabling surplus food to be sold at discounted rates and significantly reducing organic waste across our sites.

In 2025, **Too Good To Go saved 23,824 meals, preventing 64.3 tonnes of CO₂** that would otherwise have been generated through traditional waste disposal.

EMPOWERING PEOPLE

£89k Raised
for Charitable Causes

119 Students
Participated in our Green
Skills Program

15% of Employees
Completed Mental Health
First Aid Training



Ecology Day, Cambridge services

HEALTH AND SAFETY

- **Zero serious accidents across our employees, users and supply chain**
- **All service areas are to have excellent accessibility features, certified by third party specialist**

Safety Metrics

In 2025, we had **zero serious accidents** involving employees, customers and supplier chain. Serious accidents defined as events with life changing impacts or fatalities.

Mental Health

Our employees are often required to support the wellbeing of the 24 million customers who visit our services each year, and this responsibility can place them in mentally demanding situations. Recognising the impact this can have on mental health, we have strengthened our commitment to supporting employee wellbeing.

As part of our strategy, we delivered two mental health first aider training courses during the year. Each course consisted of a full day of training followed by a formal assessment, with every participant achieving a Level 2 certification in mental health management.

A total of **15% of our workforce**, including managers and supervisors completed the training. Beyond equipping colleagues with the skills and confidence to respond effectively to challenging situations, the training also created a valuable space for employees to share experiences and build stronger connections across the organisation.



Sharing the Road Safely

In partnership with National Highways we held an event focusing on driver safety, with the purpose of providing awareness of the limited vision heavy good vehicles (HGV) – **Know the HGV zones**. The awareness event involved a driving simulator at Peterborough services which provided the opportunity for our customers to test their HGV driving kills.

AccessAble

Disabled user accessibility has long been a priority for Extra MSA. In recent years, we have delivered a number of improvements, including the installation of Changing Places facilities and the refurbishment of disabled toilet areas. Because every service area is unique, it is essential that disabled users have access to accurate, up-to-date information to help them plan their journeys with confidence. In 2025, AccessAble surveyed all our motorway locations, updating their website with the latest accessibility details.



Our Accessibility Pledge

In 2025, we pledged, alongside other motorway service area operators, to improve the experience for disabled users. The new Accessibility working group aims to bring together the industry to share best practice, including co-designing with disabled service station customers prior to the build of every new motorway service area or site refurbishment. As part of the pledge, we've committed to the following:

- Consult and co-design new motorway services or site refurbishments with disabled users
- Provide enhanced staff training for all motorway service operator staff
- Create a new industry accessibility working group
- Report on progress and next steps

EDUCATION AND SKILLS

- **Generate social value in the areas we operate**
- **Reach over 1,000 students through our green skills education programs, targeting areas of high inequality**
- **Create new employment opportunities for local communities**

Ecology Day

A group of students from Monkfield Park Primary School in Cambourne embarked on a unique journey to discover more about sustainability and ecology at our Cambridge Services site. This was the third Ecology Day hosted and aims to boost the engagement of young people with the green agenda across the country.



Zero Waste Workshop

In 2025 we launched an innovative engagement challenge at our Beaconsfield Services, designed to give young people first-hand experience and insights into the roles and skills required to deliver a zero-waste economy. The challenge offered 30 Year 8 students from Cressex Community School the opportunity to boost their knowledge around zero-waste by participating in a range of bespoke activities and improving their wider employability skills.

Alongside Reconomy and Welcome Break, our volunteers took students on a behind-the-scenes tour around the popular service stop, tasking them with reimagining new measures for maximising the reduction, reuse, and recycling of waste on site. The students then pitched their solutions to a panel of industry experts from our board as well as Reconomy and Welcome Break's ESG team.



EV Challenge

For the second year, we welcomed local Year 10 students to Leeds Skelton Lake services, to take part in an exciting EV challenge designed to give them exclusive insights into the roles and skills needed to meet the UK's Net Zero targets.

The initiative was developed alongside social value specialist, Ahead Partnership and encourages students to apply their maths and data science skills in an interactive workshop, helping them to understand the opportunities and challenges posed by the UK's EV transition.

The students also took part in a site tour showcasing Leeds Skelton Lake's sustainability credentials, from its extensive EV charging facilities and award-winning living green roof, to the biodiversity and local wildlife in its surrounding active travel pathways.



WORKPLACE CULTURE

- **Create a culture of belonging by fostering a welcoming and respectful workplace**
- **Promote health and wellness in the workplace**
- **Increase transparency and engagement with the workforce**

Employee Voice Groups

We continued to strengthen our Employee Voice Group forum, bringing together representatives from all departments, job levels, and sites to share their perspectives on issues that matter to them. Meeting three times in 2025, the group focused on enhancing mental and physical wellbeing as well as advancing diversity and inclusion initiatives.

Insights from these discussions led to the introduction of several wellbeing measures, including Blue Monday activities with a quiz and doughnuts, sun cream for all employees, fruit box deliveries, a charity run, and the launch of a comprehensive Employee Assistance Programme.

To further support diversity and inclusion, the company revised its annual leave policy to enable employees to take holiday for their individual religious observances, even within a 24/7 operational environment. Additional improvements included providing free period care products in staff toilets and completing AccessAble surveys to identify opportunities to enhance accessibility.

British Transplant Games

We continued our sponsorship of the British Transplant Games, extending our partnership to four years. This year's event, held in Oxford, marked the 47th anniversary of the Games.



Organised by the national charity Transplant Sport (also known as Transplant Active), the Games encourage people to join the transplant register while highlighting the positive impact that regular exercise can have on recipients' physical and mental wellbeing.

Charitable Giving

Across our corporate activities and site-based donation areas, we are proud to have raised **£89,880** for our charity partners in 2025, including the Royal British Legion, Marie Curie, and the Royal National Lifeboat Institute.

Running the EXTRA Miles

We hosted our first official charity 5k run in 2025, which involved two laps around Skelton Lake, beginning and ending at our Leeds Skelton Lake services. Thanks to the site's natural landscape and welcoming seating areas, it has become a favourite location for local fitness groups and running clubs.

Employees from across the country were encouraged to take part, supporting our wider programme to promote health and wellbeing in the workplace. The event also strengthened connections among site-based colleagues, fostering greater unity across the organisation.

The event raised more than £1,000 for our charity partner, Leeds Hospitals Charity, contributing to their involvement in the British Transplant Games.



NEUTRALISING CLIMATE CHANGE

368 kW
of Rooftop Solar PV
Installed

11.1% Emissions
Reduction from 2024

72 TCO₂_e
saved through low
carbon design



OPERATIONAL CARBON

- Reduce in-use operational greenhouse gas emissions from owned and leased buildings by 51.7% by 2030.
- Reduce absolute non-building related scope 1 and 2 greenhouse gas emissions by 42% by 2030.

Science-Based Targets

In 2025, Extra MSA Group became the first motorway service operator to have its carbon targets approved by the Science Based Targets initiative (SBTi) Net-Zero Standard. The targets commit Extra MSA to achieve net-zero across its operations and buildings by 2040, and across its supply chain by 2050. Extra MSA has made strong carbon reduction progress in 2025, **reducing its scope 1 and 2 carbon emissions by 11.1% from 2024.**

Air Source Heat Pumps

An integral component of our carbon transition strategy involves decommissioning fossil fuel-dependent equipment at end-of-life. At Baldock services, the aging gas boilers previously provided hot water and underfloor heating. To facilitate building electrification, two air source heat pumps were installed for each system. These air source heat pumps utilise natural refrigerants, thereby eliminating the risk of harmful fluorinated gas emissions at system decommissioning. The project is **projected to yield a net benefit of approximately 280,000 kWh annually.**

	Unit	2023 (Baseline)	2025 (Current)	% Change	2024
Scope 1	tCO2e	492.0	446.5	-9.3%	458.3
Scope 2*	tCO2e	717.8	563.0	-21.6%	676.8

* Location-based methodology

Energy Reductions

Ensuring energy is not wasted, reacting to faults in heating, ventilation and air conditioning is essential. Three more sites were equipped with new Building Management Systems (BMS) resulting in 97% of managed space now having state of the art technology. Deploying these new systems has helped identified faults with the equipment upon commissioning, allowed the scheduling to be reconfigured to and to identify faults with frost stats in timely manner, all reducing energy consumption whilst maintaining a high level of performance.

Extra MSA reduced its electricity consumption by 2.9% and gas consumption by 7.6% from 2024. **Total energy consumption has reduced by 10.4% from the 2023 baseline year.** Extra MSA has made strong carbon reduction progress in 2025, reducing its scope 1 and 2 carbon emissions by 11.2% from 2024.

Cobham Solar Generation

Extra MSA aims to make the most of opportunities for generating energy on-site, especially by using available roof space. At Cobham services, a 368 kWp rooftop solar photovoltaic array with 810 panels has been installed. This system is expected to produce 305 MWh of energy each year, **reducing the amount of electricity drawn from the grid by 24%.** This reduction translates to an estimated annual savings of more than £75,000 in energy costs.



EMBODIED CARBON

- Reduce upfront embodied GHG emissions
- No new fossil fuel equipment across landlord and tenant areas

Warrington Services

At the beginning of 2026, groundworks commenced for the development of the new motorway services at Warrington. Sustainability criteria played a key role in the contractor selection process, with a strong focus on initiatives that would significantly reduce embodied carbon. As part of this commitment, **the construction site will be powered using only hydrotreated vegetable oil (HVO)** instead of conventional hydrocarbons, delivering a substantial reduction in carbon emissions. Fuel consumption is being closely monitored, and total carbon savings will be reported upon completion of the project.



Sustainable Fit-Out

Four new tenant units were launched in 2025. In line with our commitment to eliminate the use of new fossil-fuel equipment, all installations were fully electrified—removing the need for natural gas in cooking, heating, and hot water. **Each site achieved a minimum 'B' EPC rating** upon completion, ensuring strong energy performance while reducing exposure to future legislation and transitional risks.



Peterborough HGV Extension

As part of our commitment to sustainable growth, it is essential that the design of our parking extensions accounts for the embodied carbon associated with concrete. Although highly durable, concrete carries significant upfront carbon emissions due to the energy-intensive nature of cement production.

At Peterborough services, we specified high levels of cement replacement into the design, using ground granulated blast furnace slag, a by product from the steel industry, as an alternative to carbon intensive cement. As a result of this change, we were able to reduce the embodied carbon footprint by **72 tonnes**, representing a **19% overall reduction in embodied carbon**.



BIODIVERSITY

- **New developments to achieve at least 15% biodiversity net gain through on-site solutions**
- **Use nature-based solutions to deliver climate resilience and ecological enhancements across existing service areas**

WARRINGTON SERVICES

Work is underway on the new Warrington services, which is designed to exceed the **15% biodiversity net gain target**. The scheme incorporates a range of ecological features, including enhancements to the Brook River diversion and the creation of a peat habitat zone that reuses rich peat soils to retain biodiversity and carbon-capture benefits. Additional measures such as native tree, hedgerow, and wildflower planting will further strengthen the site’s ecological value.

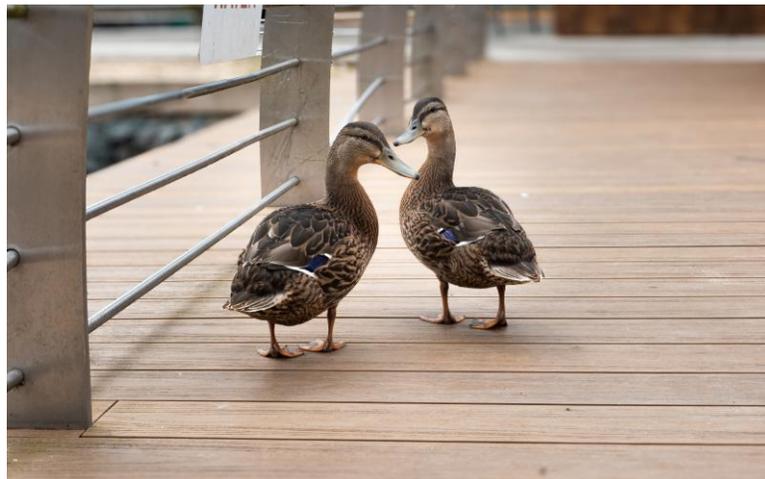
Cambridge Ecology Enhancements

Each year, we rotate our school-engagement Ecology Day across different sites. In 2025, the programme was hosted at Cambridge services, where students helped to install new biodiversity features, including **eight bird boxes, a bug hotel, and wildflower planting**—enhancing the ecological value of the site. We also introduced a new wellbeing trail, enabling customers to observe and engage with the newly created habitats.

Bird Conservation

Across the portfolio, we utilise retention ponds that capture and retain excess surface water during storm events as a key biodiversity and amenity feature. These areas provide relaxing outdoor seating spaces away from traffic while attracting a variety of wildlife.

At Beaconsfield, successful on-site breeding among local bird species has established the location as a preferred site for bird ringing, supporting population tracking and contributing to ecological studies. The area is carefully landscaped to create ideal habitats, with bird boxes provided to encourage nesting. A wide range of wildlife is supported here, including mallards and wrens, both of which recorded successful breeding during 2025.



Litter Picking at Skelton Lake

Leeds Skelton Lake services is uniquely positioned adjacent to the St Aidan’s nature reserve. The services has a bird viewing platform and a living roof overlooking Skelton Lake.

In partnership with the Royal Society for the Protection of Birds (RSPB), we organised a litter-picking day at Skelton Lake. The event helped **remove 25 bags of rubbish** from this important natural habitat. At Leeds Skelton Lake, we also **planted 50 trees and reseeded the green roof**, further enhancing biodiversity and supporting long-term ecological improvements across the site.



