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June 2025

UKIFDA

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Waking from Electric Dreams

It's been a while since I've referenced an 80s pop classic, but "Together in Electric Dreams" has been looping in my head since last month's UKIFDA Show, due to a call to government issued during the excellent debates:

"Wake up from the fantasy that electric can do everything."

Among many event takeaways, that one resonated especially deeply.

Two key government initiatives – the imminent Warm Homes Plan and the forthcoming Future Homes Standard – aim to tackle three major challenges: energy efficiency in housing, carbon emissions, and fuel poverty. No small task, especially given current economic pressure on both households and public funds.

Reporting recently on the 7th carbon budget, the Climate Change Committee stated that meeting carbon budgets will require half of UK homes to be heated by heat pumps by 2024 – a dramatic ramp-up in annual installations from the current 60,000 to around 1 million!

Despite generous subsidies, average installation cost remains stubbornly high at around £13,000. A recent DESNZ review revealed that over half of subsidy recipients have incomes significantly above the national average. Even more concerning, 41% of those installing heat pumps said they would have done so without the grant.

Instead of alleviating fuel poverty, much of the funding is enabling wealthier households to adopt low carbon heating at reduced cost – far from a just transition. The Warm Homes Plan is a critical opportunity to change course, and ensure support reaches those who need it most.

Against this backdrop, the industry's call to include low-carbon liquid fuel in the domestic heat decarbonisation strategy has never been more urgent – nor more compelling. As we heard in Leeds, a 20% blend of HVO in domestic heating oil would deliver carbon savings equivalent to installing 347,000 heat pumps. To achieve the same result with heat pumps would require £2.6 billion in government funding.

In contrast, the industry's proposal costs nothing to the public purse and could benefit 1.7 million homes – immediately. A practical, scalable solution, it aligns with UK net-zero targets and addresses the unique decarbonisation challenges of rural, off-grid households.

It's time to stop dreaming – and start delivering.



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Fuel Oil News

The independent voice for the fuel distribution, storage and marketing industry in the UK and Ireland.

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On the cover

Three former winners of the UKIFDA Young Person of the Year Award, Harry Boxall, Hannah Ward and Emily Yates, being interviewed by Alex Wolfe in an industry-first live podcast. Turn to pages 22 & 23 to find out just how much these talented individuals bring to the industry.



In this issue

Thoughts from the vital next generation run throughout this issue. Our In Conversation with a rising star on pages 12 & 13 shows how driven young people can progress and an apprentice shares their day on pages 18 & 19. On pages 16 & 17, we unpack the Watson Fuel private equity deal.



Estuary Oils presented with the Fuel Oil News Tanker of the Year Award 2024

Estuary Oils has officially received the 2024 Fuel Oil News Tanker of the Year Award for their standout vehicle, CF24 ATV – a tanker that has already become something of a social media favourite among truck enthusiasts.

The award was presented following the tanker's selection for its exemplary blend of safety, efficiency, innovation, and its commitment to sustainability, being 100% fuelled by renewable diesel.



Claudia Weeks and Margaret Major present Adrian Mason, RTN with the Manufacturer award for 2024

"Lovingly driven by our very own Dave Mould, CF24 ATV will deliver approx. 130 million litres in the 3 years that she is in service with us," said Kevin Harford, Business Strategy Manager at Estuary Oils.

Built by Road Tankers Northern, the CF24 ATV features top-tier safety technology, including DAF's Digital All Round Vision and Smart Auto Forward Collision Warning, and achieves a five-star London Direct Vision Standard rating. It also boasts an optimised PACCAR MX-11 engine for enhanced fuel efficiency and lower emissions.

"We've included all the systems we can to keep the driver, and other road users, as safe as possible," Kevin added. The tanker's extras – including under glow lighting and a top lighting bar – make it as eye-catching as it is advanced.

Estuary Oils' winning entry not only upholds operational excellence but also champions a greener future for the industry. Congratulations to the Estuary Oils team on setting a powerful example of how innovation and environmental responsibility can go hand in hand with a truly



Dave Mould, driver of the TOTY 2024 receives the award from Rhian Burge and Margaret Major

exceptional build.

Our thanks to the UKIFDA team for giving us the opportunity to present this Fuel Oil News award at the recent UKIFDA Show in Leeds.

Could your tanker be the next to take the title for 2025? Entries are already open, and accepted until 31st December 2025, giving you plenty of opportunity to enter a new tanker which you believe offers a standout extra to your business, customers or community.

Please send details of the manufacturer, specification and the way it adds value, along with a photograph, to claudia@fueloilnews.co.uk and we could be adding your company's name to the 23 previous winners.



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NWF Fuels acquires Pinnock Brothers

Further strengthening the distributor's position in the domestic heating oil market, NWF Fuels has announced the acquisition of Berkshire-based Pinnock Brothers Ltd.

The addition of the independent, family-owned business adds a further strategic depot location to NWF's already strong area presence. With NWF placing a high value on local knowledge and reputation as well as ensuring a seamless customer experience, a nine-strong Pinnock team has joined NWF

Pinnock Brothers

With a history spanning over 150 years, Pinnock Brothers has stood the test of time, passing down through generations of the family, supplying fuel to local communities. Pinnock Brothers prides themselves on providing the best possible service, taking immense pride in a well-earned local reputation.

Fuelled for growth

NWF Fuels Sales Director, Mark Adcock commented: "I'm incredibly excited to announce our next acquisition so quickly, following the recent announcement of Northern Energy (Oil)!"

"I am delighted that we have been able to strengthen our position in Southern England with the acquisition of Pinnock Brothers. Andrew (Pinnock – former owner) and his team have built a great reputation servicing domestic



customers across Berkshire. We already have a strong presence in this area; however, Thatcham depot is a great fit within our existing depot network and will enable us to provide unrivalled service throughout the region.

"We are pleased to welcome nine members of the team to the business, and look forward to our future growth together."

Focused on expansion

"It's an exciting time in the fuels industry," Mark continues. "NWF Fuels is on a growth mission, and it's great to be selected as the buyer by local family-run businesses, who are trusting us to continue driving their business and teams forward."

"Looking ahead, we remain focused on expansion. We're actively seeking opportunities to grow our business and will continue to acquire."

Andrew Pinnock, previous owner of Pinnock Fuels commented: "Meeting NWF Fuels confirmed they share our passion for customer service, which made it an easy decision for us to partner with them on the sale of our business. We wanted to make sure our staff were taken care of, and our reputation was maintained. We're really pleased the team and business will stay local, continuing to offer the great service our customers depend on."

Driving future growth

Looking confidently ahead, Mark comments: "Backed by the resources and support of the wider NWF Group, we've been able to confidently execute ambitious growth plans. With our proven track record, dedicated team, and robust support, we're well-positioned to sustain our momentum and drive future growth, focusing on fuels."

Government confirms Revenue Certainty Mechanism to boost SAF production

The government recently confirmed details of plans to introduce a Revenue Certainty Mechanism (RCM) to support the production of Sustainable Aviation Fuel (SAF).

The RCM is expected to be the final key policy tool designed to kickstart the SAF industry in the UK by providing financial stability for producers through a Guaranteed Strike Price model. The plan has been described as 'a bold step to a greener aviation future' though questions remain around the best use case for the limited available volumes of sustainable liquid fuels.

Similar to schemes used in the renewable energy sector, it ensures producers receive a fixed price for SAF, regardless of market fluctuations. If the market price drops below

the agreed level, the government covers the difference; if it rises above, the producer repays the excess. This reduces investment risk to stimulate investment and unlock funding for UK-based SAF production facilities.

Accelerating the domestic SAF industry's growth is essential to meeting the UK's SAF Mandate, which requires 2% of aviation fuel to be SAF from 2025, rising to 10% by 2030, and 22% by 2040.

Funding

The RCM will be funded through a levy on aviation fuel suppliers. This approach follows the "polluter pays" principle, ensuring those contributing most to emissions bear the cost of the transition.

For passengers, the impact is expected to

be minimal – with an estimated annual cost increase of just £1.50 per customer.

The government plans to launch the RCM in 2026, in line with its goal of having at least five commercial SAF plants under construction by 2025 – a key milestone in the SAF mandate.

As opposed to a subsidy, the RCM corrects market imbalances, helping clean fuels compete with fossil fuels. Alongside the RCM, the government is continuing support through the Advanced Fuels Fund, which has allocated £63 million for SAF project development in 2025/26.

By firming up its support for the RCM, the government is sending a clear signal of its position that renewable liquid fuels, in the form of SAF, are vital to aviation decarbonisation.



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DCC annual results confirm pivot to an energy-focussed future

DCC plc has published its annual results for the year to 31 March 2025, once again including its decarbonisation performance side-by-side with its financial statements. This reflects the company's board-down commitment to achievement of net zero alongside its ambition to be a global leader in the sales, marketing and provision of energy products and services

Announcing a commitment to return £800m to shareholders alongside further investment in energy sector M&A, the group is progressing plans to pivot to an energy-focussed future. The annual results highlight significant strategic progress as well as robust performance, particularly in the group's energy division.

Headlines

Healthcare divestment

DCC plc has confirmed the sale of its healthcare division, delivering on its stated intention (November 2024) to simplify the group and focus on energy.

The transaction, expected to complete Q3 2025, will deliver £1.05 bn. With £800m slated for shareholder returns, the Healthcare exit will also fund the energy pivot, providing capital for energy-transition merger and acquisition activity.

Chief Executive Donal Murphy commented: 'Our sale of DCC Healthcare enables a material return of capital to shareholders. We will focus our efforts on Energy, our largest and highest-returning business. We are energised about the future.'

DCC's focus on the Energy sector aligns with its "Cleaner Energy in Your Power" strategy.

Headline financial performance

Group numbers hold up despite softer energy commodity prices. Annual revenue of £18.0 bn is down 4.5 % yoy, but adjusted operating profit has grown 3 % to £703.6 m; enabling DCC to deliver its 31st consecutive dividend rise (+5 % to 206.4p).

Energy division powers growth

- Operating Profit of £535.5 m represents a 6.5 % increase yoy, driving the uplift in group operating profits.
- Volume is steady at 15.2 bn litres sold.

The Solutions business (energy products and energy services) delivered strong growth with operating profit increased by 7.4 % to £411.8 million. The growth was mostly driven

by energy services thanks to acquisitions completed in the current and prior year, with organic growth of just 0.7 %. Solutions volumes increased by 2.3 %, despite the headwind of mild weather conditions. This was offset by a decline in Mobility volumes of 5.1 % leaving overall volumes flat.

Double profit. Half Carbon. The DCC clean energy strategy

In 2022 DCC plc stated its ambition to double profits and halve its carbon by 2030, with growth in biofuels forming an important part of this strategy: "Greening our existing fuels business plays an important part in our plan to both double our profits and halve our carbon between 2022 and 2030."

What's working

Operational footprint trimmed fast – a 48 % reduction of 2019 puts DCC almost at the 2030 Scope 1 & 2 goal of 50 % reduction five years early.

Rapid wins came from switching grid electricity to renewables and rolling out HVO/Bio-CNG in the UK and Irish truck fleets. Little "low-hanging fruit" remains – future gains will be harder and costlier.

Capital redeployed into transition assets – £106 m of bolt-on deals in solar, storage and energy management.

Where acceleration is needed

Customer emissions – 90 % of the footprint sits with downstream fuel use. Currently standing at 11 % reduction against a target of 35 %, the rate of reduction needs to double

Decarbonisation progress

Climate goals vs. FY 25 progress

Metric	2030 target	FY 25 position	On track? (linear extrapolation)	Commentary
Scope 1 & 2 (own operations)	-50 % vs FY 19	-48 %	Yes	Fleet switched to HVO/Bio CNG; 95 % renewable electricity.
Scope 3 (customer fuel use)	-35 % vs FY 22	-11 % (2.6 % YoY)	No	Needs ~5 % cut p.a.; liquid fuel volumes flat.
Carbon intensity (t CO ₂ e / £ op. profit)	-50 % vs FY 22	-8.5 %	Early	Metric improves as profit rises; absolute tonnes falling slowly.
Low / no carbon energy share	25-30 % of volumes	7.2 % (+0.5 % yoy)	No	Requires +3 % each year to 2030.



Donal Murphy

from the current 2.6 % to stay on target. Unless renewable content of liquid-fuel rises far more rapidly – or volumes start to contract – DCC's interim milestone could be at risk.

Low-carbon fuels share – with a target of 25-30 % low carbon share by 2030 and the current figure at only 7.2 % it needs to rise by around 3 % each year to achieve target level.

Divesting Healthcare, ploughing proceeds into energy transition M&A, and tying profit growth to halving customer emissions sends the right message. However, organic and inorganic investment will have to accelerate materially to achieve the 2030 goal.

Summary

DCC's strategic focus on its Energy division, coupled with disciplined capital allocation and commitment to decarbonisation, means the company is well-positioned for continued growth and shareholder value creation.

The business has largely decarbonised what it controls but meeting the customer-emission and low-carbon fuels share goals depends, in part, on the same market reforms the wider liquid fuel industry is lobbying for: to drive an accelerated roll-out of HVO and other low-carbon liquid fuels.

Delivering the 2030 targets will therefore require both continued investment by DCC in growing its renewable energy division, and a regulatory framework that both enables and rewards the displacement of fossil diesel and heating oil at scale.



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UKIFDA Awards 2025 – honouring industry excellence

THE UKIFDA SHOW 2025 BROUGHT THE FUEL DISTRIBUTION INDUSTRY TOGETHER TO CELEBRATE ITS BRIGHTEST STARS. WITH THE THEME “BE PART OF THE SOLUTION,” THIS YEAR’S AWARDS RECOGNISED INNOVATION, SUSTAINABILITY, SERVICE, AND PROFESSIONALISM.

UKIFDA CEO KEN CRONIN REMARKED: “THE WINNING INDIVIDUALS, DEPOTS AND COMPANIES DEFINITELY REFLECT THIS DYNAMIC INDUSTRY LANDSCAPE WE ARE EXPERIENCING... MANY CONGRATULATIONS TO YOU ALL – A TRUE INSPIRATION TO EVERYONE.”



**Customer Service Award –
Sponsored by Worldpay
Winner: Jack Helliwell, Ukay Fuels
(Hadleigh) Ltd**

Jack inspired a new brand focused on same-day service and urgent, out-of-hours fuel delivery. Leading a team of six, his impact continues to grow.

Runner-up: Pam Arnasalam, Certas Energy



**Green Award –
Sponsored by Oilshield
Winner: Certas Energy**

With a 60% increase in renewable diesel sales and a 35.8% emissions cut across a fleet running on HVO, Certas is setting sustainability benchmarks.

Shortlisted: ElimiNOX, New Era Energy



**Depot of the Year –
Sponsored by Pen Underwriting
Winner: Tincknell Fuels, Gillingham Depot**

Awarded for exemplary depot safety following rigorous UKIFDA auditing.

Runners-up: AID Fuel Oils (Cannock), Callow Oils (Stourport on Severn)



**Young Person of the Year –
Sponsored by Just Tankers
Winner: Jordan Ferlisi, New Era Energy**

From Apprentice to Team Leader across 10 depots, Jordan’s influence on recruitment and team morale has been outstanding.

**Runners-up: Kiegan Owens, Oil 4 Wales;
Elliott Keegan, New Era Energy**



**Driver of the Year –
Sponsored by OAMPS
Winner: Peter Stubbington, Certas Energy**

Celebrated for professionalism and a moment of roadside heroism that went viral, Peter has progressed from driver to supervisor with distinction.

Runners-up: Sam Howells, WP Group; Craig McCallum, Watson Fuels



**Innovation Award –
Sponsored by Fuel Oil News
Winner: NWF Fuels**

The Safety Cup initiative drove a vital focus, reinforcing a culture of safety through teamwork and accountability.

Runners-up: Corrib Oil, New Era Energy

Wrapping up the celebration, Ken Cronin added: “Thank you to our sponsors, exhibitors and 700+ delegates who made the event such a success.”

SAVE THE DATE:

The UKIFDA Expo & Conference returns on 15–16 April 2026
at the Exhibition Centre Liverpool.

THE LATEST UPDATES FROM OUR DISTRIBUTOR COMMUNITY

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Craggs Energy: Proud sponsors

Craggs Energy, the West Yorkshire-based distributor, is proud to be sponsoring a local children's football team.

The team, that impressively won their 2025 Cup Final, is coached by Danny Almond, Sales Manager for Craggs Energy, and his son plays in the team – the Hapton Hawks U10s team from the Hapton Juniors Football Club.

Fuelling the community

Matthew Crockett, Group Managing Director, said: "It's been great to support Danny Almond and his young football team over the last few seasons. Danny recently celebrated 12 years with us at Craggs Energy, therefore not only is he a proud coach, but also a long serving employee – double win!

"As a 100% employee-owned organisation, being a part of developing the Hapton Hawks u10s football team truly exemplifies our values: 'to fuel the heartbeat of our community by supporting our colleagues and their local communities'.

"What matters to you, matters to us!"

Craggs looks forward to continuing to support the team's journey and will sponsor their kit again for the upcoming season.

Par Petroleum Ltd: Proud of apprentice success

Par Petroleum Ltd, the North-East based fuel distributor, is proud of its apprenticeship programme.

Leanne Hardy, Managing Director, explains more: "As a company, we strive to retain talent and offer career development opportunities across each area of the business. As part of our future planning, we offer an apprenticeship programme which provides young people with the opportunity to gain practical skills, earn qualifications and start a career in the fuel industry."

"The programme itself combines practical work experience with training and mentorship allowing individuals to develop job specific skills whilst playing a key part in our business.

"We currently have two apprentices – Jake and Daniel. They have both passed their ADRs with our in-house training programme which has been brilliant. They also carry out their training on block release elsewhere in the country, this gives more access to trainers and courses and gives a different experience from traditional local day release.

"We are very proud to say that Jake, our 20-year-old HGV

Your NRG: Chairman completes cycle challenge for charity

The national bulk and liquid fuel distributor, **Your NRG**, is incredibly proud of its joint Chairman and shareholder, Freddie Peart, for completing his recent charity challenge.

On Friday 9th May, Freddie cycled 70km for The Great Release – a unique 'prison-to-prison' challenge through the Surrey hills. The route began at HMP High Down and HMP Downview, where participants enjoyed a lunch prepared by charity restaurant The Clink. They then ventured north through Box Hill and finished at the historic Herne Hill velodrome.

The aim of the race was to raise funds for Onwards & Upwards, a charity helping prison leavers find work and to break the cycle of reoffending. Freddie's ride supported XO Bikes, which trains ex-offenders as bike mechanics, teaching them how to refurbish donated bikes and giving people a real second chance.

Freddie reflected: "I'm proud to be riding in support of a cause that helps people find purpose and a second chance after prison. XO Bikes is proof that everyone deserves a shot at building something better."



MechTronic Ltd: Emma Allinson sings to success

Emma Allinson, Marketing Coordinator at **MechTronic Ltd**, the Leeds-based fuel delivery system experts, has successfully completed her latest charity challenge.

Emma was walking and singing the Race for Life 5k with Lucy's Pop Choir, a tricky combination as Emma shares: "Thank you to everyone who sponsored me and offered words of encouragement. It's actually harder than you

think to walk and sing at the same time without falling over!

"The weather was absolutely freezing, with all four seasons thrown at us in one day with wind, rain and finally some sunshine! The event was great fun, and it was lovely to have Marc, and my boys come along to cheer me on.

"I smashed my target and collectively, as a choir group, with 60 of us there singing our little hearts out, we raised £6k for Cancer Research."

Congratulations to Em from the Fuel Oil News team.



Maintenance Apprentice, has passed his HGV Class C test on the governments HGV Bootcamp Scheme with Tyneside Training Services. Jake joined the business in January 2023 and has developed in his role gaining further experience and qualifications.

"Unfortunately, Daniel was only just too young to apply for his Class C test but no doubt he will be next!"

A real achievement

"Watching Jake develop his skills and confidence throughout his apprenticeship has been fantastic. Passing his HGV Class C test first time is a real achievement and we couldn't be more thrilled for him."

Jake added: "I was really happy to be able to sit my HGV test at my age and was over the moon to pass first time!"

Congratulations to Jake from Fuel Oil News – we'll be watching for news of Daniel!



Oilfast: Announces Adam Burnett as their next music scholarship winner

Oilfast, the independent fuel supplier, based in Motherwell, Scotland, recently offered another incredible opportunity to local singer and songwriter, Adam Burnett.

The scholarship is part of the Oilfast Trust Fund, an initiative launched in partnership with La Sierra Casa – a unique songwriting retreat co-founded by Kyle Falconer of the Mercury-nominated band The View and music industry veteran Michael Ward.

The fund supports aspiring songwriters from low-income backgrounds, giving them the chance to develop their skills in a dedicated, inspiring setting alongside experienced artists and mentors.

Amazing opportunity

Based in Edinburgh and working in IT, Adam only picked up the guitar five years ago. Thanks to the scholarship, he recently returned from the La Sierra Casa camp in Spain – an experience Adam described as: “Unbelievable – the best week of my life.”

“I learned so much and gained the confidence I was looking for in performing. By the end of the week, I was comfortable playing in front of everyone and even performed at the pub night – the biggest crowd I’ve ever played to!

“I want to thank Oilfast again for this opportunity. It’s been an amazing thing to do, and I’d recommend it to anyone.”

Supporting aspiring musicians

Working with artists like Jamie Webster and Kyle Falconer gave Adam valuable insight into

songwriting and structure, helping him finish his original track. Now, with new friends and fresh motivation, he’s looking to record and release his music and to begin performing live.

Philip Storm, Digital Marketing Coordinator at Oilfast, added: “Hearing from Adam about how the camp went and seeing the confidence it’s given him – is exactly why we do this.

“From the moment I met Adam, I knew he was going to take full advantage of this opportunity. We’re proud to support aspiring musicians in pursuing their musical dreams and can’t wait to follow Adam’s journey.”

Fuel Oil News wishes Adam all the best with his future career in the music industry!



EET Fuels: proud to continue racing sponsorship

As part of Essar Energy Transition, **EET Fuels** is thrilled to support Justin Sherwood, Team Parker Racing and their new driver; Seb Hopkins, who will compete in the Pro class of this season’s Porsche Carrera Cup GB Championship.

This will be the third consecutive year that Essar has proudly supported the UK’s premier single-manufacturer sports car competition.

Gary Khanna, Regional Manager for EET Fuels, enthused: “We are excited to again sponsor Justin’s team for another exhilarating year of racing in the BTCC Porsche Carrera Cup. EET Fuels’ ongoing support reflects our commitment to performance, innovation, and pushing boundaries both on and off the track.”

Carlos Rojas, Chief Marketing Officer at EET Fuels, added: “We are delighted to be part of this prestigious racing championship once again. Our sponsorship is a fantastic opportunity to showcase our high-performance fuels and highlight our accelerating commercial ambitions.

“The 2025 season kicked off at Donnington Park Race Circuit in early May, where we had the pleasure of hosting our customers trackside, marking the beginning of another thrilling chapter in our journey.”

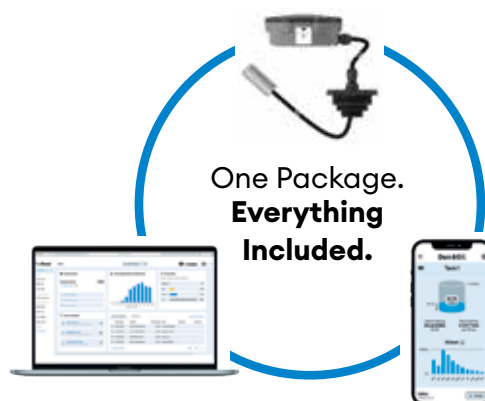


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Josh Burton, WCF Chandlers: The next generation

THE NEXT GENERATION IS INTEGRAL TO THE FUTURE OF LIQUID FUEL DISTRIBUTION. IN THIS ISSUE OF FUEL OIL NEWS, WE HEAR FROM BOTH THE YOUNG PEOPLE IN OUR SECTOR AND KEY INDUSTRY FIGURES TO CONSIDER HOW THE INDUSTRY CAN ENSURE THE NEXT GENERATION PLAYS THEIR VITAL ROLE IN FUELLING THE FUTURE.

CLAUDIA WEEKS, COMMUNITY CONTENT LEAD FOR FUEL OIL NEWS, MET WITH **JOSH BURTON**, TRANSPORT AND SALES COORDINATOR, WCF CHANDLERS, TO HEAR HIS THOUGHTS ON BEING PART OF THE NEXT GENERATION.

Getting started in the industry

"I have worked in the downstream fuel industry for six years now," began Josh as he explained how he joined the industry. "It was my first full time job after leaving college. Previously, I'd worked at McDonald's whilst studying!

"I went for an interview at the WCF Chandlers office and was really taken with the positive and fun working environment there. Luckily, they offered me a job! Now there seems to be a lot of negative press about the industry but that wasn't the case when I joined the business."

Claudia asked Josh what advice he would give to someone new considering joining the downstream sector: "I would say to spend time with different people with experience in different departments across the business. It's a great idea to get a wide and clear view of how the industry works."

Day-to-day life

Josh shared what a typical day for him can look like: "I start my day early, waking at 5.00am and going to the gym before beginning work at 7.00am. My core responsibility is routing fuel tankers across all depots under my remit, ensuring efficient and effective delivery planning.

"I collaborate closely with the sales team to assess which areas require additional focus and which do not need further work, helping to align operational capacity with business demand.

"Throughout the day, I work with the operations team to coordinate servicing and repairs, ensuring vehicle availability and safety standards are maintained. I also serve as a first point of contact for our drivers, assisting with any issues or queries that arise and confirming their work schedules for the following day.

"After work, when time and weather allow, I unwind by playing a round of golf. I really enjoy working in fuel distribution. It certainly keeps me busy, and no two days are ever the same."

When asked who inspires him in the



industry, Josh replied: "I really couldn't narrow it down to just one person. My whole team inspires me."

Josh did share the best piece of industry advice he had been given since joining this industry: "You can't do everything, sometimes you have to say no!" – valuable advice that came from Peter Goss."

Growth, skills, and challenges

As a mature sector, fuel distribution can often be overlooked by the next generation, especially in a period of high employment. We asked Josh for his opinions on the benefits of having young people in the industry: "One of my greatest strengths as a young person in this industry is my ability to adapt.

"The fuel sector is constantly facing new challenges, and I embrace these changes as opportunities to grow. I'm always willing to learn, take on new responsibilities, and find solutions in high-pressure or unfamiliar situations. This mindset allows me to stay resilient, continuously improve, and contribute positively to both day-to-day operations and long-term goals.

"Young people entering the fuel or wider energy sector over the next 10 years will certainly need flexibility and adaptability."

Claudia asked Josh whether he has ever questioned being a part of this industry: "Yes,

there have been a few moments where I've questioned my career path, especially during particularly demanding or high-pressure periods.

"However, what has always pulled me through is the support of the people around me. I've been fortunate to work alongside experienced, supportive colleagues who are always willing to share their knowledge and offer guidance. Their encouragement, along with my own determination to grow and succeed in challenging environments, has helped my career to flourish and progress.

"I am now clear on the next steps in my career. I would like to become a Transport Manager. I've recently taken proactive steps toward this goal by successfully completing my Manager's CPC qualification and the IOSH Managing Safely course.

"These qualifications have strengthened my knowledge of compliance, safety, and operational efficiency, and I'm now focused on gaining further experience and taking on more responsibility to prepare for that role."

Industry perspectives

Gender diversity can be an issue in the downstream sector, but this isn't something that Josh has experienced: "I feel that WCF Chandlers has been a gender diverse office since I joined."

Sharing common misconceptions people have about working in the fuel distribution sector, Josh was keen to challenge these viewpoints: "A common misconception is that fuel distribution is a highly profitable or "cash-rich" industry.

"While the volumes involved might give that impression from the outside, the reality is that the operating costs are significantly higher than in many other areas of haulage. From the specialised equipment and compliance requirements to the rising costs of maintenance, insurance, and safety standards, the margins are often much tighter than people realise.



"If I could change one thing about the industry then it would be about drop sizes! The drop sizes now are smaller quantities but more often, so we are going back to places with 500L three times a year instead of 1500L once a year because of buying patterns and costs.

"I would like to see it go back to larger drop sizes but less drops. It is better for fuel economy, the environment and tanker wear and tear."

Looking ahead: The energy transition

The industry is changing and evolving as we move through the energy transition, Claudia asked Josh for his thoughts: "I think the domestic market will get smaller, especially with no new homes being built with heating



oil systems. However, removing the need for heating oil in off-grid communities will be a significant transition, so I can't see it not being needed at all. It's going to take time, and I believe there will still be demand in certain areas for quite a while."

Sharing his thoughts on how fuel distributors can support the transition, Josh said: "Traditional fuel distributors have a crucial role to play in creating a sustainable energy future by focusing on operational efficiencies and optimising their existing resources. For example, more efficient routing of deliveries can significantly reduce fuel consumption and emissions. Increasing drop sizes where possible can also help reduce the number of

trips needed in a day, ultimately lowering the environmental impact.

"Additionally, maintaining tankers to the highest standard ensures they run efficiently, reducing the carbon footprint of the vehicles themselves.

"I believe alternative fuels like HVO have a key role to play in the future of the industry, particularly in reducing environmental impact. The potential is really exciting, and as awareness grows, we're seeing increasing interest from customers.

"While cost can still be a challenge compared to traditional fuels, there's a real opportunity for government support, tax incentives, and industry-led initiatives to help bridge that gap. With the right backing, I'm confident we'll see wider adoption as businesses look for sustainable solutions."

"My generation are certainly pushing towards more environmentally friendly energy."

Fuel Oil News will continue to champion and support the young people entering our industry. If you would like to highlight a young person or apprentice who is making a difference at your company, please contact claudia@fueloilnews.co.uk

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Climate Challenge: Action is imperative

WHY CLIMATE TECH TOOK CENTRE STAGE AT INTERNATIONAL ENERGY WEEK

Once a stronghold of the global oil and gas industry, International Petroleum Week has transformed.

Rebranding, in 2022, as International Energy Week (IEW), the conference has shifted its narrative to reflect a sector in transition – no longer centred on hydrocarbons, but expanding the dialogue to renewables, clean technologies, and climate science.

This year's event was a turning point. Not just in tone – but in substance.

A climate science reality check

One standout session featured two of the world's leading climate scientists:

- **Professor Emily Shuckburgh OBE**, Director of Cambridge Zero, and
- **Dr. Radhika Khosla**, Associate Professor at Oxford University and Programme Leader at the ZERO Institute.

With both immersed in climate study they were invited to share their experiences of real-world impacts. Their message? The climate crisis is not a looming threat. It's here and now – and escalating at an alarming and non-linear pace.

Shuckburgh laid out the stark reality: climate impacts are now accelerating exponentially. "The changes we've warned about for three decades are unfolding far faster than expected," she said. "Extreme weather events – heat, wildfires and flooding – are no longer academic theories, they're daily news. And they are just the start."

Tipping points and non-linear risk

Perhaps the most unsettling insight was the growing risk of passing climate tipping points. These are irreversible thresholds, such as the collapse of the Greenland ice sheet or the shutdown of ocean circulation, beyond which dramatic environmental shifts are locked in.

"These are not hypothetical," Shuckburgh warned. "They've happened in Earth's past and, like species extinction, cannot be undone."

The message was clear: the consequences of inaction are growing and not gradually, but exponentially.

Extreme heat: The overlooked crisis

While many associate climate change with floods, wildfires or droughts, Dr. Khosla highlighted something even more deadly yet frequently overlooked: extreme heat.

"Heat kills more people than any other



extreme weather event," she explained. "It's increasing in frequency, duration and intensity."

'Blind spot' seems an entirely appropriate description when you consider that terms like *cooling*, *heat*, or *thermal* are completely absent from the UN Sustainable Development Goals.

Dr. Khosla's research on the rise of extreme heat shows, unsurprisingly perhaps, that the greatest absolute increase in heat days will hit African nations. However, the largest relative change will occur in European countries, with the UK ranking second. It is not just a hot country issue – even countries used to cooler climates are dangerously unprepared.

The cooling paradox

Here's the conundrum: as heat rises, so does demand for air conditioning. But air conditioning units are powered by fossil-fuelled grids, energy intensive, and use refrigerants with high global warming potential. The result? A feedback loop of increasing energy demand, rising emissions and rising temperatures.

90% of US homes have air con. In India it's 18% and 5% in Nigeria. Projected populations of India and Nigeria alone will mean 2 billion people needing cooling by 2050.

If air-con becomes the solution of choice, by the end of the century, global energy demand for cooling will exceed total energy demand today.

But there are alternative routes:

1. **Passive cooling** through smart building design and urban planning.
2. **Efficiency standards** reducing energy demand from next-gen cooling systems.
3. **Faster phase-out of harmful refrigerants.**

These steps could cut cooling-related emissions by two-thirds. The remaining third? Through decarbonised electricity.

Global equity: Clean energy must be the default

Perhaps the most powerful moment of the session came when the conversation

turned to developing nations who argue for their right to use gas reserves to fuel development. Shuckburgh's response was both compassionate and pragmatic:

"Yes, these countries need energy. But locking into fossil fuels isn't the path to future prosperity – it's a dead end."

Instead, she and Khosla championed clean, context-sensitive energy systems as both a moral and economic imperative. But solutions must be determined by communities – not dictated to them.

As Khosla put it: "To embed a just energy transition, we must meet people where they are – food, jobs, safety. Making changes towards a just energy system delivers these core benefits."

AI: A new tool in the climate arsenal

Asked what developments in climate science could help us better understand and respond, Shuckburgh highlighted AI.

"We're using AI to improve our ability to model the climate and its impacts, and it is genuinely transformative," she said. "Agencies like the Met Office are already using it to outperform traditional forecasts. Energy firms are applying similar tools to predict solar yield, optimise wind farm operations, and anticipate grid fluctuations."

"AI also enables us to integrate diverse data sources – weather, demographics, health vulnerabilities – to better predict things like lethal heatwaves."

But AI has its own energy footprint – responsible use is key.

It's not just about energy. It's about everything.

This wasn't just a climate session – it was a reframing of what energy means right now.

Where IEW might previously have showcased exploration techniques and fossil financing, it now wrestles with questions of human health, equity, and global energy. This isn't mission drift – it's mission evolution.

As Shuckburgh was awarded Honorary Fellowship of the Energy Institute, the message was clear: the mic is being passed from the old guard to science, data, and innovation – precisely where energy leaders need to be looking.

With clean energy no longer an adjacent sector but central to a just transition, International Energy Week has made its pivot. Now the question is: how do we?

Behind the deal: Private equity acquisition in the liquid fuel distribution industry

WITH PRIVATE EQUITY FIRMS TAKING AN INTEREST IN THE FUEL DISTRIBUTION SECTOR WE EXPLORE HOW FINANCIAL BUYERS ASSESS VALUE AND MANAGE INTEGRATION, AND CONSIDER WHAT MAKES THEM DIFFERENT FROM TRADE ACQUIRERS – THROUGH THE LENS OF THE WATSON FUELS CARVE-OUT BY INSPIRIT CAPITAL, A LONDON-BASED PRIVATE EQUITY FIRM.

FOUNDED IN 2019, BY PARTNERS ALBERT FARRANT AND WILL STAMP, THE FIRM IS RELATIVELY SMALL IN THE PRIVATE EQUITY SPACE BUT IS A SPECIALIST IN CORPORATE CARVE-OUTS – ACQUIRING BUSINESSES THAT ARE NO LONGER CORE TO THEIR PARENT COMPANIES. WITH OVER 15 TRANSACTIONS COMPLETED SINCE INCEPTION, INSPIRIT WORKS CLOSELY WITH MANAGEMENT TEAMS TO DRIVE GROWTH, IMPROVE OPERATIONS, AND TRANSFORM ACQUIRED BUSINESSES INTO SUCCESSFUL STANDALONE ENTITIES.

INSPIRIT CAPITAL'S TEAM COMPRISES EXPERIENCED PROFESSIONALS DEDICATED TO SUPPORTING BUSINESSES THROUGH THE TRANSITIONAL PHASE. MARGARET MAJOR, FUEL OIL NEWS MANAGING EDITOR, SPEAKS WITH TWO OF THE TEAM – INVESTMENT DIRECTOR, **PAUL YOUNG**, AND PORTFOLIO DIRECTOR, **CALLUM FYFE** WHO HAVE BOTH JOINED THE BOARD AT WATSON. WITH A BACKGROUND IN FINANCE, PAUL WAS INSPIRIT'S FIRST EMPLOYEE, JOINING FOUR AND A HALF YEARS AGO. CALLUM JOINED A YEAR AGO, AFTER 15 YEARS AS A CORPORATE FINANCE ADVISOR SUPPORTING MANAGEMENT TEAMS OF PRIVATE EQUITY-BACKED BUSINESSES. CALLUM WILL TAKE THE OPERATIONAL LEAD POST-ACQUISITION FROM AN INSPIRIT PERSPECTIVE, WORKING CLOSELY WITH MANAGEMENT TO SUPPORT GROWTH UNDER THE NEW OWNERSHIP.



What determines business value from a private equity perspective?

Inspirit Capital's acquisition of Watson Fuels represents a rare move in the UK's fuel distribution sector – a carve-out led by a private equity firm rather than a trade buyer. So, what does a PE firm like Inspirit look for in a potential investment?

"We're fundamentally situation-focused rather than sector-specific," explains Paul. "We specialise in corporate carve-outs – where a division is sold off by a larger parent company, often because it's become non-core."

This structural complexity, while off-putting to some investors, is where Inspirit sees opportunity. "They're often more complex and time-consuming, but we're happy to roll up our sleeves," Paul continues.

"Given this inherent complexity there is often low-hanging fruit in terms of operational improvement – whether that's strengthening or supplementing leadership, improving systems, or building out standalone infrastructure."

Watson Fuels ticked several important boxes for Inspirit: a national footprint, a diversified customer base, and a strong market position. "It's rare to find that scale and heritage brand status," notes Callum. "It's a data-rich business, which allows us to make better-informed decisions at both strategic and operational levels."

Callum also highlights the opportunity for cultural transformation with standalone ownership allowing for much more agile decision-making: "We look at the ability to inject entrepreneurial behaviours at the depot level. That's what drives growth in a business like this."

"There is often misalignment between a global strategy under previous ownership

and what is needed at a UK level. Carve-outs allow for a UK-centric focus, empowering management to make better decisions. This is certainly the case with Watson, which was owned by a Miami-based company with limited UK exposure."

Why carve-outs are different and why some deals don't get over the line

For all their potential upside, carve-outs also come with pitfalls. "The main deal-breaker is surprise," Paul says. "If you're well into a process and something material comes up that hasn't been disclosed – say a known financial issue or trading challenge – it erodes trust."

Transparency and preparation are critical. "It's not that issues are a problem in themselves," adds Callum. "It's how they're surfaced and managed. We've had sellers be completely open about challenges, and that gives us time to plan."

Buyers also assess how deeply the business is embedded in the parent structure. "In Watson's case, there were shared IT systems, parts of the finance function – so we knew from the outset that disentangling would be a big part of the first phase, which is where we bring significant expertise to ensure that the separation is executed as smoothly as possible" Paul comments.

BENEFITS OF SELLING TO A PRIVATE EQUITY INVESTOR

- Retained management team autonomy
- Faster decision-making, fewer layers
- Access to growth capital without being absorbed
- Focus on operational improvement, not consolidation
- Potential for personal reinvestment or incentive alignment

Transparency, teamwork and timing: what helps a deal succeed

"A seller who is well-prepared, who understands what's involved in a carve-out – that helps enormously," Callum says.

For Watson Fuels, early engagement with World Kinect's CFO made a difference. "It gave us a chance to explain how we work, why our approach suits complex transactions, and how we'd support both the corporate and the carve-out business," Paul shares.

Equally important is a mindset shift: "If a management team sees the change as a chance to step up, rather than something being done to them, the whole process becomes more productive," adds Callum.

Private equity vs industry buyer: what sets them apart

With the Watson deal bringing a new angle to sector acquisition we contrast the PE approach with the more common industry buyer route.

Paul is clear: "One of the biggest differences is that in a PE-backed deal, management typically retains significant autonomy. You're not being absorbed into another operator's hierarchy. That can be very appealing to ambitious leadership teams."

Callum agrees, adding: "Our approach isn't about asset stripping, it's about identifying a strong platform – scale, brand, and people – and supporting it to grow. That's fundamentally different to some of the consolidation-focused strategies you might see from trade buyers."

Speed is another differentiator. "We can move fast," Paul says. "Our decision-making lines are short, and that can be valuable in a sale process where timing matters."

Still, PE isn't always the right answer. "It depends on the seller's priorities," Callum notes. "A strategic buyer might offer a better fit in certain cases – for example, in very small operators where integration into an existing network is key."

Case insight: Inside the Watson deal

Watson Fuels was first flagged to Inspirit in mid-2024, and after initial conversations, the process formally launched in the autumn. The deal closed six months later.

"We had a good early dialogue with World Kinect's CFO, which helped," says Paul. "And Deloitte ran a tight process on the sell side. In general, we have seen acquisition timelines stretch over the last few years due to increased risk sensitivity and greater caution across debt markets, but six months for the Watson Fuels acquisition is reasonable for a complex carve-out."

Why did Watson stand out?

"Watson is a heritage brand with national scale and strong data – all of which supports strategic decision-making and delivery efficiency. The scale of the business, the strength of the brand, the diversification across fuel types, geography and customers – those were all attractive," says Callum.

"And crucially, the management team. The existing senior leadership team has deep sector knowledge and is highly ambitious."

Watson's shift from Miami-based World Kinect to UK-focused private equity has been positively received. "There's a real appetite internally for faster decision-making and for being able to own strategic direction," Callum notes. "Moving away from a corporate into a more dynamic environment is something they've embraced with enthusiasm and excitement."

Looking ahead: Inspirit's plans for Watson Fuels

"We're a typical fund with a finite life," Paul states. "Similar to most PE firms, our hold

WHAT HAS CHANGED AND WHAT HASN'T AND HOW IS THE WATSON FUELS TEAM BENEFITING?

- Same management team: Inspirit retained the full senior leadership team.
- More control: Faster, local decision-making tailored to the UK market.
- Clear focus: No longer one of many divisions in a global portfolio.
- Strategic investment: Inspirit is supporting new IT systems and standalone infrastructure.

KEY VALUE CREATION LEVERS INSPIRIT SEES IN THE WATSON ACQUISITION

#	Value driver	Why it matters
1	Corporate carve out complexity	Carve outs can be more complex and time consuming, and investors are often put off by this. Inspirit specialises in this niche and sees value in navigating the complexity and building an entrepreneurial standalone platform.
2	Immediate operational "low hanging fruit"	Smaller divisions within larger corporates can receive limited senior management attention. Inspirit's investment means the division becomes the core focus, and quick IT, finance, and central function upgrades during the disentanglement phase (≈ 9–12 months) can drive early EBITDA uplift.
3	National scale and diversification	Watson is a rare platform of scale in the space – well diversified by geography, customer segment (domestic, commercial, agricultural) and fuel type, but with deep localised knowledge and expertise. That breadth reduces risk and provides multiple organic growth opportunities.
4	Data rich operations	A large delivery footprint and modern routing / sales data give Inspirit levers to optimise pricing, fleet utilisation and depot productivity, translating directly into improved margin.
5	Strong incumbent management	The existing CEO, COO and sales leadership stay on board and are "highly ambitious," giving Inspirit a proven and knowledgeable team.
6	Bolt on M&A potential	Watson's scale creates a platform for bolt on acquisitions that extend geographic coverage or add complementary products or services once the carve out is complete. The market is described as "buoyant," with opportunities already inbound.
7	Energy transition adaptability	Watson already distributes HVO and other alternative fuels enabling it to pivot gradually as demand shifts, future-proofing the business.
8	Clear exit routes	After executing the carve out and growth plan (typical 4-6 year hold), Inspirit can sell to a sector specialist PE fund or an industry company seeking strategic expansion.
By combining the transaction economics of a complex carve out with the strategic advantage of a scaled, data rich platform in a fragmented market, Inspirit have created multiple routes to value creation and an attractive eventual exit story.		

periods are, typically, 4-6 years. We'll exit as some point – maybe to another PE firm or to a corporate investor.

The first phase is disentanglement of shared legacy systems, and the company is now in the thick of building out a standalone strategy.

"That'll take around 9 to 12 months," Paul suggests. In parallel, we're working to build value – through operational improvements, resetting growth ambitions, and positioning for an eventual successful exit."

The acquisition of Watson Fuels is a first for Inspirit in this sector – but, potentially, not the last.

"Since completing the deal, we've already been approached by others in the market. There's clearly a level of activity and opportunity in this space," Callum notes.

Could that mean further acquisitions?

"Not another standalone platform – Watson is our entry point," Callum replies. "But we're open to strategic bolt-ons that support the core business."

What about industry headwinds like decarbonisation?

"We're realistic about the energy transition," Paul says. "But we don't see an overnight shift. Watson already supplies HVO and other alternatives, and their diversification helps mitigate risk. Over time, we'll adapt with the market."

Finally, what advice for a distributor thinking of selling?

"Be transparent," urges Paul. "And prepare – understand what a carve-out involves, and how your business looks without the parent structure around it."

"Most importantly, see it as an opportunity," Callum adds. "For the right team, this kind of transition can be transformational – not just for the business, but for the people inside it."

So, this isn't an asset-stripping play?

"We're here to support growth," Callum replies. "We're excited about working with a great brand and management team to build on its strong foundation."

A DAY IN THE LIFE...

Erin Newberry
EET Fuels Apprentice

WELCOME TO OUR FEATURE WHERE PEOPLE FROM MANY DIFFERENT ROLES IN THIS INDUSTRY WILL TAKE YOU THROUGH A TYPICAL DAY IN THEIR WORKING LIFE. THIS MONTH, FUEL OIL NEWS SPEAKS WITH **ERIN NEWBERRY**, HR AND LEARNING AND DEVELOPMENT APPRENTICE AT EET FUELS, TO DISCOVER HOW ERIN SPENDS A TYPICAL DAY.



EET Fuels is passionate about supporting the next generation of talent with their apprenticeship programme as Louise Dean, Head of Learning/ Development and Talent Management, explains: "At Essar Energy Transition, our apprenticeship programme is a cornerstone of our commitment to nurturing the next generation of industry leaders.

"Our apprentices, ranging from Level 3 to Level 7, embark on a journey that offers a blend of hands-on experience and academic learning, tailored to their career aspirations. Whether they are pursuing paths in engineering, IT, commercial, or business administration, our apprentices receive unparalleled support and mentorship from industry experts.

"This immersive approach not only equips them with the technical skills needed for their roles but also instils a deep understanding of the energy sector's evolving landscape. As we continue to invest in the UK's energy transition, our apprentices play a pivotal role in driving innovation and sustainability at EET. We are incredibly proud of Erin – one of our current apprentices in the HR and L&D team."

MY ALARM GOES OFF AT...

6.10am and then 6.20am and finally 6.30am! I like to wake up slowly, but I definitely have to get up at 6.30am!

THE FIRST THING I DO IS...

Get out of bed, put my slippers on and then go and have a shower to wake myself up for the day.

I PREPARE FOR THE DAY AHEAD BY...

Setting my clothes out the day before and making sure I have everything packed in my work bag.



Listening to music as I'm getting ready in the morning helps put me in a good mood to start my day.

I also make sure I go to bed relatively early the night before, so I can make sure I get a great night's sleep and will feel energised and rejuvenated for the workday ahead.

I CAN'T LEAVE THE HOUSE WITHOUT...

My phone – as we use phones for everything from Google maps, to listening to music, to contacting friends and family.

MY TYPICAL DAY –

I don't really have a typical day, as no two days are the same. Every day is different which I enjoy. A day in the office could look like this...

I arrive at the office ready to start work at 8.00am. Firstly, I check and respond to any emails I may have received. I will then pick up and escort any external training vendors that we have visiting for one of our many different training courses such as FLT training, MEWP training, pre-retirement training, to functional skills training.

Then, I will spend about 30 minutes to an hour going through the training mailbox responding to training request emails for internal and external training. I will also email any external vendor I need to regarding different training sessions that we need to book in and organise.

I then spend some time clearing out our learning and development storage room which is where we keep all our site PPE, merchandise and careers event equipment.

Part of my role is to work on the internal and external training tracker that we have, updating it with all the training requests and booking information. The tracker holds all the training data such as the number of attendees, their names, details of the trainer, and further information about the course. The tracker is the training bible!

I enjoy interacting with external trainers and building up a rapport with them. It's great to gain a better understanding of the training offered and how it helps support the business.

The Learning and Development team have weekly meetings, so the team is up to date with everything going on. I also have my weekly 1-2-1 meetings with my line manager where we run over my capacity/workload, my monthly responsibilities and we see if there is space in my workload for more tasks to be added to my responsibilities.

My workday ends at 4:00pm.

MY MOST MEMORABLE WORK MOMENTS...

Successfully passing my English Functional Skills Qualification, as this was something that I had worked incredibly hard to achieve. Finding out that I had passed was such an amazing feeling, as this was something I really struggled with.

I'm also incredibly proud of becoming an EET Fuels apprentice. Being able to say at 16, through my own determination, I was able to successfully gain a place on an exceptionally good apprenticeship programme in a hugely successful business was a huge, huge achievement that I am very proud of.

THE WORST PART OF MY JOB...

I don't think I have a 'worst part of my job' as I enjoy it all. If I had to say one thing that I like the least, then it would be the monthly LMS systems clean up that I do at the end of each month.

The reason I like this task slightly less is because it is a very long manual task where the margins for error are larger than if this task was done automatically.

THE BEST PART OF MY JOB...

Is the people I work with on a daily basis. I have a close working relationship with them, and my department team all support, push and motivate each other whilst striving for the best for the business every day.

I also like getting out of the office occasionally to see different parts of the refinery. It's great to be able to interact with different members of staff all over site, in all different divisions, so I can gain a better understanding of how all of us working together keeps the refinery moving.

I RELAX AFTER WORK BY...

Spending quality time with my family, boyfriend, friends and my dog. I also like going on walks, dancing and climbing. I compete in both dancing and climbing to a very high level.

I do also enjoy the slower paced evenings when I go to hot yoga and enjoy a nice dinner before settling in on the couch for the evening to watch a movie.

MY FAVOURITE MEAL IS...

I like my evening meal – dinner is definitely the best meal of the day!



ON MY BEDSIDE TABLE IS...

A bottle of water to stay hydrated, my everyday jewellery that I take off before going to bed and Google to listen to music.

THE LAST THING I DO EACH DAY IS...

Scroll through TikTok and make sure all my necessary alarms are set for the next day.

I'M NORMALLY IN BED BY...

9.30pm usually but it depends on the day and what I've had going on.

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What's next for net zero?

As we headed toward Leeds for the UKIFDA SHOW 2025, it became clear that the concept of net zero was coming under increasing scrutiny, particularly in the UK. The show's strapline was "Be Part of the Solution." But was this about being part of the net zero solution, or possibly about saving net zero?

After discussing this with the hundreds of attendees, I believe the answer is likely both.

Recently, in the UK, we have seen a significant shift in the electorate during regional elections, with many voters moving away from the two larger parties in favour of the Reform Party for the first time. While there are many reasons for this change, it's worth exploring the comments made by the Reform Party. Richard Tice has referred to net zero as "Net Stupid" and commented that net zero policies were to blame for higher energy bills and deindustrialisation in the UK. He has described renewable energy as a "massive con," stating that people are being "ripped off."

"WE WILL REACH NET ZERO IN A WAY THAT TREADS LIGHTLY ON PEOPLE'S LIVES, WITHOUT DICTATING HOW THEY SHOULD LIVE OR BEHAVE."

The architects of the net-zero target, the Conservative Party, have also expressed concerns, with Kemi Badenoch stating that net zero cannot be achieved by 2050 "without a serious drop in our living standards or by bankrupting us." This was a journey initiated by Rishi Sunak's 2023 decision to reset some net-zero targets, arguing that it is unjust for "Westminster to impose such significant costs on working people".

In Scotland, the SNP-led government has revised its Heat in Buildings strategy, acknowledging that "it is simply unaffordable for many building owners to make great changes in the near future – particularly for those in rural and island locations." These developments strain the political consensus established by the signing of the Climate Change Act in 2008, a legally binding framework aimed at achieving net zero by 2050.

Unions, too, are increasingly vocal about their concerns regarding the impact of net-zero policies on jobs and "decarbonisation through deindustrialisation," with Grangemouth frequently cited as an example.

Perhaps the most dramatic intervention has come from Tony Blair, the former Labour Prime Minister. In a recent report, he commented that the debate surrounding net zero is "broken" and that "voters feel they're being asked to make financial sacrifices and changes in lifestyle

when they know that their impact on global emissions is minimal". Blair also indicated that certain policies have "alienated many people rather than bringing them along," and warned that policies based on phasing out fossil fuels in the short term are "doomed to failure."

The unease surrounding net-zero goals is not unique to the UK. In the most recent Irish elections, the Green Party suffered heavy losses. While it's not unusual for a junior party in government to take the blame, experts have indicated that part of this is a result of voter unease about the financial costs and additional burdens on individual behaviour associated with existing green policies, such as taxes on petrol and diesel.

Globally, we are witnessing various political approaches, such as the Trump administration's "drill, baby, drill" strategy, and more recently, the Netherlands government's commitment to increasing domestic gas production to enhance energy security, while some have used the blackouts in Spain and Portugal to attack renewables.

Broad support

Conversely, as part of its 7th carbon budget recommendations, the Climate Change Committee reported that there was broad public support for net-zero policies, although there are concerns regarding the upfront costs involved.

Our research indicates that while the public supports decarbonisation, the ability to afford it and have choices of different technologies is crucial.

According to the latest Future Ready Fuel survey, of 1,364 oil-heated households, 60% of respondents expressed greater concern about the costs of switching to low-carbon heating systems compared to three years ago.

Criticism has been directed at the Blair report for its recommendations regarding carbon capture, with complaints that it is an untried and expensive technology. This criticism highlights a significant issue: we must acknowledge the necessity of utilising all available energy sources and technologies to address future challenges, including decarbonisation.

Recently, the UK Prime Minister discussed adopting a pragmatic approach to achieving net zero. His spokesperson stated, "We will reach net zero in a way that treads lightly on people's lives, without dictating how they should live or behave."

This sentiment is one that many can support. Given the legal foundations of climate change targets, such as net zero, I believe they are here to stay. However, I strongly believe that the methods and communication strategies for achieving these goals require revision – we need more discussion about how, not if.

We must dedicate less time to searching for a one-size-fits-all solution and more time to designing a climate transition that is well communicated, provides consumer choice, accommodates individual circumstances, and does not disproportionately impact anyone.

We have been conveying this message to governments across the UK and Ireland, and I am pleased to report some progress. Yes, we can be part of the solution, and yes, we can contribute to achieving net zero.



The young voices fuelling the industry future: Insights from UKIFDA's Young Achievers

COVERED BY MARGARET MAJOR

There's something stirring in the energy sector. At this year's UKIFDA event in Leeds, under the lights once graced by Elton John, Bruce Springsteen and the Scissor Sisters, the spotlight turned to a new kind of superstar – three young leaders keen to play their part in shaping the industry future.

"Be Part of the Solution: Where are the UKIFDA Young Person of the Year Winners Now?" is the Wolfe Power Club's inaugural live podcast episode, hosted by Alex Wolfe and introduced by Noz Miah of sponsors AIM Recruit.

Showcasing the inspiring stories of three previous winners of the UKIFDA Young Person of the Year Award, the podcast introduced the audience to Harry Boxall, Hannah Ward and Emily Yates. It was a highly engaging session – one of my personal highlights.

Their stories weren't just impressive – they were deeply human, grounded in resilience, determination, and a fierce commitment to service.

Their honesty and inspirational insights confirmed that, alongside legislation for a swift and just transition, what this industry really needs is more of this passionate next generation.

Discover who inspired them, the challenges they have faced and their visions for industry future as well as their thoughts on how we can do better as an industry to encourage more of these inspirational future leaders to join us.

From apprenticeship to impact

All three began as apprentices or career changers. Emily, who started in childcare, joined Craggs Energy's sales academy, and is now Operations and Transport Manager. Hannah's first job was in customer service at Certas Energy which she describes as "probably the best decision I've ever made" and where she completed a Level 3 apprenticeship – she now trains others as a Sales Trainer. Disillusioned by car sales, Harry left to join Evesons Fuels (part of NWF) progressing to

Depot Manager, and now represents Fast Exocet, a key industry supplier.

Each attributed their success to mentors who took a chance on them. Hannah credited former team manager, Nicola Blake, saying: "She helped me grow – I wouldn't be who I am today without her." Emily noted the constant support of her parents along with that of Chris Bingham and Matthew Crockett who have "supported me from my apprenticeship to now." Harry acknowledged Luke, the owner of the car dealership who "gave me a shot in sales" and the guidance of Nick Seabourne, Depot Manager at NWF.

Recognition through action

Their awards weren't handed out lightly. Emily was recognised not just for her sales work, but for personally delivering emergency fuel in freezing conditions. "It was about putting customers first – especially vulnerable ones," she explained.

Harry's was for operational excellence.

"We had a record year, and I was the youngest manager in the business," he said.

Hannah, ever modest, admitted: "I think I just did my job really well – and I loved it, even the complaints department!"

The realities of keeping customers fuelled

It's easy to romanticise success, and all three were enthusiastic about the jobs they do, but also made clear that this industry isn't without its challenges.

Emily described late nights trying to coordinate deliveries during crises and the challenge of transitioning from apprentices to manager. Hannah recounted a day helping a crying, fuel-less pensioner during the Beast from the East. "It was challenging but rewarding," she said.

Harry spoke of the chaos when every truck went offline. "That was a tough day. All of them were off the road. But with partners and determination, we still got the fuel out."

Vision, ambition, and heart

Despite their youth, these industry professionals have a keen focus on where their futures may lie. Emily dreams of expanding her company's fleet. Harry has his eye on senior management – or even, one day, his own business. Hannah wants to build a team of trainers to nurture new talent the way she was nurtured.

When asked about long-term goals – millions, royal honours, or industry transformation – they showed both endearing honesty and humility. A born salesman, Harry admitted the lure of the money but only alongside industry respect. Emily could also see the appeal but prized pride in her role, health and happiness above wealth while, for Hannah, "Helping others achieve their goals would be the biggest honour."

Solutions

Asked how the government could help, Emily called for clarity on tax rules for renewable fuels. Hannah championed more support for vulnerable households, and Harry emphasised the need to back British farmers.

They were equally passionate about benefits of customer education and greater understanding: order on time, reduce unnecessary pressure on the system, and adopt innovations like telemetry and fuel additives.

Bringing in the next generation

Perhaps the most critical question came from

Meet the Winners



Emily Yates

Company and role: Craggs Energy, Operations and Transport Manager

Awarded for: Going above and beyond – personally delivering fuel in late-night deliveries to vulnerable customers in addition to her sales role.

Key skills: Multi-licensed HGV and ADR-certified; operations leader.



Hannah Ward

Company and role: Certas Energy, Sales Trainer

Awarded for: Excellence in customer relations and completing two apprenticeships, including managing tough complaint calls.

Notable quote: "I'll tell my daughter I met the Queen!"



Harry Boxall

Company and role: Fast Exocet, Business Development Manager (formerly at NWF)

Awarded for: Youngest manager in the business, and recognised for driving the team during a record-breaking year.

Career driver: Passion for sales and operational leadership.

the audience as Mark Duncan of Certas Energy asked: "How do we attract more young people to the industry?"

All three agreed – visibility is key. Emily has already taken a fuel truck to her former primary school. "It's about showing them what's possible," she said. "I shared my story on LinkedIn, and another apprentice joined us because of that."

Harry and Hannah agreed on the need for better marketing, highlighting those "unaware of the scale of the opportunity", with Hannah calling for "more awareness of the development opportunities."

A credit to the industry

The three winners are a credit to the award, the industry, their companies and themselves and their companies clearly agree.

Sharing their delight at Hannah's inclusion in the podcast, Certas commented: "Since winning the UKIFDA Young Person of the Year award in 2022, our fantastic Sales Trainer Hannah Ward has continued to champion our values and ethos.

"Hannah has completed two apprenticeships at the company, moving into customer relations, and then shifted her focus to giving back to the team in a trainer role. She continues to help the next generation of sales professionals at Certas Energy reach their full potential!

"We're so proud to have such a vibrant and bright individual in our team, and we all look forward to seeing what Hannah does next."

Craggs shared news of Emily's involvement saying: "Emily's story is one we're

incredibly proud to share.

"Joining us in 2015, as an apprentice, she's grown into her current role as Operations and Transport Manager, leading a team across multiple sites and managing a complex fleet operation with dedication and care.

"What sets Emily apart is not just her operational expertise – including earning her Class 1 and 2 HGV licences and stepping in to deliver fuel when needed – but her commitment to people. Whether it's ensuring driver wellbeing, supporting isolated customers, or inspiring the next generation through school visits and her LinkedIn presence, Emily consistently goes above and beyond.

"She's helping to change perceptions of the industry, particularly for young women, and has even inspired new apprentices to follow in her footsteps. Her passion, leadership, and authenticity are exactly what the future of fuel distribution looks like."

A final word

At a time when energy transition and the industry future is on every agenda, it's vital we listen to the people who will lead it. Not only are these young professionals technically skilled – they are emotionally intelligent, deeply committed, and refreshingly forward-thinking.

In their stories, we find a powerful reminder: the future of energy isn't just about infrastructure or investment. It's about people – passionate, purposeful, and poised to take the helm.

Our next issue will consider how we can attract more young people into the industry.



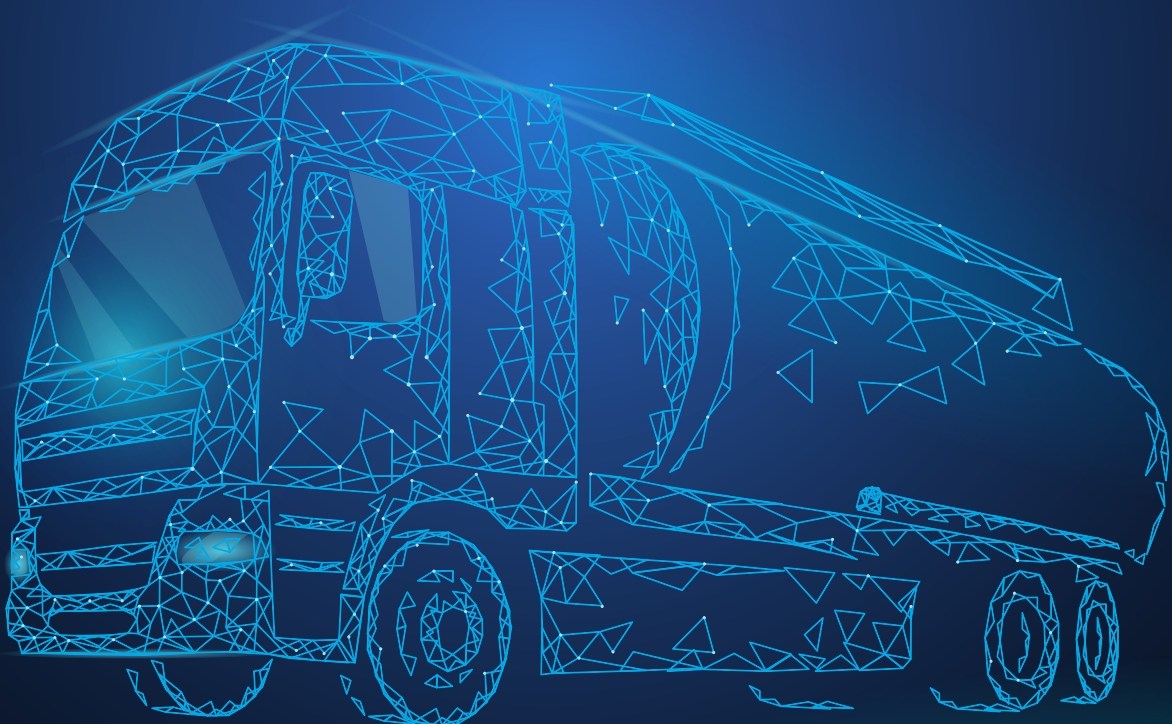
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UKIFDA SHOW 2025 IN REVIEW

FANTASTIC ATTENDANCE AND QUALITY CONTENT WERE A WINNING COMBINATION FOR AN EXCELLENT INDUSTRY GATHERING AT UKIFDA SHOW 2025, HELD ON THE 14TH MAY AT THE FIRST DIRECT ARENA, LEEDS

Hundreds of professionals from across the UK and Ireland's liquid fuel distribution industry came together, as the industry united to innovate and collaborate. The resultant dialogue is sure to run on as the industry continues to address the challenges of decarbonising 1.7 million oil-fired homes.

Insightful topics were covered in the discussions at Speakers Corner – the new conference format. A strong array of voices didn't swerve the difficult questions, tackling crucial industry issues such as the future of the industry, with speakers from across the nations, sustainability and supply of low carbon liquid fuels and the role of tax and regulation.

Conversation from innovation

Reflecting on the Show's success, UKIFDA CEO Ken Cronin commented: "For this year, we wanted innovation to generate conversation. We introduced 'Speakers' Corner' – a dynamic forum inspired by Hyde Park's original free speech platform. This shifted the focus from formal presentations to engaging discussions and proved popular with attendees.

"Thanks to all of our engaging exhibitors, insightful show speakers, our generous sponsors, especially Phillips 66, and all the attendees who made the trip to Leeds. The event truly showcased the strength and vitality of the liquid fuel distribution industry. Here's to next year's event – we're planning already!"

A highlight for many was the Wolfe Power Club podcast where the audience heard from

previous winners of the Young Person of the Year Award who took a fresh and passionate look at the industry. You can read all about it on pages 22 and 23.

Excellence in the sector was also celebrated through the popular annual UKIFDA Awards, with six presentations taking place throughout the day and into the evening – the results are shared on page 9.

Success

Feedback from the 700 plus attendees, was unanimous in its appreciation of the event with many commenting on the 'buzz' and the value of coming together.

As Ken Cronin commented: "For me the highlight of the day, apart from the sheer energy in the room, was the way people greeted each other – big handshakes and warm hugs – something I have not seen in any other industry – it shows how completely we are in this together – and we are part of the solution."

Alex Wolfe, Host of Wolfe Power Club Podcast, was also struck by the energy and thanked the UKIFDA team for a "really great event" commenting: "Great Energy in every sense in the arena!"

Matthew Crockett, Group Managing Director for Greenarc enjoyed the live Young Person Award winners podcast saying how it was "Great to see the energy and drive from the former winners."

Nick Smith, Founder Fuel Oil News, was

impressed by the compelling conversations at Speakers Corner noting the: "Many interesting discussions about the challenges of decarbonising the 1.7 million British homes that run on oil.

"Heat pumps are a vital part of the mix but with time running out and a sparsity of money available to overcome the challenges of installation there is a compelling case for a 20% biofuel blend with kerosene."

Claudia Weeks, Community Content Lead for Fuel Oil News commented: "Wow! What a hugely successful show in Leeds. What an industry! A big thank you to all the team at UKIFDA!

"It was brilliant to have a catch up with so many industry friends, to meet so many new faces and to hear the engaging discussions at Speakers' Corner."

And Margaret Major, Fuel Oil News Managing Editor echoed her enthusiasm, congratulating UKIFDA for a "superb industry event!" commenting: "Fantastic attendance made for so much valuable dialogue with old friends and new faces, and excellent content was covered in the discussions at the new Speakers Corner.

"My thanks to all who took the time to seek us out on the Fuel Oil News stand or catch us on the hoof through the day or the evening.

"But the biggest thank you goes to Ken, Dawn, and the whole UKIFDA team who facilitate this vital industry gathering – see you all in Liverpool 2026!"

SAVE THE DATE:

Next year's two-day UKIFDA EXPO 2026 is set to take place at the Exhibition Centre Liverpool on 15 and 16 April 2026

What were your thoughts on the UKIFDA Show 2025?

ASKED FOR THEIR FEEDBACK ON THIS YEAR'S LEADING INDUSTRY EVENT, EXHIBITORS AND DELEGATES SAID:

Inspirat Capital / Watson Fuels – Ed Beazley, Investment Associate

Insightful, welcoming and enjoyable

In terms of products and services, we found it valuable to learn about the range of ancillary services essential to efficient fuel distribution, particularly the integration of AI into systems and processes. There are too many specific products and services to name them all individually, but as a collective it was great to see so much on offer.

The standout for me was how welcoming everyone was and happy they were to take the time to introduce themselves. As new participants in the industry, we felt fortunate to be able to meet so many people from across the industry in one place.

We left thinking about the strength of networks. It was evident from UKIFDA how invaluable individual and collective networks are to enable the fuel distribution industry to operate efficiently, collaboratively and safely.

We found the event really well organised and enjoyed all that was on offer. In particular, the "Speakers' Corner" stood out, and we would welcome more expert insights on relevant topics in the future.

D.T.S. Powered by DeliverUP – Mike Smith, MD

The whole experience was an intense mix of communication and fun. From Tuesday afternoon until Thursday morning, I didn't stop listening, speaking, or laughing.

Came away with real faith in the industry's future and those inheriting the steering wheel to guide it onwards and upwards!

Hytek Team

We were thrilled to receive an order for a test sample of our advanced fuel management system. If the trial proves successful, it could lead to a large-scale rollout. This opportunity arose directly from our presence at the UKIFDA exhibition.

In addition, we conducted a successful soft launch of an exciting new product: the Magnus tank monitor range. We had a highly successful and rewarding show.

Sentinam – Neil Turnbull MD

It was great to exhibit for the first time as a company, and we found the whole experience very welcoming.

The exhibition layout coupled with engagement on the Whova app with industry connections and visitors, enabled discussions on how we can support the industry on a range of topics. Weight, maintenance and pump replacement costs were key factors.

We also had great discussions with equipment manufacturers of fuel polishing equipment, with a trend for questions on pump life expectancy, particle handling capability and flow rate capabilities.

All very interesting and a lot of projects to work on in the future to offer solutions around these subjects.

MechTronic – Brad Wilkie, MD

I believe the show was a great success; we were very busy and were able to catch up with new and existing customers. The venue was brilliant and a great place to enjoy a few drinks with everybody in the evening.

AIM Recruitment – Noz Miah,

Innovative, collaborative, future.

In terms of products, Otodata's remote tank monitoring tech stood out – smart, simple, and great for the planet. Fewer unnecessary deliveries mean lower emissions and better efficiency all round.

What struck me most? There's a real shift in tone – from talk of transition to actual implementation. You could feel that the industry isn't waiting around for government policy anymore – it's taking the wheel.

What did I leave thinking about? Talent. We're making bold moves in technology, but if we don't start attracting (and keeping) the next generation of drivers, planners, mechanics, mathematicians and thinkers, we'll be innovating into a staffing crisis.

FoxInsights – Rahul Maheska, International Sales Manager

"It was a pleasure to reconnect with our key partners and engage with the broader network of stakeholders who play such a vital role in shaping our shared success. The event provided an excellent platform for meaningful conversations, fresh perspectives, and strengthening the relationships that drive innovation in our industry."

Supply Plus – David Plant, Managing Director

A great opportunity to meet so many of our industry partners in one place. UKIFDA is an important forum for industry news and sharing ideas.

Celestia TST – Alberto Puras, Business Development Manager

"It was very beneficial for us to be at UKIFDA 2025. We felt it was a very focused show that provided the ideal platform to demonstrate our NivelWatcher solution to a receptive audience looking for more efficient and connected logistics.

"We came away having had some positive discussions with potential customers and meetings with existing ones. We look forward to returning again next year."

David Heath, Schenk UK – Head of Energies

The Leeds show was the 2nd year we have exhibited at UKIFDA. Our customer contacts at the show, both existing and potentially new, were at a similar level in one day to the two-day event held in Liverpool therefore it felt very productive. As a provider of logistics services exhibiting at the show our overall feeling was it was a successful event balanced against costs incurred.

Smarter liquid fuel management with NivelWatcher by Celestia TST

Celestia TST presented its smart liquid fuel monitoring solution, NivelWatcher, during a live demonstration at the UKIFDA Show 2025 in Leeds. Recently introduced to the UK market, NivelWatcher integrates real-time tank monitoring with cloud-based tools, aimed at improving operational efficiency for fuel distributors.

The system consists of a tank-mounted sensor and a digital management platform, designed for ease of use and broad compatibility. Installation takes less than a minute and the device is suitable for virtually any tank type. Once installed, NivelWatcher captures accurate tank level data and transmits it via Sigfox, LoRa, or Cellular NB-IoT networks to a centralised platform.

From there, distributors can monitor customer fuel levels, receive low-level alerts, and analyse usage patterns. The system enables proactive service, reducing unnecessary trips,

minimising overstocking or empty runs, and improving route planning.

The management platform is accessible via mobile, tablet, or desktop and provides features such as demand forecasting, automated order generation, and historical usage analysis. This improves logistics efficiency and flexibility – adjusting deliveries in real time based on actual customer usage – especially important during volatile supply periods.

Celestia TST has a 15-year background in IoT development and digital transformation, and NivelWatcher reflects this with a focus on automation and data-driven decision-making.

Successful pilot

Spanish fuel distributor Propenor, a subsidiary of Cobo Tankers and Services Ltd, adopted the NivelWatcher system following a successful pilot project.



“We started with five sensors and now operate with 50,” said Raúl Blanco, Sales Representative at Propenor. “We previously depended on customer calls and our estimates. Now we have real-time visibility, which improves planning, reduces costs, and enhances customer satisfaction.”

The NivelWatcher system is low maintenance, with low power requirements, and is scalable for fleets of any size. It aims to provide distributors with tools to modernise fuel delivery operations while maintaining reliability and responsiveness to customer needs.

Ledbury Welding & Engineering ships advanced modular refuelling facility to Falkland Islands

Nick Loader of Ledbury Welding & Engineering (LWE) visited Fuel Oil News at the recent UKIFDA Show to share the successful completion of a major project for the Herefordshire-based company: delivery of a fully modular refuelling facility for Stanley Services, in the remote Falkland Islands.

The project, which is now en route to the South Atlantic, showcases LWE’s comprehensive in-house capabilities – from initial design through to manufacturing and testing.

Kevin Powell, Managing Director, commented: “This project represents everything we stand for as a company – quality, innovation, and reliability. We’re incredibly proud to support Stanley Services and contribute to such an essential piece of infrastructure for the Falkland Islands.”

Modular system tailored for harsh environments

Engineered to the highest standards, the new refuelling facility is designed to operate

reliably under the demanding environmental conditions of the Falklands.

Key Features

Tank: SuperVault MH above-ground fuel storage tank

Compliance: UL2085-certified for fire resistance and impact protection

Fire rating: Four-hour rating with integral secondary containment

Components:

Integrated dispensing system with pipework, pumps, and filtration

Flow metering and electrical controls

Built-in safety systems

Remote monitoring capability

Design: Compact, modular, and fully self-contained

Installation: Factory-tested and shipped in a standard container for rapid, low-labour deployment

Built in the UK, deployed globally

The entire facility was prefabricated at LWE’s



UK site before being shipped overseas. This ensured consistent build quality, regulatory compliance, and minimal disruption at the destination – a crucial factor given the logistical constraints of the Falkland Islands.

Ledbury’s latest project reinforces its position as a global player in critical infrastructure solutions as a spokesperson noted:

“We may be a small, local business – but our ambition, expertise, and reach are truly international.”

FUEL OIL NEWS AT UKIFDA SHOW 2025

IN CELEBRATION OF AN INDUSTRY THAT NOT ONLY ENJOYS COMING TOGETHER BUT COMES TOGETHER TO GOOD EFFECT, HERE IS THE FUEL OIL NEWS TEAM'S EXPERIENCE OF THE EXCELLENT EVENT LAST MONTH IN LEEDS.

THROUGHOUT THE BUILD-UP, REGISTRATION, EXHIBITION, CONFERENCE, PRESIDENT'S DRINKS AND GATHERING, THE UKIFDA TEAM SURPASSED THEMSELVES. WE CONGRATULATE THEM FOR FACILITATING THIS VITAL COMING TOGETHER OF THOSE INVOLVED IN LIQUID FUEL DISTRIBUTION AS WELL AS THE INSIGHTFUL AND HONEST DIALOGUE AT SPEAKER'S CORNER.

WE HOPE YOU ENJOY THIS – OUR DAY IN PICTURES – AND LOOK FORWARD TO YOU SHARING YOUR PHOTOS AND EXPERIENCES WITH US.

YOU MAY EVEN SEE YOURSELF IN OUR GALLERY!



Arriving at the UKIFDA Show 2025



The President's drinks reception



Ken Cronin, CEO UKIFDA, hosts the Future for Liquid Fuels debate at Speakers Corner



Richard Espley ESL Fuels - Casino Champagne winner



The Wolfe Power Club Podcast



Alex Wolfe with Rhian Burge and Claudia Weeks



This year's impressive show



Fuel Oil News Tanker of the Year Award presentation



Ready for visitors - the Fuel Oil News Stand



James Spencer, Samantha Cooper & Nick Smith



Claudia Weeks with the New Era team



Claudia Weeks, Margaret Major & Rhian Burge on the Fuel Oil News stand



Wolfe Power Club Podcast live from the Show



FAST Exocet team celebrating 20 years



The Fuel Oil News team



A busy Speakers Corner



Delegates at the sold-out UKIFDA show 2025



Jenny Clucas (centre) meets with Claudia Weeks (l) and Margaret Major (r)



Claudia Weeks, Peter Morgan and Adrian Major at the Evening Gathering



Innovation award winners Andrew Dobson and Alan Greenhalgh for NWF with UKIFDA President Phil Murray and the Fuel Oil News team

SEND YOUR PHOTOS OR FEEDBACK FROM THE DAY TO: CLAUDIA@FUELOILNEWS.CO.UK

DANGEROUS GASES?

We Have a Solution





From paper to real-time: How Morgan Fuels streamlined deliveries with Touchstar EPOD

MORGAN FUELS CUTS MANUAL ADMIN AND IMPROVES AGILITY BY INVESTING IN TECHNOLOGY TO OPTIMISE DELIVERIES AND BOOST CUSTOMER SERVICE.

The challenge

Morgan Fuels is one of Europe's fastest growing fuel companies, servicing commercial, agricultural, retail and domestic customers across Ireland, the UK and mainland Europe with bulk fuels, fuel card services, lubricants and capital equipment.

Hugh Morgan, CEO & Founder, is clear about the organisation's strategic focus: "At Morgan Fuels we are passionate about delivering first-class service coupled with an experienced support team and market-leading technologies. We are committed to delivering effective refuelling solutions to meet the requirements of our diverse customer base."

As demand accelerated, paper delivery tickets, phone calls and end of day data entry made it hard to keep up. The business needed:

- Live visibility of every vehicle and load
- Faster, error free reconciliation
- Guaranteed compliance with legislation and standards governing bulk fuel handling
- The agility to reprioritise urgent deliveries on the fly

The solution

The relationship with TouchStar began in 2020, following Morgan Fuels adoption of Fuelsoft as its back-office system. Partnering with TouchStar to integrate FuelStar hardware and software technology, Morgan Fuels added

Windows-based Hawk tablets and the FuelStar app to provide a real-time data feed from the vehicle fleet.

- Orders and schedules flow automatically from Fuelsoft to each driver's cab mounted tablet
- Real time updates stream back to the office as drops are completed
- Full stock on board data lets planners redirect vehicles instantly when priorities change due to critical requests

The upgrade

Building on early success, TouchStar was recently commissioned to migrate the entire Morgan Fuels fleet from Windows Hawk tablets to TouchStar's rugged TS3300 Android device. Smarter than its predecessors, the 7 inch ATEX IECEx compliant tablet is slimmer and tougher, yet offers dual cameras and a glare-proof, high-resolution screen, suitable for use with gloves.

Results

- **Zero paper tickets** – handwritten dockets and manual keying eliminated
- **Instant reconciliation** – administration teams see completed transactions in real time, not hours later
- **Responsive service** – planners can identify the nearest vehicle with product on board and promise urgent deliveries confidently
- **Unified data** – every vehicle in the distribution fleet now runs the same system, standardising compliance and reporting and improving visibility
- **Improved communication** – between

drivers and the back-office

"The system is reliable and perfectly tailored to our business needs.

Deploying Android across the fleet has exceeded our expectations and positions us for long term success."

Michelle Connor,
Sales Manager

Future proofing the network

With a 6,750 site card network and operations spanning multiple countries, Morgan Fuels views technology as a strategic differentiator. The move to an Android architecture ensures access to the latest security updates, app ecosystem and peripheral support, keeping the business ahead of industry trends and rising customer expectations.

"This strategic upgrade aligns perfectly with industry trends and positions our business for long-term success in an evolving technological landscape," Michelle concludes.

What the Founder says

"We are passionate about delivering first class service supported by market leading technologies."

Hugh Morgan, CEO & Founder

Fast Facts

- **Network reach:** 6,750 fuelling locations across Europe
- **Fleet coverage:** 100 % of delivery vehicles running TouchStar EPOD
- **Back office platform:** Fuelsoft
- **Compliance:** ATEX IECEx approved hardware for hazardous environments



PORTLAND MARKET REPORT

MAY
IN VIEW

WHY CANADA'S ENVIRONMENTAL ZEALOT WILL HAPPILY LEVERAGE THE COUNTRY'S OIL TO AVOID FINANCIAL HAVOC.

At times it seems that there is so much going on in the world, that it is almost impossible to keep up! However, having run a Portland office in Hamilton, Ontario for the last 6 years, one event that did not pass us by was the recent General Election in Canada. The election was won by the incumbent party (The Liberals), who had jettisoned their unpopular leader (Justin Trudeau) for the steady hand of Mark Carney – known in the UK as the Governor of the Bank of England from 2013 to 2020. In his new role as Prime Minister of Canada, Carney faces an increasingly belligerent southern neighbour, that is now waging economic warfare on his country and threatening to upend the whole Canadian economy.

“CANADA WILL BE THE ULTIMATE LOSER IN ANY GENERAL “TIT-FOR-TAT” TARIFF WAR.”

There can be no doubting that US tariffs – if fully implemented – will cause havoc in Canada. 25 % tariffs on steel, aluminium, copper and automobiles will hammer industrialised Southern Ontario (which makes up around 30 % of the country's total GDP), whilst timber and dairy product levies (also 25 %) will damage Canada's strong and vital rural economies. Canada has responded in kind of course, with its own tariffs on US steel and aluminium, plus consumer goods including food and wine. On a recent visit to Canada, Portland noticed that the LCBO (Liquor Control Board of Ontario – in Canada, alcohol sales are controlled by the state) was completely devoid of Californian wine and southern bourbon. At the same time, Canadian supermarkets have emptied their shelves of almost all US food products.

No doubt these retaliatory actions will play well to a domestic Canadian audience, but Carney will be aware that, as the smaller partner in the North American trading relationship, Canada will be the ultimate loser in any general “tit-for-tat” tariff war.

Nonetheless, the new Prime Minister does hold one “ace in his pack” and that of course is Canadian crude oil. Despite his green tendencies (some have described Carney as an environmental zealot), as a native of Alberta, not to mention a Doctorate in Economics (Harvard and Oxford), the Prime Minister is only too aware of just how important this oil region is to the Canadian economy. Alberta's oil sand deposits alone, represent the world's third largest crude reserves and the province produces more oil than any country bar the USA, Saudi, Russia and China! Overall, Canadian crude oil production is Canada's most valuable product, accounting for over 15 % of the country's total exports and with a value of around \$135bn per annum.

Over 90 % of these crude exports go to the USA and put quite simply, the USA is dependent on Canadian crude. Over 70 % of US refineries are configured around the heavy, sour oils coming from Canada and these refineries also enjoy the very significant price discounts (around \$15 per barrel versus the US WTI benchmark) on the heavier Canadian oils. Furthermore, Trump's simplistic notion that US oil producers will replace lost Canadian volume is deeply flawed. Not only do the US refiners not want US crude, the reality is that the world is one big oil market, so if Canadian oil stops flowing south, it will simply be diverted to the Far-East. Over time, China, Japan and South Korea will all happily pick up this volume, because Canada is not simply going to stop producing oil just because the USA doesn't want it anymore! We saw an exact parallel of this in 2022/23, when Russian oil – no longer welcome in Europe – simply reappeared in India and China.

The US oil industry knows all this so, any idea that the US oil producers will step in to replace lost Canadian supply is pie in the sky. To do so would duplicate production and create a global supply glut, which, of course, no oil producer wants because it pushes prices down. And irrespective of how many times Trump says he loves the oil industry, crashing prices will do more damage to US producers than any number of Democrat Administrations! So, the reality is that a 25 %

tariff on Canadian oil will significantly push up US fuel prices and there are few subjects more important to US voters than the price of gasoline...

This will not be the first time that Canada's oil industry comes to the country's rescue. In the Financial Crisis of 2007-09, Canada was just about the only developed nation on the planet that didn't suffer a commercial meltdown, and this was largely the result of Alberta and Saskatchewan's booming oil production and the healthy financial reserves that this had built up. At the same time, the sheer complexity of the tariff mechanisms proposed by the USA will inevitably delay implementation. It has now become clear, for example, that some of Canada's US car manufacturers (Ford in Oakville and Windsor, General Motors in Oshawa and St Catharines, Chrysler in Brampton and Windsor) are sending raw materials and components up to 6 times

THERE ARE FEW SUBJECTS MORE IMPORTANT TO US VOTERS THAN THE PRICE OF GASOLINE.”

back and forth across the US border, before manufacture completion! Such complications have bought Canada some time and the country's formidable oil industry provides strength in its negotiations. Mark Carney will no doubt need both these advantages if he is to successfully manage the extraordinarily difficult balance of protecting the Canadian economy, whilst standing up to the USA but also, at the same time, maintaining a positive personal relationship with President Trump.

For more pricing
information,
see page 34

Portland
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CODAS



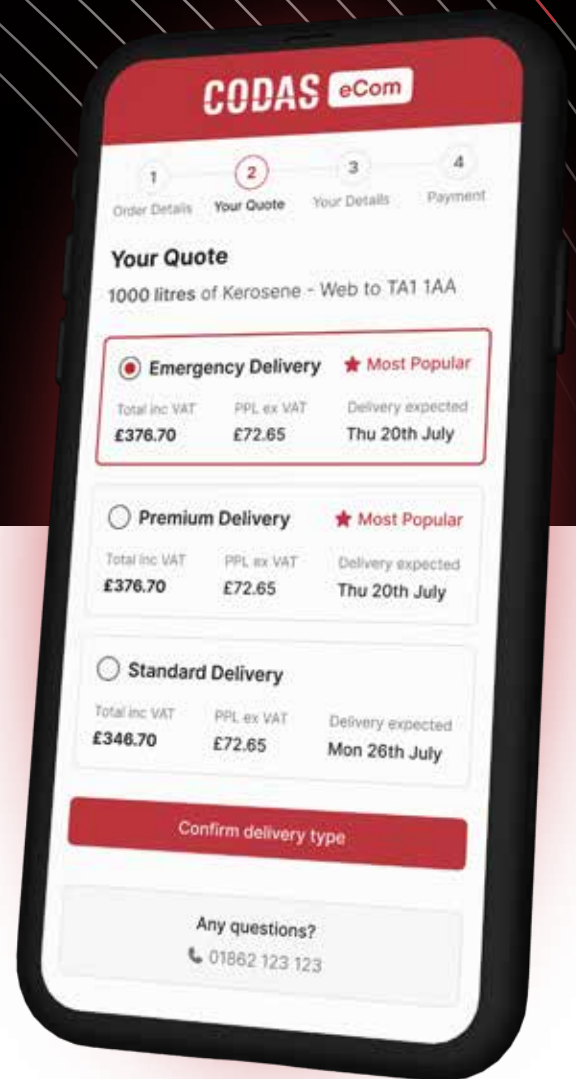
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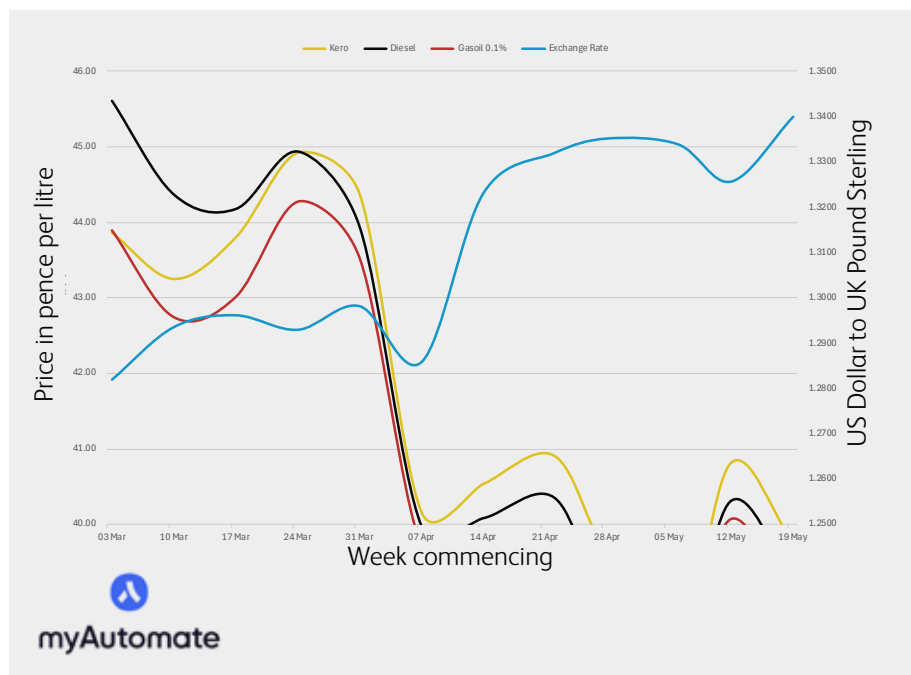
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Wholesale Price Movements: 18th April 2025 – 17th May 2025

	Kerosene	Diesel	Gasoil 0.1%
Average price	39.88	39.39	39.04
Average daily change	0.55	0.49	0.55
Current duty	0.00	52.95	10.18
Total	39.88	92.34	49.22

All prices in pence per litre

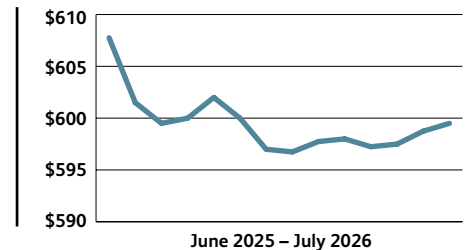


Highest price 41.43 Fri 25 Apr 25	Biggest up day +1.18 Mon 12 May 25
Kerosene	
Lowest price 37.60 Wed 07 May 25	Biggest down day -1.05 Wed 07 May 25

Highest price 40.66 Wed 14 May 25	Biggest up day +1.07 Mon 12 May 25
Diesel	
Lowest price 37.50 Wed 07 May 25	Biggest down day -0.84 Wed 07 May 25

Highest price 40.59 Wed 14 May 25	Biggest up day +1.07 Mon 12 May 25
Gasoil 0.1%	
Lowest price 37.46 Wed 07 May 25	Biggest down day -0.89 Thu 15 May 25

Gasoil forward price
in US\$ per tonne



The Fuel Oil News Price Totem

	Trade average buying prices			Average selling prices		
	Kerosene	Gasoil	ULSD	Kerosene	Gasoil	ULSD
Scotland	42.96	53.42	96.61	48.98	57.08	100.39
North East	41.91	52.05	95.69	50.24	55.45	98.47
North West	43.48	54.65	98.08	49.27	57.84	100.57
Midlands	41.98	52.58	96.15	47.61	55.93	99.17
South East	42.08	52.54	96.13	53.70	58.38	98.75
South West	42.43	52.38	95.97	49.94	55.72	98.36
N. Ireland	42.54	53.75	n/a	48.09	57.87	n/a
Republic Of Ireland	56.30	59.18	97.55	61.54	62.68	100.64
Portland	40.29	50.10	92.84			

The price totem figures are indicative figures compiled from the Portland base rate using calculated regional variances.

Buying prices are ex-rack. Selling prices are for 1000 litres of kero, 2500 litres of gas oil and 5000 litres of ULSD (Derv in ROI). Prices in ROI are in €.

Wholesale prices are supplied by Portland Analytics Ltd, dedicated providers of fuel price information from refinery to pump.

For more information and access to prices, visit www.portlandpricing.co.uk

WELCOME TO JUNE'S REFRESHED EDITION OF OUR SPECIAL MONTHLY FEATURE. WITH NEW QUESTIONS ADDED, IT GIVES YOU THE OPPORTUNITY TO 'MEET' AN INDUSTRY FIGURE AND, HOPEFULLY, TO DISCOVER ANOTHER SIDE TO THEM BEYOND THE WELL-KNOWN FACTS. THIS MONTH WE CHAT WITH **JON COX**, TECHNICAL MANAGER, UKIFDA.

"DON'T BE AFRAID TO ASK FOR ADVICE NO MATTER WHO YOU ARE."

JON COX

Sum up your working life in 25 words or fewer.

I've worked predominantly within fuel distribution and LPG for the past 25 years in the UK, Ireland and the Philippines.

Describe yourself in 3 words.

Approachable. Funny. Dedicated.

What were your childhood / early ambitions?

To fly Concorde.

If you could have any superpower, what would it be?

Teleportation – to travel anywhere in the world.

What's the best advice you've ever received?

Believe in your abilities.

Your top tips for business success?

Listen to all points of view and

don't be afraid to ask for advice no matter who you are.

What's the last photo you took on your phone?

Visit to Anfield for Liverpool vs Southampton.

If you could have dinner with any person, living or dead, who and why?

Kevin Sinfield – the guy is a hero and should be knighted.

You can only eat one thing for the rest of your life, what is it?

My partner's chicken and chorizo Mediterranean bake.

The best thing about your job?

Expanding my knowledge around legislation, and meeting members I've not previously met.

The quality that you most admire?

Respectfulness.

What are you most likely to say?

I trust you are well.

What are you least likely to say?

No.

Describe your perfect day.

Sat at Obelix restaurant in Zante, with my family.

Your favourite sports team?

Liverpool FC.

If you could be any fictional character, who and why?

Ron Weasley – slightly apprehensive but makes good at the end.

Share your greatest personal achievement.

Obtaining my degree after being told I wouldn't amount to anything.

Share your pet hate or biggest irritant.

People not saying thank you.

What would your Mastermind specialist subject be?

Liverpool FC 2000 – 2025.

If you were PM what would be the first law you'd pass?

Reduced duty on biofuels.

If you had a time machine, would you go to the future or the past?

To the past, your future isn't written.

What is number 1 on your bucket list?

Walk in Central Park.

If you were Editor of Fuel Oil News magazine, what's your first article?

Encouraging younger people to come into the industry.

What 3 things would you take to a desert island?

Picture of my family, a radio and a lighter.

Something about you people would be surprised by?

I paddled in the European Dragonboat Championships in Schwerin, Germany when I was 17.



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