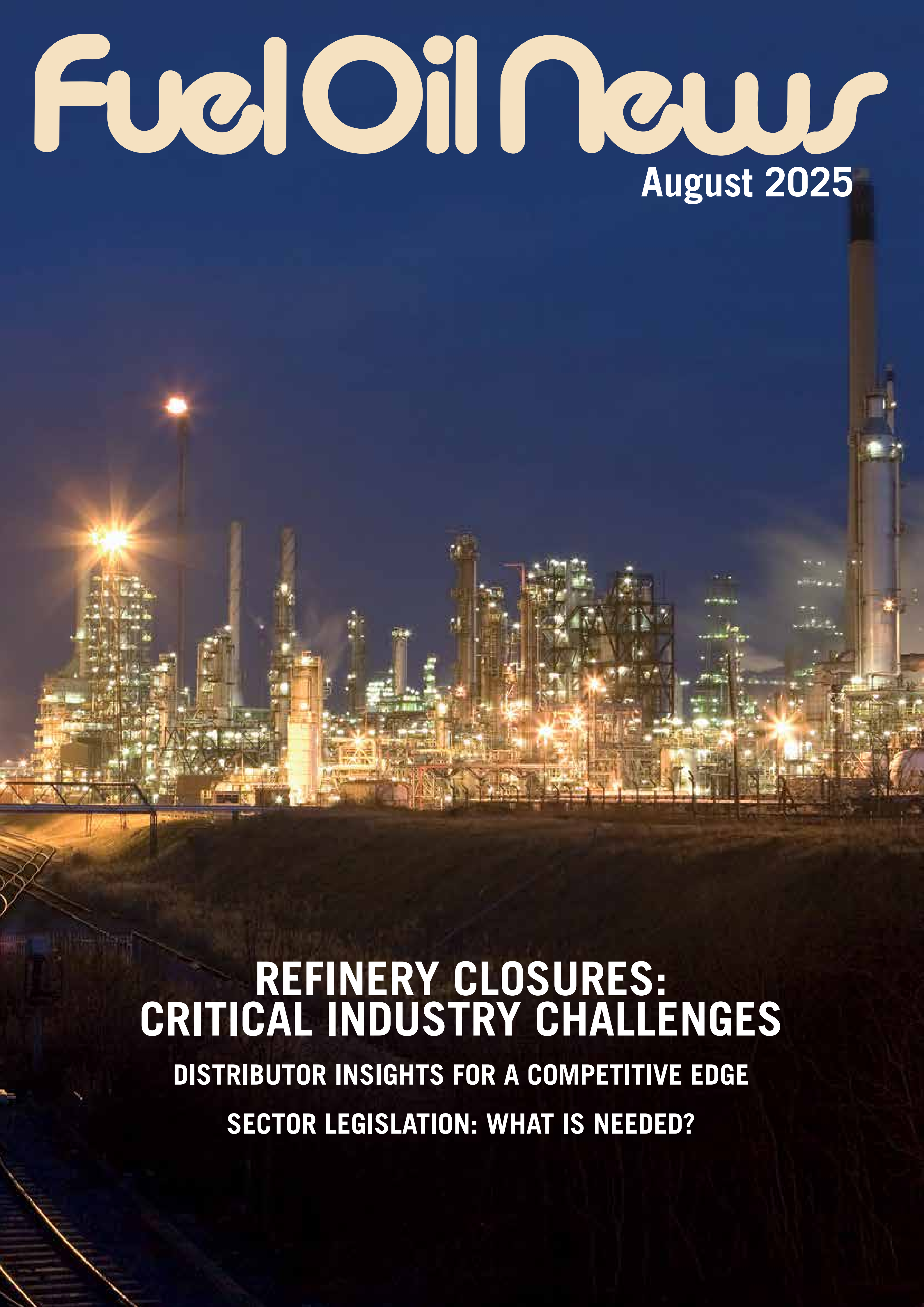
Fuel Oil News

August 2025



REFINERY CLOSURES: CRITICAL INDUSTRY CHALLENGES

DISTRIBUTOR INSIGHTS FOR A COMPETITIVE EDGE

SECTOR LEGISLATION: WHAT IS NEEDED?

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Time for government to act

The liquid fuel distribution industry has long proven itself as one capable of finding solutions to even the most extreme challenges.

It is a community of businesses – many of which are smaller, family run concerns, that consistently 'punches above its weight' when faced with seemingly immovable obstacles.

For distributors, the customer sits at the heart of every operation. The imperative to maintain supply to those who rely on it is held sacred. It is the reason that, whatever the issue, the industry comes together to find solutions.

It is an industry of immense resilience, but when is enough enough? How long can this admirable resilience continue to shield those in power from the consequences of inaction?

Warnings about the fragility of the UK refining industry have long been sounded – well before the slow demise of Grangemouth or the sudden collapse of Lindsey.

Fuels Industry UK (formerly UKPIA) has consistently called for government action: for energy and carbon cost relief, and for support to help domestic producers to both compete fairly and to decarbonise.

Yet policy has lagged. Refineries remain excluded from the Carbon Border Adjustment Mechanism and from the energy-intensive industries relief scheme – an omission only now being reconsidered following the collapse of the Lindsey refinery.

Similarly, with the decommissioning of Dalston Terminal as part of the recent wave of infrastructure loss, UKIFDA has warned of deepening supply vulnerabilities and is calling for urgent government intervention.

We may be basking in a summer heatwave, but the winter season is approaching – and with it, renewed pressure on fuel supply resilience. With distributors already at full stretch adapting to recent developments, it is time for government to step up and address the bigger picture.

As we call for overdue action, we also acknowledge all those directly, and indirectly, affected by recent closures and disruptions – the workers, families, and communities whose futures have been thrown into uncertainty.

Their resilience, and the efforts of the industry, deserve not just recognition, but real support.

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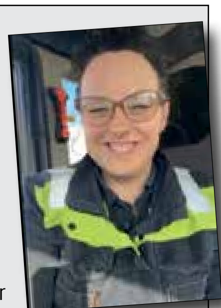
The independent voice for the fuel distribution, storage and marketing industry in the UK and Ireland.

On the cover

With no buyer found, the Prax-owned Lindsey refinery will become the second UK refinery to cease production in just three months. As the industry rallies to adapt, we consider causes, impacts and implications on pages 7 & 8.

In this issue



Recent industry upheaval is discussd on pages 7 & 8 (Lindsey closure) and 9 (Greenergy plans). With calls for Government policy response, we review current sector legislation on pages 22 to 25. Useful insight on FORS accreditation, telemetry and driver recruitment is on pages 26 to 29.

£63m government funding for UK SAF projects

Seventeen UK projects will share £63m in funding allocated to scale production of sustainable aviation fuels (SAFs).

The UK SAF Mandate, that came into force at the start of the year, requires that 2% of the UK's total jet fuel demand be met by SAF in 2025. The mandate increases to 10% in 2030 and 22% by 2040.

The latest funding is part of the Advanced Fuels Fund (AFF), which has, to date, provided £198 million to support the development and deployment of SAF production facilities.

Aviation Minister Mike Kane said: "This £63m is lift off for Britain's green aviation revolution. We're not just backing brilliant British innovation, we're creating thousands of high-skilled jobs and positioning the UK at the forefront of the global sustainable aviation market.

"From the labs of Sheffield to the runways of the future – this is how we kickstart economic growth, secure energy independence, and make Britain a clean energy superpower."

The supported initiatives include waste-derived fuels, green hydrogen, residue-derived fuels, and methanol-to-jet-fuel transformation and are projected to support around 1,400 jobs.

The role of SAF

The Government is aiming to cut greenhouse gas (GHG) emissions from aviation by up to 6.3 million tonnes of CO2 equivalent by 2040, with SAF expected to contribute significantly to this target.

By 2030, the UK is expected to use 1.2 million tonnes of SAF annually, enough to fuel more than 3,000 global flights each year.

The SAF mandate is projected to add £1.8bn to the UK economy and create 10,000 jobs.

In May, the Government introduced a Revenue Certainty Mechanism (RCM) for SAF producers, as part of its SAF Bill which is designed to boost investor confidence, drive carbon savings, and grow the UK's green aviation sector.

However, despite Government backing, SAFs continue to be debated, with many production projects faltering financially and critics increasingly questioning climate benefits.

We consider the concerns around meaningful aviation decarbonisation on page 24.

Ireland green-lights Renewable Heat Obligation Bill 2025

The Irish Government has granted approval for the introduction of a Renewable Heat Obligation Scheme (RHO), a landmark climate policy.

The scheme will mandate heating fuel suppliers to integrate renewable sources such as HVO, starting with modest targets that are expected to increase after review.

For the industry, both in the UK and Ireland, this marks a pivotal policy shift.

What is the RHO Scheme?

Launching as early as 2026, and running until 2045, the RHO will require suppliers to ensure an increasing percentage of heating fuel supplied comes from renewable sources.

Targets are set at 1.5% in year one and 3% in year two, with more ambitious mandates expected after the 2028-9 scheme performance and market review.

Eligible fuels

HVO is explicitly recognised as a qualifying fuel to fulfil the renewable obligation.

Objectives

1. **Decarbonisation**
   The RHO compels suppliers of fossil fuels for heating to integrate renewables, reducing Ireland's heating emissions.
2. **Energy security boost**
   With over 70% of heating fuels currently imported, the scheme aims to strengthen Ireland's energy independence by encouraging native production.
3. **Alignment with national climate targets**
   The RHO will ensure that the renewable fuels are produced from sustainable sources.

Industry implications

The RHO has been welcomed though some industry voices argue it needs to go further.

The Alliance for Zero Carbon Heating (TAZCH) advocates increasing the current rate from 1.5% to a 20% blend, claiming this could match the carbon savings of 160,000 heat pump installations – without the cost and disruption of retrofitting and grid upgrades.

Prior to the scheme approval, the group had also called for the liquid fuels and gas sectors to be separated into different schemes with a dedicated Renewable Liquid Fuels Obligation incorporating obligations for transport and heating.

Describing it as "excellent news for the liquid fuel sector", OFTEC Ireland has welcomed the policy but also calls for a stronger mandate.

At a meeting with Minister for Climate, Energy and the Environment Darragh O'Brien, the industry body urged support of a 20% blend of HVO with kerosene.

Timeline

- 2025: Finalise legislative drafting, EU and stakeholder consultations
- Early 2026: Scheme comes into force
- 2028–2029: First review and adjustments phase.

For the heating market, which currently accounts for over a third of Ireland's energy-related emissions, this signals a paradigm shift: from fossil dependency toward a blended renewable future.

Tria Energy partnership delivers HVO transition for Keohane Readymix

Michael Keohane, CEO - Keohane Readymix, Patrick Kirby, CEO - Tria Energy, Paudie Keohane, Company Director - Keohane Readymix

Keohane Readymix, a leading materials supplier to the construction industry, is making a move to hydrotreated vegetable oil (HVO) through a partnership with West Cork-based energy solutions provider Tria Energy.

Described as "A game changer for construction transport", the pilot project will see Keohane's fleet of Readymix and Construction Material delivery trucks transition from traditional diesel to the low carbon fuel.

With its ambitious target of a 90% reduction in company emissions by 2050, Keohane Readymix is continuously seeking out innovative ways to reduce its carbon footprint. Transport emissions account for a significant share and reducing them is a critical step toward success.

Keohane Readymix has already modernised its entire fleet with state-of-the-art Euro 6 diesel engines, which has improved fuel efficiency, reduced CO_2 emissions, and enhanced overall engine performance. The company is now building on this progress by integrating renewable HVO fuel into its operations.

"Tria Energy's decarbonising HVO offers a seamless transition from diesel, requiring no modifications to our vehicles or engines," says Michael Keohane, CEO of Keohane Readymix. "By adopting this cleaner, renewable fuel, we can immediately cut carbon dioxide emissions by up to 90%, while also improving air quality with reduced odours and reduced noise levels.

"This initiative directly benefits our drivers, customers, and the broader community, while aligning with our long-term commitment to sustainability."

"We're delighted to be collaborating with Tria Energy, a West Cork-based family business much like our own," adds Eibhlin Keohane, Financial Director, Keohane Readymix.

"We're proud to partner with Keohane Readymix as they drive down emissions with our ISCC-certified HVO," says Patrick Kirby, CEO of Tria Energy.

"This initial pilot program will help us evaluate the efficiency and feasibility of HVO fuel with the goal of transitioning our entire fleet as part of our broader Sustainability Plan."

Keohane Readymix is paving the way for a greener sector and its partnership with Tria Energy is a significant step towards a more sustainable future for Cork County's construction industry.

Prax Lindsey refinery set to close with no buyer found

The UK's fragile refining sector has suffered another major blow with the impending closure of the Prax Lindsey refinery.

Following the refinery's collapse into administration on 30 June, Energy Minister Michael Shanks confirmed that no credible offers had emerged for the "untenable" facility, and operations will begin winding down.

Speaking in late July, the minister confirmed that crude processing would finish at the end of the month, while refined fuel sales would continue for "a number of weeks" to allow customers time to adapt their supply chains.

The shutdown of the Immingham facility puts an estimated 420 jobs at risk across the workforce – a figure closer to 1,000 with the inclusion of contract workers and those affected in the supply chain.

A blow to local jobs

Phased redundancies are expected to commence after October 31. The minister expressed deep disappointment at the lack of credible bids, and again urged the refinery's former owners to step forward to compensate affected workers.

Although the government has guaranteed jobs and pay "over the coming months" and is funding a "comprehensive training guarantee" to aid workers transitioning to clean-energy roles, unions and local leaders warn that these pledges fall short.

Strategic loss in a shrinking industry

The UK's domestic refining capacity has been on a long-term decline. From 17 major refineries in the 1970s, the Lindsey site, acquired by Prax Group from Total in 2021, is one of only five major UK refineries still in operation and a key strategic asset.

Its closure marks the second refinery shutdown in just six months – the earlier Grangemouth closure and the decommissioning of Dalston Terminal leave the UK supply significantly more vulnerable.

Lindsey refinery, the UK's smallest, processes around 113,000 barrels per day – approximately 10 % of the UK's remaining refinery capacity. Industry insiders warn this signals a worrying trajectory toward deindustrialisation, creating strategic weakness in domestic fuel supplies.

Despite reassurances from the Minister that Phillips 66's nearby Humber refinery and transitioned supply chains should avert immediate shortages, concerns are being raised over longer-term resilience. With the number of UK refineries reduced to just four, shadow ministers warn the UK is teetering on a "precarious" edge, increasingly reliant on imported fuel as domestic production declines.

In the wake of the collapse, industry organisations including UKIFDA and Fuels Industry UK, mobilised to mitigate supply disruption and call for improved sector resilience.

UKIFDA CEO Ken Cronin confirmed close coordination with the Energy Resilience team at the Department for Energy Security and Net Zero, stressing the need for "a coordinated approach" to mitigate potential supply disruptions.

UKIFDA remains focused on "ensuring uninterrupted supply" for customers by supporting members and stakeholders through supply chain impacts.

Fuels Industry UK CEO Elizabeth de Jong described the event as "another blow" and reiterated demands for policy changes to support the sector's competitiveness. She welcomed Shanks' commitment to reviewing eligibility for the Energy Intensive Industries (EII) Compensation Scheme but called for further action including inclusion in the Carbon Border Adjustment Mechanism and relief from disproportionately high carbon costs.

Deindustrialisation and debt

Labour has demanded a full investigation into the conduct of Prax directors Winston and Arani Soosaipillai with the Prax Group collapse following a series of financial missteps.

Financial filings show the couple extracted £11.5 million in pay and dividends while the company racked up £75 million in losses and an estimated £250 million debt to HMRC. Reports suggest they may have relocated to Dubai just before the administration announcement.

Shanks stated the government had inquired about Prax's financial health in May but received reassurances, only to be notified of the crisis just a week before the announcement.

"Workers have been badly let down," he said, pledging an inquiry into potential misconduct.

Critics have raised serious concerns about government delay in acting, asking why a major HMRC liability did not trigger earlier intervention.

Unions have not held back. Unite general secretary Sharon Graham criticised government inaction, calling the refinery "critical national infrastructure." She accused ministers of ignoring repeated warnings, and urged immediate intervention to safeguard workers and fuel supplies, saying that government energy policy has "placed the oil industry on a cliff edge".

Legal filings showed that Prax's parent group State Oil Limited and other Prax companies filed a commercial claim against Soosaipillai on July 11 for a breach of fiduciary duty.

Industry support – but why too late?

The government recently announced support packages for British steel and other strategic industries – the glaring question now is why such intervention did not come sooner for oil refining.

There are calls for the government to reverse its "premature" decision and continue to buy crude in order to extend the time to find a viable long-term solution.

Energy Minister Michael Shanks insists that the state has acted swiftly to maintain fuel supplies, secure employee livelihoods, and investigate the leadership of Prax Group. Yet with core refining capacity shrinking rapidly, there are increasing calls for a broader industrial strategy beyond 'firefighting' responses.

What's at stake?

- Jobs and communities: Hundreds of workers face redundancy, with ripple effects across Lincolnshire.
- Energy security: With just four major refineries left, the UK is highly exposed to supply shocks.
- Financial risk: Who will bear the cost of HMRC debts and worker support? – a question now under keen scrutiny.

The collapse of Lindsey refinery is not only a corporate failure but a pivotal moment for UK energy security. Coming just two months after production ceased at Grangemouth, this latest development underscores the fragile state of the UK's refining sector and the urgent need for structural policy support.

While the government has acted swiftly to maintain supply and safeguard jobs, the site's future hinges on strategic repurposing. Grangemouth pivoted to an import terminal maintaining supply, but the cessation of production at Lindsey leaves UK refining capacity reduced by 10% and vulnerable to any unplanned impacts.

Urgent action needed to protect supply

With UK refining capacity now critically fragile, UKIFDA CEO Ken Cronin acknowledges those already impacted and calls for urgent action to deliver supply resilience.

First and foremost, our thoughts are with the dedicated teams at the Lindsey Oil Refinery and other facilities that have supported our industry so well for over 60 years. On behalf of UKIFDA members, I would like to express our gratitude for their professionalism, especially during these challenging times.

The industry has commendably addressed the initial issues and has been able to maintain supply to end users. This achievement is particularly noteworthy considering that many distributors are small, family-run businesses with limited resources. The success achieved is a testament to the collaborative efforts of various suppliers.

However, the full closure of the Lindsey refinery, combined with recent market changes such as the closures of Grangemouth and Dalston, exposes several vulnerabilities as we approach the winter season. At UKIFDA, we are actively engaging in discussions with the Government to ensure there is sufficient physical stock available in the UK. While we can take certain steps, it is clear that government intervention will be crucial to effectively coordinate these efforts.

"This remains our primary focus moving forward."

Outlook

As the official receiver explores options for site assets, government funding for operating costs and training may slightly cushion the transition. The Energy Minister remains hopeful that a solution will be found "that creates future employment opportunities at the site".

However, without a strategic plan to replace or repurpose refining infrastructure, UK fuel security remains at risk.

Growth without structure is a risk not a strategy

Following the collapse of the Prax Group and the resultant closure of the Lindsey refinery, **Fahad Memon**, an experienced engineer with diverse experience across the energy sector – primarily in oil and gas – breaks down the contributing factors and highlights an important takeaway for the energy industry around strategy, transparency, and decentralisation.

A $10bn oil empire collapsed overnight.

It wasn't bad luck; it was bad leadership, no oversight, and debt-fuelled chaos. The fall of Lindsey Oil Refinery is a wake-up call for the whole energy sector.

Here's the collapse, step-by-step:

1. The early warning signs? Hidden in plain sight.

Prax Group, a $10bn oil empire built over 25 years by Winston and Arani Soosaipillai, started reducing costs as early as March 2024. Hundreds were laid off, stores sold, and Deloitte brought in under "Project King" to manage performance, a quiet red flag few noticed.

2. The centralised power structure

Despite its size, Prax operated like a family business, with Winston as sole director. Strategy was locked behind closed doors. Even senior staff had limited visibility into operations.

3. Lindsey oil refinery – the crown jewel

In 2021, Prax bought the Lindsey refinery from TotalEnergies for ~$170m. This move tripled their revenue to nearly $10bn but took their debt to dangerous territory.

By 2024:

- Interest payments: $133m (up from $19m in 2021)
- Losses: $75m
- Liabilities: $2.3bn (10x pre-Lindsey levels)

4. The crash

Fast forward to May 2025. Government officials were assured by Soosaipillai that all was well. Weeks later, Prax collapsed, owing up to £250m in tax. 625 jobs at risk. Administrators rushed in. Glencore UK, their crude supplier, had to step in to keep the refinery running temporarily.

5. A house of cards built on debt

Multiple insiders call it inevitable. Rapid acquisitions, abortive international ventures, and a thirst for expansion outpaced any real operational structure. A failed dividend attempt in 2023 exposed cash flow fragility. And all this while £11.5m in pay and dividends were pulled out by the owners since the Lindsey deal.

6. The bigger picture

Lindsey may be the smallest of UK's remaining refineries, but it processes 5.4m tonnes/year, nearly 10% of national capacity, including jet fuel for Heathrow. Its failure isn't just a company problem. It's a national concern.

7. The fallout

Now:

The Insolvency Service is investigating Soosaipillai's conduct. The UK government has failed to find a buyer. Workers are left in limbo, "waiting for the guillotine to fall".

Takeaway for the energy industry:

- High leverage isn't strategy.
- Governance and transparency matter more than charisma or "growth stories".
- Operational decentralisation isn't a luxury, it's survival.

This isn't about the fall of one company. It's about the fragility of legacy infrastructure in the hands of unchecked private control.

Can government action save Immingham?

The looming closure of Greenergy's Immingham biodiesel plant marks a critical blow to the UK's dwindling biofuel production capacity – now down to just three major facilities.

At the heart of the decision lies a stark warning: the UK's clean fuel policies may be too weak to sustain homegrown industry.

Immingham: Facing shutdown

At the start of this month, Greenergy announced plans to end production at its Immingham biodiesel production plant – one of just four such facilities left across the UK following Argent Energy's decision to mothball a similar plant in Motherwell last year.

Greenergy has called for "urgent talks with ministers", citing weak UK blending policy and subsidised US imports as key factors.

Acquired by Trafigura last year, Greenergy placed Immingham under review in May of this year. Despite making "significant cost reductions", market factors including a lag in UK blending mandates and "competition from subsidised US-origin products" have "negatively impacted" the plant, critically damaging its viability.

Policy gaps and foreign competition

High prices for energy, chemicals coupled with an influx of Hydrotreated Vegetable Oil (HVO) into the UK have put severe pressure on margins, to the point where biodiesel production is often unprofitable.

We spoke with Greenergy COO Paul Bateson, who, following the May review, had highlighted concerns over these adverse market conditions and the urgent need for additional support to keep the plant viable. Asked if a government response could save the plant and protect its 60 employees, he was frank in his reply.

"It is difficult to see a change in policy in time," Paul responded, adding that "additional challenges" further hamper the plant's viability.

Aging infrastructure and rising costs

In addition to market hostility, Immingham faces operational disadvantages. The first of Greenergy's plants, it is an ageing facility, almost twenty years old. It has high energy consumption and is located in an area with a relatively high cost base. Pivoting it to a competitive operation would demand substantial investment – a financial gamble Greenergy is not willing to take given the lack of policy certainty.

"The market for manufacturing biodiesel across the UK is in a very poor state at the moment," Paul said.

"Margins are very poor, energy costs are high, staff costs are high, and we are struggling to compete with subsidised HVO from the US. Some of the challenges are experienced in Europe also, but the difference being that we are seeing European governments putting forward clear long term policies to protect domestic biofuel production."

Human impact and company frustration

Despite acknowledging that help may not come, Greenergy is maintaining pressure to avoid repeating this scenario elsewhere, especially at its larger, more modern Teesside plant which benefits from lower operational costs.

"It's incredibly important that the UK has its own biofuel and biodiesel industry," Paul stresses. "It is vital for supply resilience, and is inline with the country's net zero ambition.

"It also supports transport decarbonisation and brings skilled jobs to the UK."

Greenergy has been vocal in praising its staff, with Paul confirming they will "do their very best" for those impacted by the decision.

Wider market challenges

Key factors contributing to the UK biofuel crisis include:

- High energy costs and energy-intensive operations
- Subsidised US HVO imports undercutting UK producers and competing for feedstocks
- Lack of ambition in UK blending mandates
- Absence of a low carbon mandate for UK marine fuel
- Insufficient value in by-products such as glycerine

Government's slow response

Following its recent Industrial Strategy update, the government faced criticism from industry body Fuels Industry UK, for its omission of refineries from the energy-intensive industries compensation scheme.

However, within hours of the collapse of the Prax Lindsey oil refinery in June, Energy Minister Michael Shanks stated: "We are reviewing the methodology for the energy-intensive industries compensation scheme that we inherited from the last Government.

"The refineries sector is not covered by that scheme, and the review will help assess whether sectors such as this should be covered in the future, and whether more can be done to help their competitiveness."

Meanwhile, the Trade Remedies Authority is investigating whether US HVO is sold in the UK unfairly. Any resulting decision on action required, however, is unlikely before mid-2026.

The future: What's at stake?

With time rapidly running out for Immingham, the broader question remains: can the government move quickly enough to protect the rest of the UK's biofuel industry?

Future action may arrive too late for one of Britain's few biodiesel producers, but it could still help preserve a sector critical to net zero, domestic energy security, and local industry.

Latest biofuel market analysis can be found on pages 17 & 18

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Your NRG: Celebrating success

In July, the national bulk and liquid fuel distributor, **Your NRG**, took a break from the usual routines and came together to celebrate at their annual summer party at the Fairlawns Hotel and Spa in the West Midlands.

Jeremy Royle, Managing Director Your NRG, said: "Events like these aren't just about fun (though there was plenty of that!), they're about taking time to celebrate the people who make Your NRG what it is.

"As part of the summer party, we came together to reflect upon everything that we have achieved together, celebrating the nominees and winners at this year's Annual ACHIEVE Awards ceremony. It's a chance for us to shine a spotlight on team members who have gone above and beyond with their hard work and dedication.

"It was a celebration that was testament to our continued growth and our amazing team."

Congratulations to the award winners:

- Sara Garrett for Agility
- Jennifer Bradford for Customer Focus
- Sian Fisken for Humility
- Josh Madden for Integrity
- Sara Garrett for Endeavour
- Rob Boulding for Value
- Melissa Hanson for Enjoyment
- Richard Collins (Elvington) for Driver of the Year – North
- Paul Cooke (Thetford) for Driver of the Year – East
- Prospero Perchinelli (Bedford) for Driver of the Year – South
- Chris Stott (Atherstone) for Driver of the Year – West
- Steven Mason (Hartlepool) for Driver of the Year – Overall
- The Domestic Sales Team for the Managing Director's Award

Rix Petroleum East Anglia supports The Great Ellingham Teddy Bear Festival

Demonstrating its ongoing commitment to supporting local communities, **Rix Petroleum** East Anglia once again took part in the much-loved Great Ellingham Teddy Bear Festival this summer.

It is a tradition that brings the village to life each year with hundreds of creative displays and a strong sense of community spirit.

Among the familiar sights was 'Tanker Ted,' Rix's teddy bear-themed mini tanker. Now in its third year at the festival, Tanker Ted has become a much-anticipated attraction, offering families and children a fun photo opportunity and representing Rix's growing relationship with the community.

Rix Petroleum East Anglia maintains a heating oil syndicate in Great Ellingham, reaching out to residents each quarter to offer competitive group rates. This approach not only provides customers with greater value but also significantly reduces the number of deliveries through the village, lessening environmental impact and vehicle congestion.

The syndicate also contributes directly to community development. Each year, a rebate from the syndicate is paid directly to the parish council. In 2023, this rebate funded the installation of new "Welcome to the Village" signs at key entrances to Great Ellingham.

The Teddy Bear Festival itself serves as a key fundraising initiative for local charities and causes, underscoring the village's strong community spirit.

More information about the festival can be found at www.teddyfestival.org.

New Era Energy: Summertime fun

New Era Energy, the Essex-based fuel distributor, had a fantastic time at their annual summer party.

Melissa Lancaster, Brand Manager, said: "The New Era Energy team had a wonderful time celebrating at our summer party at Host in Bishop's Stortford.

"It was all about connection; catching up with people we don't see every day, laughing loudly, sharing stories and reminding ourselves that work isn't just about what we do, it's about who we do it with.

"We danced. A lot! (Some of us better than others!) The DJ played, the drinks flowed and the room felt light.

"I would like to say a big thank you to Kerry Smith who organised the party and to Lilly Brown for photographing the night – the smiles, the dancing and the moments in between."

BoilerJuice: Charity Golf Day 2025 – A swinging success!

The **BoilerJuice** Charity Golf Day has become an annual highlight in the fuel distribution industry calendar. Following successful events in 2023 and 2024, the BoilerJuice team organised another for 2025. The Golf Day took place on a beautiful sunny day in June, at Overstone Park Golf Club in Northamptonshire.

Carl Bingham, Head of Relationships at BoilerJuice, said: "Thank you to everyone who joined us for our third annual BoilerJuice Charity Golf Day. We were delighted to welcome 14 companies from across the industry for a fantastic day of sport, networking, and fundraising.

"I must say a huge thank you to Cayla Price-Murphy, our Supplier Relationship Manager, for her superb organisation of the event.

"We are incredibly proud to share that the event raised over £2,000 for Mind, the mental health charity – a cause close to many hearts in the industry.

"This event continues to grow year on year. If you'd like to take part in next year's Golf Day, please get in touch at supply-team@boilerjuice.com"

The results are in…

Overall Winners

1st – Alex Young @ WCF North West (an outstanding performance with a score of one over gross – an impressive 44 points!)

2nd – Scott Mace @ FAST Exocet (39 points)

3rd – Declan Searle @ WCF Chandlers (37 points)

Tincknell Fuels: new club sign is a hit with youngsters

Somerset-based **Tincknell Fuels** is a proud sponsor of Salisbury Football Club.

As part of the sponsorship, through its Gillingham depot, the distributor has an advertising board at the club. With the original looking a little the worse for wear, Tincknell recently replaced it, installing a new truck-shaped one designed by Marketing Manager Jo Jones that has proved a huge hit!

Tincknell Fuels Manager Dominic Savage, a lifelong Salisbury fan, visited the club grounds with Jo to put up our brand-new tank-shaped banner. Featuring Chalkie the Panda, the club's mascot, riding shotgun in a Tincknell's truck, the new sign has proved very popular with the club's fans – especially the younger ones!

"Sponsoring the club means a lot to us," a spokesperson for Tincknell Fuels said. "We love backing our local communities, and cheering on the Whites is part of that!"

CORRECTION

An error in our July issue People Moves report of the retirement of former director of Tincknell Fuels Rob Ormond, saw Rob named, wrongly, as Rob Tincknell. We apologise for the error and wish Rob Ormond (pictured) a very happy retirement!

Dover Fueling Solutions Dundee: celebrating 30 years of fuelling innovation

Dover Fueling Solutions (DFS), a key player in the global fuel and convenience retail sector, is celebrating a major milestone – the 30th anniversary of its manufacturing facility in Dundee, Scotland.

With a workforce of more than 350 employees, the DFS Dundee facility manufactures and exports fuel dispensers to over 160 countries, serving more than 20,000 customers. The site supports both conventional and clean energy fuelling solutions, helping fuel distributors meet changing energy demands.

With capacity to produce around 25,000 dispensers and 100,000 nozzles each year, a notable highlight came in 2019/20, when the plant celebrated the installation of its one-millionth nozzle.

"Celebrating 30 years in Dundee is incredible, and creates this amazing sense of achievement," said Denise McHugh, Operations Director at DFS Dundee. "It's been a fantastic journey of growth and we still have so much we want to achieve."

MechTronic: Total Warriors!

A team from **MechTronic Ltd**, the Leeds-based metering and gauging fuel delivery system experts, took part in Total Warrior in Leeds on the 21st of June. The team had to push themselves through mud, fire, ice, and every kind of obstacle you can imagine, raising funds for the Matthew22 Fund, supporting the incredible work of the Childhood Eye Cancer Trust (CHECT).

CHECT helps children and families affected by retinoblastoma, a rare form of eye cancer, providing vital support, information, and raising awareness to catch it early.

Summing up the experience, Ben Firth, Sales Engineer at MechTronic, said: "It was such an amazing day and a great achievement from all of us! We completed the 12k course, including 26 obstacles in 1:54:09, which we are all very proud of!

"We have raised an incredible amount of money too for the Matthew22 Fund, who support the amazing work of the Childhood Eye Cancer Trust. Donations can still be made by visiting www.justgiving.com/page/benfirth-totalwarrior"

UK liquid fuel industry at a crossroads as global energy demand surges

Margaret Major, July 2025

The 74th edition of the *Energy Institute Statistical Review of World Energy* delivers a complex picture: Global energy use and CO_2 emissions both reached new records in 2024 – and while clean electricity is expanding rapidly, sectors that remain largely dependent on liquid fossil fuels are behind.

For the UK's liquid fuel industry, the message is clear: the energy transition is accelerating but not yet touching all sectors equally. Liquid fuels remain essential today, but the window to adapt and reposition in a decarbonising economy is narrowing.

Global energy use hits new highs – and emissions follow

In 2024, global primary energy supply rose by **2% to 592 exajoules (EJ)**, the highest ever recorded. Electricity demand alone jumped nearly **4%**, outpacing total energy demand growth – a clear indication that the world's energy system continues to electrify.

And yet, despite strong renewable expansion, fossil fuels held their ground. Oil, gas and coal collectively, still met **87%** of global energy needs with each experiencing absolute demand growth:

- **Oil demand** reached a record **101.3 million barrels per day**.
- **Coal use** rose to **165 EJ**, buoyed by demand in Asia.
- **Natural gas** consumption grew **2.5%**, largely driven by non-OECD countries.

The result: global, energy-related **CO_2-equivalent emissions rose by 1%**, reaching **40.8 gigatonnes** – the **fourth consecutive year of record emissions**.

This year's review introduced its own shift away from fossils fuels in an updated metric. Calculating total energy supply in terms of physical energy content has replaced the previous use of fossil-fuel-equivalence.

Energy sources that are converted into fuels or electricity for final consumption are impacted by transmission, distribution, and efficiency losses. As a result, significantly less clean energy (from technologies such as wind, solar and hydrogen) is required to power the same amount of work as fossil fuels. This means that growth in renewables and nuclear reduce fossil fuel dependency and increase energy system efficiency.

In 2024 the **energy system was 7% more efficient**.

Since 2010, renewables and nuclear have avoided the use of **1,371EJ of fossil fuels** – nearly two and a half times the entire energy supplied globally in 2024.

However, the world isn't replacing fossil fuels with clean energy. It is **adding clean sources while fossil fuel use also grows**. The transition is real – but uneven and incomplete.

The UK: Leading in power, lagging in transport and heat

For liquid fuel suppliers, this two-speed transition means supporting a grid in flux while continuing to serve transport and heating sectors where decarbonisation is slower and policy clarity is limited. June's government report on the UK energy profile "Energy Trends and Prices" indicates a continued transition in 2024:

- Overall **fossil fuel consumption declined by 3.7%**, continuing a decade-long downward trend but liquid fossil fuel remains dominant in transport and heavy goods movement.
- **Coal-fired electricity ended in September**, with the closure of Ratcliffe-on-Soar power station – the country's last coal power plant. But natural gas and petroleum products still support the grid and off-grid sectors.
- Renewables and nuclear met over **50% of electricity demand** but heat and transport, both fossil-fuel reliant, remain challenging to electrify.

The UK is ahead of many in phasing out coal and expanding renewables. But challenges remain:

- **Energy efficiency progress** is slowing.
- **Grid infrastructure** may struggle to support full electrification.
- **Transport, rural heating, and industry** all remain dependent on liquid fuels. Viable alternatives remain limited or expensive.

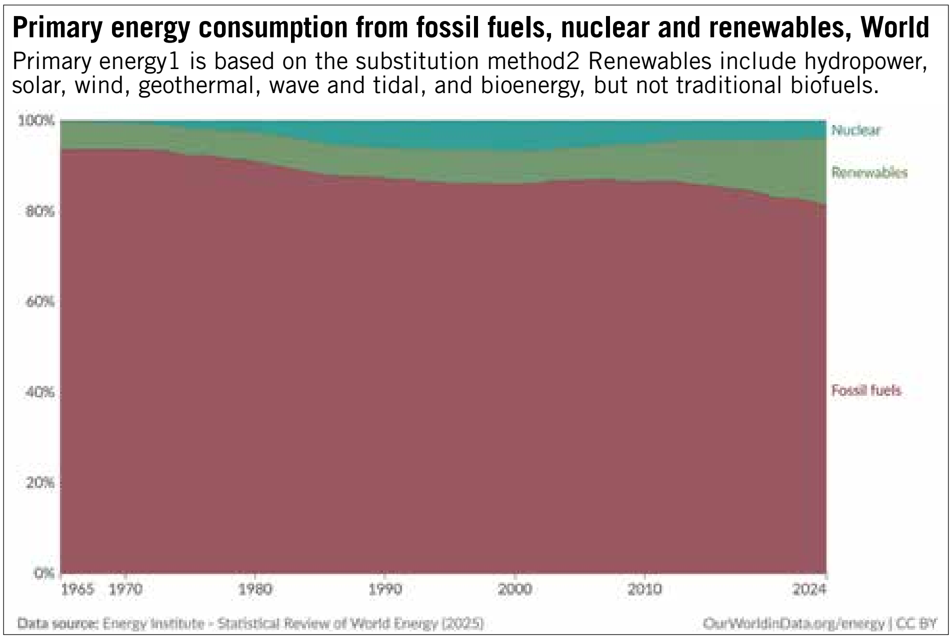
Security and affordability

The Energy Institute review makes clear that **the power sector is not the whole energy system**. While renewables are expanding rapidly the growth is not counterbalancing demand elsewhere.

Wind and solar energy alone expanded by **an impressive 16% in 2024**, nine times faster than total energy demand, yet **total fossil fuel use grew by just over 1%**, highlighting a transition that the EI describes as **"defined as much by disorder as by progress"**.

Faster progress is needed in the UK's harder-

Fuel Oil News Owner Nick Smith (l) discusses the report with Nick Wayth, CEO Energy Institue (r)



Energy Institute – Statistical Review of World Energy (2025) – with major processing by Our World in Data to-electrify sectors, but Dr Nick Wayth, CEO of the Energy Institute, acknowledges the challenges:

"Energy security and affordability remain central concerns, competing with the need for climate action.

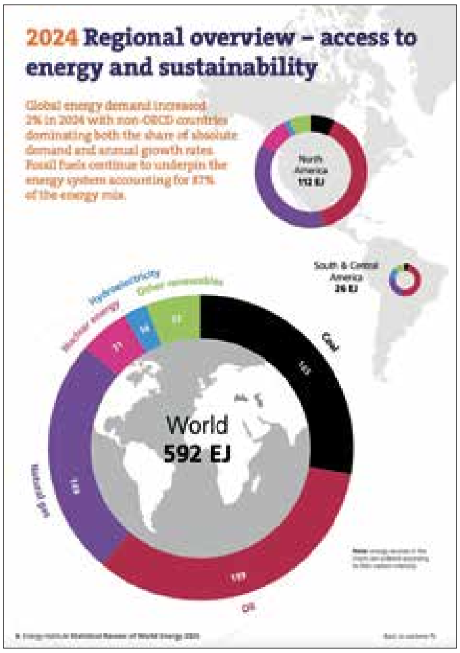
"What remains clear is, to decarbonise the energy system, we will need to electrify. The record growth in electricity demand is an encouraging sign of this trend, with much of this growth satisfied by renewables."

Industry implications

Without a more rapid pivot to clean alternatives, there is no assurance that the liquid fuel sector will retain its current role in the long term.

- **Demand is beginning to decline in key segments**, particularly light-duty road transport, as electrification accelerates.
- There are **rising regulatory expectations**, from net-zero targets to clean fuel mandates.
- **Investor scrutiny and changing customer preferences.**

At the same time, **alternatives to fossil-derived liquids are not yet fully in place**. Biofuels, HVO, and sustainable aviation fuels (SAF) show potential – but clear policy support, availability, scale, and cost remain major barriers.



Fuel distributors are therefore in a **strategic squeeze**: expected to support continuity of supply and resilience, while simultaneously adapting to a system that may not need them in the same way in two decades.

EI warns: Progress is not yet displacement

While renewable energy is scaling faster than ever, global demand is rising even faster.

As Dr Nick Wayth observes: "The world is consuming more energy than ever. In many ways, the energy transition is happening – just not yet at the expense of fossil fuel use."

President of the Energy Institute Andy Brown adds: "We are living in a time of energy addition, sustained by an increasingly disorderly transition. Rapid advances in clean energy coexist with ongoing fossil fuel dependencies, with coal, oil and gas, as well as renewables, all reaching record highs."

This **"age of energy additions"** won't last. Policy, markets, and climate pressures will eventually force displacement. The additions must soon become substitutions and liquid fuel sectors will not be insulated from that shift.

Transitional not residual

Fuel distributors are at the centre of a complex, evolving energy story. The industry's future will depend on how it positions itself – not only to supply today's fuels, but to invest in tomorrow's alternatives.

Strategic irrelevance is not inevitable – but adaptation cannot wait.

A DAY IN THE LIFE...

Donald Mackay
WP Group

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 **DONALD MACKAY**, HEAD OF OPERATIONS FOR THE WP GROUP, TO DISCOVER HOW DONALD SPENDS A TYPICAL DAY.

MY ALARM GOES OFF AT...6am, but it takes my 54-year-old bones 10 minutes to get moving.

I have always liked to get into the office early, so I am in the car for about 6.45am. It is a routine that has cemented itself over the years and if I deviated from it, it simply would not feel right.

THE FIRST THING I DO IS... Quickly check my work phone, just in case there are any emergencies or significant issues.

Parts of our operation are 24/7, so knowing early how the day might go helps me get ahead of things.

I PREPARE FOR THE DAY AHEAD BY... My preparation for the day ahead is never done on the day. I regularly review my diary so I am on top of what is coming up, whether it be specific places to be or meetings I am attending.

I use my diary to map out key pieces of work I need to complete too. It is called “big work” and if you diarise it, more often than not you will complete it. I picked this up from a leadership seminar I attended a number of years back with my previous employer.

I find this routine of planning really helps me stay on top of my workload and provides great balance.

I CAN’T LEAVE THE HOUSE WITHOUT... Mobile phone, laptop, and my bag with all my bits and bobs in it. I am also in a good routine of taking my lunch with me every day.

MY TYPICAL DAY –

I am sure so many people have said the same thing, but most days are different. Saying that, the more structure you can put into your operation, the better it will perform. I have never bought into the mindset that operations is chaotic by nature.

I believe you can structure most things by having good systems, processes and procedures in place, so if things do go wrong, it does not feel insurmountable. That means I have the capacity to get on with my wide remit as Head of Operations.

One day I could be with my colleagues in the leadership team working on strategy. But another day could be within our Airport Energy Services operation, going into Heathrow Airport to review the critical work we do with keeping the ground support vehicles operating 24/7.

MY MOST MEMORABLE WORK MOMENT...I would have to say it is the summer socials we have with our drivers. Each year, covering each of our locations, we organise to have a lunch, a BBQ, or even a breakfast with our tanker drivers.

I find these extremely rewarding. They are a great leveller, and a real opportunity to properly get to know everyone. I love it.

THE WORST PART OF MY JOB... When it does not quite go to plan. In our industry, we go above and beyond for our customers, but there are times when a customer might have an issue. How you deal with it is vital and I am very lucky to work with a great team that are super agile, customer focused and eager to learn from any customer issues, so we continually improve.

THE BEST PART OF MY JOB... Engaging with my colleagues. And by colleagues, I mean everyone within our business. I have been with the WP Group for 18 months now. I know every person in our business, and I firmly believe that is a huge benefit in my role.

I am a very approachable leader, and how you engage with people leaves an impression, and I want that impression to be a positive one. Each day, I try my utmost to achieve this.

I RELAX AFTER WORK BY... Spending time with my wife Sarah and son Charlie. We are a tight unit, and Charlie will be leaving home soon to enjoy university, so family time is precious at the moment.

MY FAVOURITE MEAL IS... So many to choose from. Probably a fish supper, but it needs to be from a Scottish chippie (north of England at a

push). I am afraid the south has not yet mastered the art of "just dip it in batter and get it in the fryer".

ON MY BEDSIDE TABLE IS…How They Broke Britain by James O'Brien. Politics has always been something that I have been interested in.

I find it fascinating that if you can win a popularity contest, you can reach the highest positions in the land with zero talent and no idea how the real-world works.

THE LAST THING I DO EACH DAY IS…I have started using an eye mask. With sunrise being so early at the moment, rather than waking up before 5am, the eye mask definitely helps me sleep longer. Game changer. Try it.

I'M NORMALLY IN BED BY…I try to get to bed for around 10.30pm, and most of the time I am pretty successful at that. However, if I come across any golf highlights, I could be creeping up the stairs after midnight!

PEOPLE MOVES

Leigh Claridge has moved from the role of Head of Sales – Liquid Renewables for **Certas Energy** to take up the broader role of Head of Sales - Energy Solutions (Commercial South)

Leigh commented: "After my short time leading the Liquid Renewables team, where we have achieved significant progress, and record levels of customer engagement, I am excited have the opportunity to work with the wider commercial business to deliver our objectives aligned with our Mission, Vision and Purpose."

In another **Certas Energy** move, **Millie Jones** has been promoted to Product Marketing Manager - Liquid Renewables.

Formerly Head of Fuel Cards, **Nichola Lunt** has become Head of Fleet Solutions for **Watson Fuels**. Thanking her team, colleagues and company leaders she said: "It's been an incredible journey so far.

"I'm looking forward to this next chapter, continuing to grow, and contributing even more to our mission at Watson Fuels."

Having held the role of Marketing Director for **NWF Fuels**, **Gemma Wakefield** has moved to the expanded role of Sales Director Domestic Business & Marketing Director at NWF Fuels.

Formerly COO, **Rose Brewin** has become Chief Revenue Officer for **BoilerJuice** while **Zoe Blackhall** has moved to a new position as Chief Supply and Operations Officer.

Eilidh Regan, a student at Lossiemouth High School recently spent four weeks on a work placement with **Gleaner** as part of the Career Ready Programme, gaining insight into how the business functions and how different departments operate.

The distributor was thrilled to give Eilidh the opportunity commenting: "We're thrilled to have Eilidh Regan join us as part of the Career Ready Programme, an initiative designed to showcase the skills required in different departments within Gleaner."

Callow Oils said goodbye to **Sue Darby** who retired on Friday after 38 years of working for **Hingley & Callow Oils** and in more recent years, managing **Henry Edwards Fuels**. Sue was wished "A very long and Happy Retirement".

Matt Whitton, Watson Fuels: Leadership, independence and a people-first transformation

FOLLOWING JUNE'S EXCLUSIVE WITH INSPIRIT CAPITAL ON THE CARVE-OUT OF WATSON FUELS – IN WHICH PRIVATE EQUITY LEADERS PAUL YOUENS AND CALLUM FYFE OUTLINED THEIR VISION FOR ACCELERATING GROWTH WHILE DISENTANGLING FROM WORLD KINECT – WATSON FUELS CEO **MATT WHITTON** NOW SHARES HIS PERSPECTIVE.

AS WATSON FUELS NEARS THE FINAL STAGES OF ITS TRANSITION INTO A FULLY INDEPENDENT BUSINESS, MATT SPEAKS TO *FUEL OIL NEWS* ABOUT LEADING THROUGH A CARVE-OUT, RE-ENERGISING A TRUSTED BRAND, AND HIS VISION FOR A CUSTOMER-FIRST, AGILE FUTURE. IN THIS INTERVIEW, HE DISCUSSES HOW INSPIRIT'S STRATEGIC FRAMEWORK HAS BEEN TRANSLATED INTO ACTION ON THE GROUND: THE OPERATIONAL UPLIFT, THE CULTURE RESET, AND THE DISCIPLINED SHIFT FROM BEING A QUIET DIVISION TO A CONFIDENT, STANDALONE BUSINESS.

A winding path to leadership

Matt didn't set out to build a career in the energy sector. "I studied marine biology at Liverpool Uni," he says with a laugh. "Don't ask how I went from marine biology to oil – or now, energy." But a graduate role at TotalFinaElf in 2001 was the start of a trajectory that, to date, has seen him spend over two decades in the downstream energy industry, with roles at Mabanaft, Essar and World Kinect.

Initially fossil fuel-focussed, predominantly in supply and trading, his remit expanded over time to renewable fuels for the aviation and ground sectors. That broader perspective helped pave the way for his involvement with Watson Fuels in 2022. Initially engaged on the supply side, Matt took over operations in early 2024, before stepping up to Managing Director in October 2024 – just ahead of the carve-out that would see the business sold by World Kinect and acquired by Inspirit Capital.

Despite never having led a full carve-out before, Matt was aware of the plans for the business and brought deep operational insight and a clear-eyed focus on transformation. "They [Inspirit] could see a strong, ambitious exec team with a clear strategy," he says. "That's what they bought into."

Navigating the carve-out

The process of separating Watson Fuels from its former parent company has been swift and deliberate. "We've gone through some pretty tough transitional times," Matt reflects, "Running the business as usual while also selling it, then the early months post-sale – not quite fully standalone, but not far off."

At the heart of Watson Fuels' transformation is a leadership team fully aligned around a shared vision. Comprising CEO Matt Whitton, along with COO Dan Brain, CSO Shaun Galvin and CFO Chris Homer – the team plays a critical role in steering the business through its transition.

"We've got the four of us with our arms around the business," Matt says. "There's a real clarity about what we're aiming for, and we hold each other to account in the right way."

That ethos extends throughout the senior leadership team, which has been deliberately reshaped, following the Inspirit acquisition, to blend long-standing Watson Fuels experience with fresh expertise in technology, people, and transformation.

Tasked with expanding the team to deliver the carve-out, Matt worked with Inspirit to bring in a complementary Chair – seasoned CEO and private equity veteran Daniel Dayan – who came with a lot of experience of private equity and is the perfect link between the Watson Fuels management team and Inspirit.

Completing the team, Inspirit Capital also introduced providers of services that would facilitate the transition from a large multi-national to a true standalone business.

These final key appointments included a Director of Technology, "appropriately named" Steve Watson, who comes with experience of Inspirit and in unwinding businesses, as well as a Director of People Services, Tracy Greenhalgh, who also brings significant experience in separation and transformation as well as operational capability and cultural alignment.

"They've slotted in brilliantly," Matt says. "The whole senior team is high-performing and incredibly engaged. That alignment at the top is what allows us to communicate consistently across the business – and crucially, to deliver. It's created an environment where everyone understands the direction and feels empowered to contribute to it."

The process has been underpinned by Transitional Service Agreements (TSAs) to maintain continuity while internal systems were stood up. As of the interview, the end of TSAs was in sight, and full independence imminent. "Very soon we move into the enablement part of our strategy – which is going to be a lot of fun."

Empowering people at the core

At the heart of the transformation is a deep commitment to people and culture. "Enablement is the one word that flows through everything we're doing," Matt explains. "We're laser-focused on customers, but equally we want every colleague to feel they can have an impact."

Under the previous ownership, Watson Fuels had operated somewhat on the sidelines. Now, that sense of autonomy is being transformed into a culture of proactive ownership, openness, and pride.

Leadership values – integrity, honesty, pragmatism and curiosity – are embedded throughout the business, supported by face-to-face engagement and regular town halls. "I'm a strong believer in face-to-face meetings. They're the most important ones you can have," Matt says. "So, the biggest challenge for me, personally, is that there is never enough time in the day."

"I would love to be everywhere, but thankfully, we have an amazing team, meaning I don't have to be."

Matt credits the senior leadership team, with their deep roots in the Watson Fuels culture and absolute buy-in to future ambitions, for ensuring alignment and high engagement.

"We have a number of experienced colleagues who remember how Watson Fuels used to operate. They regard the carve-out, in some ways, as returning to something close to that and are extremely positive about it, regarding it as 'the right thing to do'.

"It is seen as an opportunity that gives everybody the opportunity to make an impact. We've had people throwing themselves into it – ideas, enthusiasm, ownership – it's been brilliant."

Building for profitability and future growth

The strong management team that was already in place prior to acquisition by Inspirit Capital, also went a long way to alleviating the challenges of maintaining the day-to-day while delivering a standalone business. Bringing the team into final sales discussions ensured that successful planning mitigated most of the operational risk.

So, with the risks under control, and an excellent team in place, day one was all about building firm foundations and establishing ambitions.

Now, with the carve-out nearly complete, the remainder of 2025 is about consolidation and preparation. "We've got three goals: be profitable, be independent, and be operationally sound by the end of the year," Matt outlines. "Then, in 2026, we launch into growth."

The decentralisation of operations and strengthening of regional presence is a big shift for the business – and one which Matt regards as a big opportunity: "It's really exciting. At the start of 2026, we will be a local supplier who just happens to have national coverage – that's the perception we are aiming for."

Inspirit Capital, Matt says, has struck the right balance as an owner. "They've been a breath of fresh air – diligent, swift, and supportive without being overbearing. That gives us almost a superpower: the ability to pivot and transform quickly."

The growth in 2026 could be both organic and inorganic. "We will absolutely pursue opportunities for acquisition, but we've also got a huge amount of potential just in doing what we do better."

Efficiency and cost-to-serve are also major pillars of future strategy and the stated aim for 2025/26 is to "become as efficient as we can be, with the lowest cost to serve" and always with the customer at the core.

"We sell a commodity," Matt says candidly. "It's the delivery service and customer focus that enable us to justify the margins. So, getting those things right is critical."

Could the efficiency drive have implications for the 500 staff currently employed by Watson Fuels? "I don't foresee any near-term changes," Matt says, although he acknowledges that the leadership team continue to review and analyse the evolving business. "Our focus is on enabling our team to perform and being the best business we can be."

Putting customers front and centre

Reconnecting with customers is a priority, and the area in which Matt believes the shift from operating under the global group will be felt

the most. "We always wanted to be customer-focused, but under the old structure we didn't feel empowered to be," he admits. "Now, we are."

Watson Fuels is actively measuring customer experience, with structured feedback loops through marketing and people teams. "We're not just assuming it's getting better – we're evaluating it."

The aim is that customers will notice a step-change in responsiveness, service quality, and regional presence. "We expect them to feel it, and see it," he says. "And we're going to be asking them about it too."

Adaptable in a changing energy world

With kerosene volumes in decline and decarbonisation high on the agenda, Watson Fuels is positioning itself as "liquid fuel agnostic". Seven depots are already converted to hold stocks of renewable diesel (HVO), and the business is capable of pivoting quickly as customer demand shifts.

"We don't need to invest in new infrastructure," Matt notes. "We've got the trucks and tanks and can switch from fossil diesel to HVO overnight." This operational flexibility is a significant strength, especially given the uncertainty around government policy.

In terms of future planning, "We're hard-wired into UKIFDA," Matt adds. "They do an incredible job, and provide essential insight on where things are heading, particularly around legislation."

A call for clarity on renewable fuels

Asked what he'd most like from government, Matt doesn't hesitate. "Clarity and support for renewable liquid fuels," he says. "Why invest in a whole new downstream delivery system when the one we've got is fit for purpose?"

He sees the lack of clear policy as a barrier to uptake, especially in domestic markets. "Large infrastructure and blue-chip companies are adopting HVO because it's a tender requirement or driven by ESG. But domestic adoption needs it.

"The most effective way of delivering change is through legislation. Always has been, always will be."

Watson Fuels is not entrenched in fossil fuels, Matt stresses, with an open-mindedness over future solutions. "It's not either-or. Electricity, hydrogen, liquid fuels – we'll need them all. Different solutions for different needs."

While today's focus remains strongly on liquid fuels, Watson Fuels is not ruling out future diversification. "Right now, we're a liquid fuels business – but we've got our eye on other opportunities."

Trust, tea bags and the road ahead

Asked for the best business advice he's received, Matt replies simply: "Work with people you trust.

"If you're fulfilled in what you do and working with people you trust – you're in the right place."

And in case you've ever wondered – square tea bags are best. "It's a bit of a running joke here," he laughs. "Anyone using a square tea bag is clearly making a superior brew."

Clearly single-minded when it comes to tea bags, Watson Fuels demonstrates far more open-mindedness in strategy terms.

"When people think of the Watson brand they picture a red truck with a white logo, but we are already a diversified company – specialist fuel division, lubricants, AdBlue, wholesale and fuel cards."

In its new, more agile, form Watson Fuels is more ready to pivot than ever, and it seems further diversification may be on the way. Matt is tight-lipped on specifics but hints at additional services. "Spoiler alert – there's more to come."

With a trusted and knowledgeable team, renewed independence, and a clear strategy, Watson Fuels looks well placed to deliver on its ambitions – square tea bags and all.

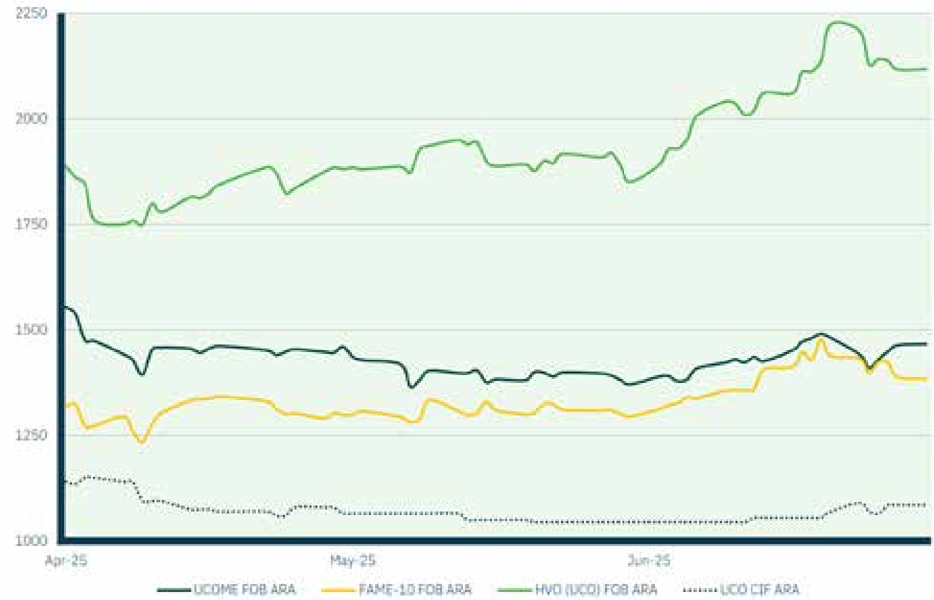
ESL Fuels Biofuel Market Update – Q2 2025

IN ASSOCIATION WITH PORTLAND ANALYTICS

Feedstocks

After peaking at a two-year high of $1150/mt (79 ppl) in early April, UCO declined across much of Q2. Flows to the US, a key market for Chinese UCO, declined to 14-month lows due to a trade war between the two nations following the introduction of import tariffs on many US trade partners at the start of April. Global trade uncertainty led to reduced demand forecasts with concerns of economic slowdown, weighing on both feedstock and finished product prices. UCO prices declined to a quarter low of $1,045/mt (68ppl) mid-June, in response to preliminary guidance for the new 45Z Clean Fuel Production Tax Credit, which replaces the Blenders Tax Credit, effectively ruling out the use of imported UCO in US renewable road fuel production as it is unlikely to qualify for credits. UCO prices recovered slightly after various EU nations announced higher biofuels targets, with UCO ending Q2 at $1085/mt.

Wholesale NWE Prices ($ per Metric Tonne)



Biodiesel

Biodiesel prices dropped at the start of Q2, as Low Sulphur Gasoil futures, the primary reference benchmark for biofuel grades, fell sharply in response to US import tariffs and retaliatory levies on US goods by China, causing a decline in outright prices across all biodiesel grades. A pause on wider US tariffs the following week saw prices recover, however an oversupplied diesel market as a result of OPEC+ output hikes, capped biodiesel prices throughout much of Q2, before conflict in the Middle East caused a temporary spike in June. The third iteration of the European Renewable Energy Directive (RED III) came into effect on 21st May, increasing the overall target for renewable energy use in transport from 14% to 29% by 2030. Following this, Belgium, Germany and the Netherlands announced revisions to their domestic biofuels policies in late June, featuring higher reduction targets and tighter feedstock restrictions, which saw biodiesel prices increase at the end of Q2. Notably, the proposals consider scrapping the double-counting of waste-derived biodiesel, which would have significant effects on the way suppliers meet their obligations going forward.

FAME-10 and UCOME

Q2 saw the differential between UCOME and FAME-10 narrow significantly, with the UCOME premium to FAME-10 falling from $234/mt (16ppl) at the start of April to almost reach parity at $6/mt (0.4ppl) in late June. The decline was driven by oversupply of UCO to Europe as a result of US-China trade conflict, with Chinese product diverted to Europe due to high tariffs on exports to the US. Meanwhile, the price of alternative feedstocks such as rapeseed oil (RSO), which makes up 90% of the content of FAME-10, has risen on tighter supply expectations from poor harvest yield estimates. UCOME prices declined to a five- month low of $1366/mt (90ppl) in May, whilst FAME-10 traded in a relatively steady $1300- $1350/mt (85-90ppl) band through much of Q2 However, both grades saw significant spikes towards the end of June following the outbreak of conflict between Israel and Iran, rising to the high $1400/mt range (up to 97ppl) at the peak of the hostilities. Prices fell back after US intervention led to ceasefire, however, UCOME prices in particular quickly rebounded after regulatory announcements in Europe.

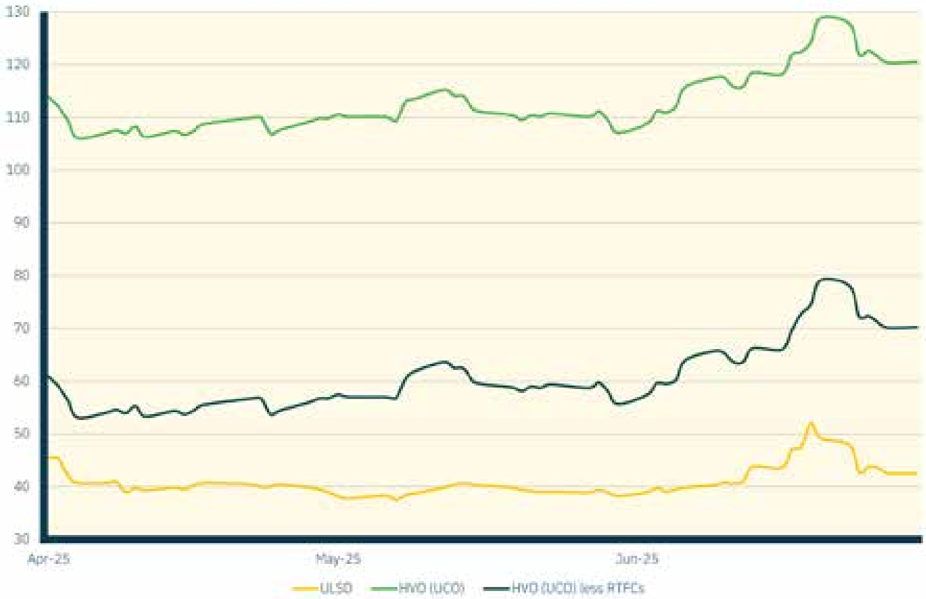
Market outlook

The development of the regulatory landscape will be key in shaping biodiesel markets into Q3, particularly limitations on feedstocks, which will change the demand landscape moving forward. The UCOME/FAME-10 differential began to open back up at the end of Q2 in response to the EU's potential tightening of double-counting. Long term, this will likely reduce demand for waste-based biodiesel such as UCOME relative to others, however, in the short term, suppliers may look to maximise blending of waste product whilst double-counting remains in place, potentially seeing the spread widen further, although this will be limited by caps on obligation rollover allowances. US trade policy will also have an impact, particularly in shaping feedstock flows, with an initial 90-day pause on tariffs above the 10% blanket rate (excluding China) due to expire in early July. Meanwhile, geopolitical tension in the Middle East remains a wildcard – if conflict between Israel and Iran resumes, this would likely cause a surge in oil, refined product and biodiesel prices, particularly in the event of a closure of the Strait of Hormuz, a key shipping route.

HVO

After opening April at a three-month high of $1887/mt (114ppl) wholesale NWE prices for HVO produced from UCO feedstock declined in line with other biofuels markets, reaching a low of $1750/mt (107ppl) on 7th April. Prices steadily recovered throughout April and May, before increasing by almost $100/mt (6ppl) across two days after the ISCC suspended certification at a major HVO refinery in Sweden

HVO vs ULSD (UK Pence per Litre [PPL])



RTFC and Replacement Prices (UK Pence per Certificate [PPC])

on 6th June, causing supply concerns. Prices then increased further, after Israel launched airstrikes on Iranian nuclear infrastructure, peaking at $2224/mt (129ppl) on 20th June. Despite falling slightly as geopolitical tensions cooled, HVO prices remained strong at the end of Q2, due to high expected demand from revised EU biofuels mandates, with German HVO demand alone potentially rising by up to 1.5m tonnes, almost four times current levels. Due to blend wall limitations on the use of methyl ester biodiesels as a compliance tool, an end to double-counting would drive demand for HVO, which can be blended up to 100%. Wholesale NWE prices ended Q2 at $2125/mt (122ppl), an increase of almost $240/mt (14ppl) across the quarter. Netting off the value of RTFCs, the cost of UK HVO rose from a Q2 low of 53ppl (excl. duty and supply costs) in early April, to a high of 79ppl in mid June, ending Q2 at 71ppl. A decline in waste RTFC prices towards the end of June eroded some of the benefit to UK HVO buyers, as biodiesel prices fell following the Israel-Iran ceasefire, lowering the cost of meeting the RTFO.

Certificates

The value of waste RTFCs for the 2025 compliance period remained steady at c. 26.50 ppc through much of the first half of Q2, before falling to a low of 24.85 ppc in June, in line with falling UCOME prices. In recent years, UCOME has been the primary compliance tool used by blenders to meet the RTFO, effectively becoming the price-setter for waste RTFCs. However, the differential between waste RTFCs and the cost of blending UCOME to generate RTFCs (UK RTFC Replacement - UCOME) has widened over the last 12 months, as the UK market has seen a surplus of RTFCs, in part generated by voluntary HVO consumption, making it cheaper for suppliers to buy certificates on the traded market vs using a UCOME blend to generate certificates themselves. The decline in UCO prices across Q2 has seen this differential close, as the cost of meeting the RTFO through UCOME blending has reduced as a result.

News and policy

President Trump's 'One Big Beautiful Bill', which includes the 45Z Clean Fuel Production Tax Credit, has been passed by Congress, providing clarity for the US renewables industry after months of policy uncertainty following the expiry of the Blenders Tax Credit at the end of 2024. The bill restricts the use of feedstocks outside of North America which, combined with import tariffs, will reshape global feedstock flows, particularly from Asia. The EU Commission continues to progress its biofuels traceability platform, the Union Database for Biofuels (UDB). Mandated under RED III, the system requires all economic operators – from first collection points to traders and final fuel suppliers – to record transactions involving biofuels. The aim is to strengthen transparency and prevent fraud across EU supply chains, though full enforcement across all Member States is still being phased in. The US Government has submitted formal comments to the Trade Remedies Authority after an investigation into US HVO supplied to the UK was launched in March, urging the immediate termination of the inquiry. A Trade Remedies Notice has also just been issued, mandating that HMRC commences import registration for US HVO, meaning all US HVO entering the UK must be declared and tracked.

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esl fuels

PORTLAND MARKET REPORT

JULY IN VIEW

IF SOMETHING APPEARS TO BE TOO GOOD TO BE TRUE, IT USUALLY IS. A LOOK AT THE METEORIC RISE AND SUDDEN DEMISE, OF STATE OIL.

At this time of the year we normally deliver a light-hearted "summer special". That will have to wait, because at the start of July, the UK fuel sector was rocked by the news that State Oil – the owners of Prax Petroleum, the Lindsey Oil Refinery and various North Sea exploration assets – had gone into Administration. Not too much information is yet available around the company's demise, but the devastating impact on laid-off employees is very real, as is HMRC's unpaid £250m tax bill! In addition, there are now understandable, long-term worries around the increasingly parlous state of UK refining.

Portland first came across State Oil in 2003, when they owned a handful of petrol stations around the M25. At the time, the company was looking for a "branding only" retail deal (whereby a well-known petrol brand is used on the site, but the petrol station itself sources its own fuel). Not much thought (by me at least) was given to this deal or indeed the small company that seemed to have worked out its own supply chain and as such, was operating independently of the oil majors (highly unusual then, as it is now). In the 22 years that followed, this same, small independent company went on to first become one of the largest importers of fuel into the UK, then a refinery owner, and finally, an operator of North Sea exploration assets.

> "THAT STATE OIL, PRAX AND ALL ITS OTHER SUBSIDIARIES WERE A HOUSE OF CARDS IS BEYOND DOUBT."

Between 2010 and 2020, the revenues of State Oil surged tenfold, a trajectory that clearly, with hindsight, was too good to be true! It should be noted that rumours concerning the funding of State Oil have long swirled around our industry, and questions on how a small petrol retailer built a $10bn "Empire" in 20 years, never really went away. In fact, one Non-Executive Director appointed to the Board of State Oil, confided in Portland that after 3 years of service, he still didn't fully understand the financial model and ultimately decided to hand in his resignation accordingly. Administrators are understandably keeping tight-lipped, but what we do know is that by 2024, the company was paying staggering annual interest payments of £125m on its debts. Maybe to understand how this can possibly happen, one should remember the old joke beloved of New York moneylenders; "if you owe the bank $1m and you can't pay, then you have a problem. If you owe the bank $10m and you can't pay, then the bank has a problem!!"

That State Oil, Prax and all its other subsidiaries were a house of cards is beyond doubt. Nonetheless, there still has to be a major question around how a refinery that was making record margins only 3 years ago, could suddenly find itself in such financial difficulty. Remember that in 2022 (following Russia's invasion of Ukraine), refining margins went through the roof and even if Lindsey is the smallest UK refinery, 85,000 barrels per day at an average refining margin of $20 per barrel (peaking at $42 / bbl), equated to gross profits of $1.7m per day!! Where did all the money go? Did it ever even arrive in the coffers of State Oil in the first place?!

Whether or not we get answers to these questions (seems unlikely), will not change the fact that the UK now finds itself in an extremely perilous position when it comes to national oil refining capacity. It was only in December, that Scotland's only refinery (Grangemouth) ceased operations. As recently as 15 years ago, the UK had 9 refineries (in the 1970s there were over 20!), but should Lindsey end-up closing (and this is not yet guaranteed), the country will only have 4 refineries left (Exxon Fawley, Valero Pembroke, Essar Stanlow and P66 Humber). The current Government is very keen to talk about energy resilience, but for the 6th biggest economy on earth to only have 4 oil processing plants, hardly screams self-sufficiency!

The failure of State Oil and possible closure of Lindsey is a sorry state of affairs; not for the previous Directors of course, as they felt able to award themselves over £10m in dividends in the run-up to the liquidation. But for their employees, the UK fuel industry and the country's energy sector, the whole thing is a dog's breakfast. Fundamentally, State Oil / Prax went way beyond their levels of knowledge and competency and then over-reached in spectacular fashion. The gut feel within the industry was that something wasn't right, but we all either turned a blind eye or seemed fairly happy for the company's progress to go unchecked. From an employee perspective, salvation might have come from a government that decided nationalising a refinery supplying 8% of UK fuel was in the country's best interests – in the same way it had already rescued the nearby Scunthorpe steel works. However, on the 22nd July, it was announced that Lindsey refinery would definitely close, and the Department of Energy would not step in. Ultimately there was no appetite – from private or public entities – to take on a 60 year old asset that had been run into submission by the previous owners and was now losing significant amounts of money.

> "FOR THEIR EMPLOYEES, THE UK FUEL INDUSTRY AND THE COUNTRY'S ENERGY SECTOR, THE WHOLE THING IS A DOG'S BREAKFAST."

For more pricing information, see page 30

Portland
www.stabilityfromvolatility.co.uk

KEN'S CORNER

Bittersweet

In November 2024, I titled Ken's Corner *Managed Transition?*, following announcements about the proposed closure of the Grangemouth Refinery and the Dalston terminal. I urged the Government to manage the situation properly and called for a comprehensive and proactive approach to energy transition, rather than a drawn-out, fragmented approach.

Our industry is incredibly resilient. Despite facing extra miles, increased drivers' hours, more complex logistics and significant investments made by the industry, we found a way through the challenges.

However, waking up to the news on Monday 30th June, about the situation at Prax felt, frankly, like a hammer blow too far.

First and foremost, my thoughts are with the dedicated teams at the refinery and associated terminals who now face immense uncertainty. As I write this, the industry is once again patching together short-term solutions, and I sincerely hope a viable path forward can be secured for some of Prax's operations.

The typical government response of launching investigations is not enough. What we urgently require – before winter – is a coordinated plan to ensure sufficient product availability for our end users, and sufficient supplies on our island to handle weather-related and unplanned operational disruptions. Additionally, the Government must consider the triple impact of the closure of a number of facilities within a very short timeframe.

Irish eyes are smiling

Across the Irish Sea, a more encouraging development emerged with the announcement of draft Heads of Terms for legislation to introduce a Renewable Heat Obligation (RHO). This follows extensive engagement by the Alliance for Zero Carbon Heating (TAZCH), which worked closely with senior politicians, including Minister for Climate, Energy and Environment, Darragh O'Brien TD, members of the Oireachtas Climate Committee from all parties, as well as senior civil servants directly involved in drafting the RHO.

As part of the process, the Alliance published a major policy document on RHO in late June, which received extensive media attention. While there is a clear emphasis on stimulating domestic biomethane production, the initial obligation rates of 1.5% and 3% are significantly lower than the 20% target we have long championed. There is, however, a genuine pathway to scaling up this ambition through ongoing dialogue with the Government.

I commend the work of the Alliance, Fuels for Ireland and OFTEC. It's especially encouraging that the Irish Government has identified no major concerns around feedstock availability.

This is a compelling example of what can be achieved when government and industry work together towards common goals. The progress in Ireland evokes a bittersweet feeling, given the challenges we face in the UK.

UK heating oil demand outlook: Lower carbon fuels must be part of the journey

THE UK'S CLIMATE CHANGE COMMITTEE (CCC) RECENTLY RELEASED NEW PROJECTIONS UNDER CARBON BUDGET 7 (CB7), OFFERING A VISION OF HOW THE COUNTRY MIGHT MEET ITS NET ZERO GOALS. BASED ON THE BALANCED PATHWAY SCENARIO, THE DATA SHOWS A STEEP DECLINE IN HEATING OIL DEMAND BY 2050. WHILE THIS SUGGESTS HOW THE UK COULD DECARBONISE, THESE ARE SCENARIOS—NOT PREDICTIONS.

In this article, Fuels Industry UK, which represents the UK's major fuel producers and suppliers, argues that the UK's decarbonisation journey must include a stronger role for low carbon liquid fuels if we are to meet net zero and do so in a way that works for all.

A sharp decline in heating oil use

According to the CCC's modelling UK heating oil demand sits at around 3.5million tonnes annually – 2.43 million in homes and 1.09 million in non-residential buildings. But the CCC's Balanced Pathway projects this falling to just 0.10 million tonnes by 2050, a 97% reduction.

The reduction starts gradually – just 5% by 2025 – but picks up pace through the 2030s. By 2035, demand could drop to under 1 million tonnes, with residential use alone down to 0.68 million tonnes, and near-zero by 2049.

This scenario assumes mass adoption of electric heat pumps, insulation upgrades, and a move away from fossil fuels. But it is just that – a scenario, not a certain outcome and given the long timeline, there is a great deal of uncertainty.

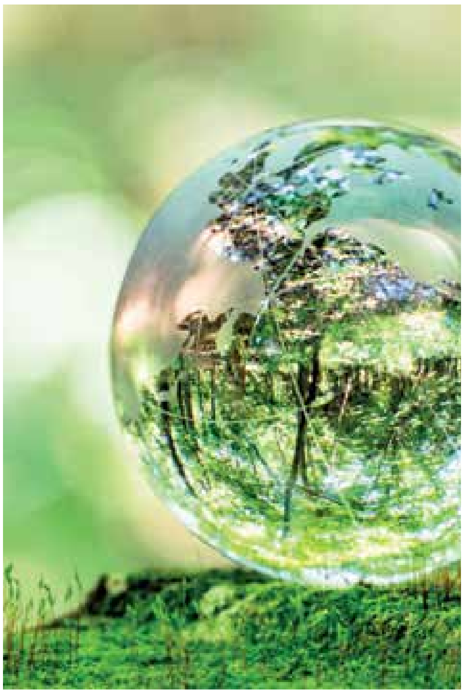
One size won't fit all

The CCC's figures highlight what's possible, not what's inevitable. In reality, the path to net zero will vary across regions and households. Rural homes, often off-grid and reliant on heating oil, face very different challenges from urban properties. For many, full electrification may not be practical, affordable, or even desirable in the short term.

This is where lower carbon liquid fuels – like Hydrotreated Vegetable Oil (HVO) among others – can play a critical role.

A third option: Lower carbon liquid fuels

Rather than a binary choice between continued fossil fuel use and full electrification, a third option exists: lower carbon fuels. HVO and other advanced biofuels can cut emissions by up to 90% versus traditional heating oil. Crucially, they can be used in existing boilers with minimal changes – costing as little as £500



in the early trials for full conversion to HVO and potentially nothing with blends of up to 20% according to OFTEC – making them especially suited to off-grid homes and businesses.

Field trials have already demonstrated the effectiveness of these fuels, and the manufacturers of boilers agree on the fuels suitability too. With the right policy support, they can serve as a bridging solution – delivering rapid emissions reductions while preserving consumer choice.

Yet under the CCC's model, heating oil demand vanishes by the mid-2040s without it being clear why they view that is a necessary outcome. Without policy support, low carbon liquid fuels may not get the opportunity to scale so it may risk becoming a self-fulfilling prediction.

Policy must support a mix of solutions

We support the UK's climate goals, but we urge government to recognise that electrification alone is not enough. The current policy environment falls short in supporting the production, distribution, and adoption of lower carbon liquid fuels.

We need clear incentives, consistent regulation, and investment signals to unlock production capacity and bring volumes to the market at greater scale. Without these, consumers – especially in rural and hard-to-treat properties – may face high costs, disruption, or limited options.

Heating oil is just one part of the picture. The same fuels also support transport and industry decarbonisation. For example, the government's support for Sustainable Aviation Fuel (SAF) is growing. But SAF plants do not produce only aviation fuel – they generate a mix of low carbon co-products that will need viable end markets.

Heating: A natural market for SAF co-products

If government policy focuses solely on electrifying road and domestic heating sectors, where will these co-products go? Domestic heating could provide a natural outlet, supporting both decarbonisation and the economic case for investing in SAF production.

According to the Department for Transport, billions of pounds in investment will be needed to scale SAF. Ensuring there is demand for all the outputs – not just SAF – will be critical to building the infrastructure required.

Conclusion: A fairer, more flexible transition

The CCC's projections highlight a pressing need for action. But for the 1.7 million UK households currently using heating oil, the Balanced Pathway may not represent a fair or realistic route.

A more technology-neutral, flexible, and consumer-focused approach is needed – one that makes better use of available low carbon fuels. These fuels can deliver emissions reductions now, help build supply chains for the future, and ease the transition for rural and off-grid communities.

To succeed in meeting net zero, the UK must deploy all practical tools available. Lower carbon liquid fuels deserve a firm place in that mix.

Legislation in limbo – The real world consequences for off-grid heating

MALCOLM FARROW, HEAD OF PUBLIC AFFAIRS AT OFTEC

The off-grid heating sector in the UK is a well-established, mature market supporting 1.7 million homes that rely on liquid fuel heating. Over decades, the industry has developed a strong infrastructure of consumer protections, high safety standards, and robust supply chains. Consumers rightly feel reassured that their current and future energy needs will be met in a safe and reliable way.

This strong foundation doesn't mean the sector is resistant to change. On the contrary, innovation is a key feature as we continually learn and evolve. But that innovation depends on policy certainty. Legislation plays a critical role in shaping the direction of the industry, and it must strike a careful balance between ambitious goals and practical realities. Unfortunately, recent years have demonstrated that this balance isn't always achieved and the real-world consequences of that can be significant.

In theory, good policy is created through consultation with industry voices informing government about on-the-ground realities. This process helps to shape legislation that is both ambitious and achievable. But in practice, we've increasingly seen consultations launched without follow-up, legislative ideas floated without detail, and policies proposed but then delayed or quietly dropped. In the case of the Clean Heat Market Mechanism (CHMM) we also saw policies introduced despite the reservations from the industry being directly affected.

This lack of clarity leaves both consumers and industry in a state of limbo. For homeowners, it creates confusion about their options and responsibilities. For installers, suppliers, and manufacturers, it stifles long term investment, delays skills development, and curbs innovation. Businesses cannot make informed decisions when the goalposts keep moving.

One glaring example was the proposed ban on the installation of new fossil fuel boilers by the previous government. The plans were later reversed after the government realised they were fundamentally unfair, and that there were no fully suitable alternatives for off-grid households, but during that time it created huge uncertainty and anxiety for consumers and the wider industry.

Under the new Labour government, we're seeing echoes of this pattern once again. One year in and key policy areas affecting off-grid homes remain unresolved with no immediate expectation of answers.

After years of waiting for the Conservatives' Heat and Buildings Strategy, we're now waiting for Labour's Warm Homes Plan which has seemingly been pushed back to later this year. This means we again don't know what the current future holds for oil-heated homes and whether support will be available for those wanting to switch to renewable liquid fuels. Until the details are published, the industry cannot effectively prepare, and consumers are left guessing.

Another example is the Boiler Upgrade Scheme (BUS) which offers grants to support the installation of low carbon heating systems. Labour's commitment to BUS seems pretty clear, but we've seen how decisions can change, particularly when trying to balance the books. Given the challenging fiscal landscape, how long will the current £7,500 grant remain available? Will funding increase? Will eligibility criteria change again, as happened with the removal of required energy performance ratings?

Without a long-term funding commitment, it becomes difficult for consumers to plan their investments and for those across the oil heating sector – whether in manufacturing, installation, or fuel supply – to offer clear, confident guidance. Constant uncertainty around policy and scheme revisions undermines trust and stability across the industry.

This lack of clarity also affects the wider workforce. Government grants and support have encouraged individuals and businesses to diversify and adapt to changing market demands. But the future of such incentives remains unclear. For example, confirmation of the most recent round of Heat Pump Training Grant funding only came at the last minute.

All of this contributes to a broader hesitation across the sector. Businesses and workers alike are left questioning whether to invest time, money, and resources into new technologies or services without a clear signal of long-term demand or consistent government backing.

This comes at a pivotal time when we are meant to be accelerating our plans to reach net zero, not delaying. We are fully committed to playing our part in decarbonisation, but progress depends on clear direction from government. Without this, it's hard to drive forward the training schemes and technology required to reach these goals.

This uncertainty and delay is also unhelpful because the liquid fuel heating sector has a 'ready to go' solution right now. In fuels such as Hydrotreated Vegetable Oil (HVO), we have an affordable, practical and viable alternative to traditional oil heating – and one that householders already support. What we need now is the legislative changes to make its introduction a reality.

We're already seeing the government in the Republic of Ireland proposing measures to introduce the use of blended fuels. We need clarity here in the UK. That's why we're calling on the government to enable a market mechanism for renewable liquid fuels by implementing Section 159 of the Energy Act 2023, which will lower costs for consumers, and equalise the duty on these fuels with that of kerosene when they are used for home heating.

There's no doubt the government faces a full policy agenda both here and abroad, but we all have a responsibility to drive forward our net zero plans. The current uncertainty is more than just unhelpful, it's a barrier to greater progress. Speculative legislation and proposals create confusion and misinformation in the market.

To ensure a successful transition to low carbon heating, the government needs to continue to work closely with industry. The liquid fuel sector is ready to deliver but without a reliable legislative foundation, good ideas remain on the shelf and 1.7 million oil heated homes are left without certainty.

Failing to take off: Why aviation legislation still falls short on net zero

NEW ANALYSIS FINDS OVER-RELIANCE ON SUSTAINABLE AVIATION FUEL (SAF) COUPLED WITH LACK OF INVESTMENT IN ZERO-EMISSION TECH IS RISKING LONG-TERM AVIATION DECARBONISATION FAILURE.

While the aviation sector talks a big game on net zero, the gap between stated ambition and policy-backed action remains stark. New research from financial think tank Carbon Tracker suggests that, with the regulatory framework currently favouring a limited solution in Sustainable Aviation Fuel (SAF), airlines are doing little to advance scalable, zero-emission technologies.

The industry's reliance on SAF has become a central plank of its green narrative. Airlines and manufacturers routinely highlight commitments to making their fleets "100% SAF-compatible," suggesting a smooth path to decarbonisation. But, in reality, that path is narrow, bumpy – and, possibly, a dead end.

SAF limitations

Around 95% of SAF on the market today is derived from Hydroprocessed Esters and Fatty Acids (HEFA), made from waste oils and animal fats. Yet these feedstocks are finite and in demand in other use cases. While SAF production may double in 2025, it will still represent a marginal fraction of aviation fuel demand. Other SAF variants raise additional concerns: crop-based fuels bring environmental trade-offs such as biodiversity loss, while synthetic e-SAF remains prohibitively expensive – up to seven times the price of conventional jet fuel.

Despite these limitations, SAF has received disproportionate policy support. The UK and EU have both introduced SAF blending mandates, and the UK government has committed £63 million to SAF-related projects. While such initiatives may deliver a marginal reduction in emissions from today's aircraft, they fail to address the long-term challenge: how to eliminate aviation emissions entirely.

Zero-emission flight: Underfunded and overlooked

In contrast to SAF, truly transformative technologies such as electric, hydrogen, and hybrid propulsion, are being sidelined. According to Carbon Tracker, fewer than 800 new propulsion aircraft were ordered globally between 2021 and 2024, compared to more than 14,000 conventional jet aircraft. Neither Airbus nor Boeing currently have firm orders for zero-emission aircraft, and their R&D budgets suggest little urgency to pivot.

Policy has done little to correct this market failure. Unlike the automotive sector, where zero-emission vehicle (ZEV) mandates have accelerated innovation and adoption, aviation faces no equivalent pressure to shift investment into cleaner propulsion. Targets remain vague, timeframes unambitious, and funding insufficient to spark real change.

"The emphasis on 'SAF-compatible' aircraft is to some extent being used to maintain a social licence to operate, similarly to the gas industry's promotion of "hydrogen-ready boilers"." suggests Rich Collett-White, Carbon Tracker Analyst and report lead-author.

Policy gaps and missed opportunities

The weakness of current aviation legislation lies not only in its SAF-heavy focus but in its failure to apply the levers that have proven effective elsewhere:

- **Lack of technology mandates:** No zero-emission aircraft targets exist at national or EU levels.
- **No dedicated R&D grants for clean propulsion:** Most public investment goes toward SAF production or efficiency upgrades for fossil-fuel aircraft.
- **Poor transparency:** Airlines and manufacturers are rarely required to report R&D allocation or emissions pathways in detail.

As Rich Collett-White of Carbon Tracker puts it, SAF commitments are being used to "maintain a social licence to operate," echoing the "hydrogen-ready boiler" narrative used in the domestic heating sector to delay the transition from fossil gas.

Demand growth: The elephant in the terminal

The Carbon Tracker analysis specifically considers the role for zero-emission technologies in aviation decarbonisation but, in our consideration of sector legislation one area to highlight is the government's endorsement of aviation growth that stands in direct tension with its climate goals.

Several major airport expansion plans – including those at Heathrow, Gatwick, and Bristol – have recently been approved or advanced, increasing future capacity despite the legal obligation to achieve net zero by 2050. In this context, policymakers may need to confront a difficult but necessary question: can unchecked growth in air travel ever be compatible with climate targets?

A serious policy framework must consider demand-side measures, such as capping airport expansion, taxing frequent flyers, or adopting stronger "polluter pays" principles – ensuring that environmental costs are borne by those contributing most to the problem.

Smarter regulation is needed

If aviation is to decarbonise at the pace required, legislation must go beyond SAF. That means setting clear targets for zero-emission aircraft adoption, mandating transparency in capital allocation, and investing public funds where they can drive real innovation. It may also require rethinking the UK's Jet Zero strategy to prioritise long-term viability over short-term optics.

For liquid fuel distributors, the evolution of SAF presents both a challenge and an opportunity. But policymakers must ensure it is not a substitute for deeper structural change. As battery-electric and hydrogen technologies inch closer to commercial readiness, now is the time to review the legislative mix to deliver a much-needed thrust towards zero-emission flight – before aviation's climate ambitions are permanently grounded.

The Carbon Tracker is a not-for-profit financial think tank that seeks to align capital markets with climate reality. The full report "Awaiting Take Off" is available here: https://carbontracker.org/reports/awaiting-take-off/

Raising the bar in fleet standards: How FORS accreditation benefits distributors

With increasing demand for safe, sustainable delivery operations across the UK, fleet accreditation is fast becoming a market differentiator.

In an industry where safety, reliability, and environmental responsibility drive reputations and margins, FORS (Fleet Operator Recognition Scheme) emerges as a key way to demonstrate operational excellence. Whether you're operating a small tanker van or a large HGV fleet, securing FORS accreditation means higher standards, operational gains, and stronger market standing.

A case in point: Craggs Energy and Moorland Fuels

The companies

West Yorkshire-based Craggs Energy, and Devon-based sister company Moorland Fuels recently achieved Fleet Operators Recognition Scheme Bronze accreditation – a key milestone in operational evolution.

The process

- Rigorous assessment of daily fleet operations
- Reviews of training, team commitment to vehicle safety and tanker emissions management
- Adoption of FORS-recommended systems such as:
  - o Tyre management policy
  - o Euro VI-compliant vehicles
  - o Latest on-vehicle safety technologies

In their words

"Becoming part of the FORS accreditation scheme not only endorses the best practice and safety measures that we already have in place, but it has also helped to inform, influence, and enhance internal standards, policies and procedures."

"It has given both Craggs Energy and Moorland Fuels access to training courses and online learning modules alongside expert advice.

That's aiding our ongoing commitment to the implementation of the safest, most fuel-efficient approaches to the running of our daily fleet operations."

Matthew Crockett, Group Managing Director

Business Impact:

- Improved eco-routing
- AdBlue usage monitoring
- Staff access to online training and learning modules

Better alignment with commercial tenders requiring FORS

The goal of the voluntary scheme is to drive-up safety, efficiency and environmental standards across the road transport industry. This is achieved by helping fleets to operate as safely and fuel efficiently as possible, while reducing environmental impact through the reduction of emissions.

The companies are proud to have secured the Bronze standard by evidencing high levels of safety, efficiency, professionalism and environmental protection during the accreditation process.

Community commitment:

"Achieving FORS Bronze is a stamp of quality, reassuring our staff and customers that we operate with the highest standards of safety, efficiency, sustainability, and environmental performance."

Matthew Crockett

"We're proud to serve our commercial, agricultural and domestic customers throughout the North West, Yorkshire, and the South West," Matthew continued.

"Our role here is to fuel the heartbeat of our communities, not only through excellent customer service and reliability, but through the implementation of best practice, making good on our safety, legal obligations, and practices to reduce our environmental impact.

"For commercial operators who require FORS accreditation as part of their tendering and re-tendering process, it endorses our operations."

What is FORS?

Originally developed to improve freight safety and emissions, FORS is now a UK-wide voluntary accreditation scheme. It supports operators in achieving best practice in safety, efficiency, and environmental performance across all types of fleet operations.

FORS is structured around three levels of accreditation:

- **Bronze** – Focused on legal compliance and basic operational policies.
- **Silver** – Builds on Bronze with stricter safety equipment standards (e.g., vehicle cameras, sensors), robust driver training, and compliance with Work-Related Road Risk (WRRR) principles.
- **Gold** – The highest standard, requiring operators to demonstrate measurable improvements over time and a culture of continuous development.

How it delivers value

Fuel distribution carries inherent risks – both on the road and at the point of delivery. Ensuring that your vehicles are equipped, your drivers trained, and your systems audited against recognised best practice isn't just good governance – it's good business.

For fuel distributors, FORS offers three tangible advantages:

1. Enhanced safety and compliance

Transporting fuel demands rigorous safety standards. FORS Bronze ensures all vehicles meet minimum legal and safety requirements, while Silver introduces advanced safety systems which significantly reduce road risk and instil best-practice culture. At Gold, distributors show quantifiable improvements in safety and sustainability: data-driven proof, proactive training, and ongoing audits.

2. Improved efficiency and environmental responsibility

Fuel consumption analytics, maintenance planning, and telematics-driven insights become standard under FORS. Silver and Gold fleets consistently report better fuel economy, reduced downtime, and greener credentials.

In a sector dependent on tight delivery windows and narrow margins, this efficiency boost can be a game changer. Plus, it aligns distributors with broader industry moves toward lower carbon and smarter logistics.

3. A competitive edge

Many construction, infrastructure, and public sector contracts now mandate FORS Silver or higher. Bronze level alone signals professionalism and care and can open doors and instil confidence with customers.

Accreditation appeals to clients and insurers, helps differentiate smaller players, and is often a defining criterion in tender reviews.

Final Take

FORS is not just accreditation – it's a competitive edge.

For distributors of all sizes, it safeguards road safety, reduces costs, unlocks vital contracts, and raises environmental credentials.

FORS offers a proven framework to help distributors not only meet current expectations, but lead the way in safe, sustainable, and smart fleet management.

Whether you operate five tankers or fifty, FORS is more than a badge – it's a business investment that can pay dividends in safety, efficiency, and trust.

RSM: Fuelling efficiency through smart monitoring

RSM FUEL SERVICES ENHANCES FUEL DELIVERY OPERATIONS WITH MAGNUS MONITOR RADAR TECHNOLOGY FROM HYTEK

In this case study we consider how the implementation of monitoring systems by RSM Fuel Services has enabled them to achieve their dual aims of improved delivery efficiency and reduced customer downtime.

Summary

Challenge: RSM needed a way to improve delivery efficiency and reduce customer fuel runouts across a diverse client base.

Solution: Implementation of Hytek's Magnus Monitor Radar Technology and Magnus OMNi system.

Key Benefits: Real-time monitoring, predictive logistics, reduced emergency deliveries, improved customer satisfaction.

Future Outlook: Continued rollout and performance tracking with anticipated gains in operational efficiency and service quality.

RSM Fuel Services delivers fuel across the UK and offers expert support in fuel management and infrastructure maintenance. Additionally, they help businesses stay compliant, efficient, and eco-friendly through 24/7 delivery, monitoring systems, and proactive maintenance.

The challenge

Monitoring tanks accurately across a diverse and demanding customer network

RSM Fuel Services, a leading UK-based distributor, serves a wide range of sectors with 24/7 delivery and expert support. As part of their drive for smarter distribution, they identified a key challenge: the lack of visibility into customer fuel levels, leading to inefficient delivery scheduling and unexpected runouts.

With clients across regions and sectors, the need for a data-led, predictive system became clear. Manual monitoring processes couldn't scale or deliver the insight required to keep operations smooth. Magnus Monitor Radar Technology offered a promising solution, known to enhance logistics efficiency by at least 30% in similar environments.

The solution

Leveraging real-time data and precision tracking for smarter fuel delivery

RSM partnered with Hytek, their trusted fuel management solutions provider, to implement a cutting-edge system based on the Magnus OMNi radar monitor. This system provides:

- Real-time remote monitoring of fuel levels across multiple sites
- Live tank data transmission to operations and sales teams
- Automated low-level alerts to trigger timely refills
- Data-driven forecasting for route optimisation and reduced fuel waste

This upgrade empowered RSM to transition from reactive to proactive service, enhancing operational control while improving customer trust and retention.

Implementation

Training, installation and support to enable seamless integration

With expert support from Jack at Hytek and the Magnus team, RSM completed six initial Magnus OMNi installations. Hytek also delivered hands-on training to RSM's engineers, ensuring smooth setup and reliable performance. Additionally, on-site training in Halifax gave RSM's sales team the confidence to promote the technology to customers.

This collaboration delivered a major step forward in RSM's ambition to move toward intelligent, proactive fuel management.

The results

From reactive to predictive: Transforming service delivery

The integration of Magnus technology represents a major advancement in RSM Fuel Services' approach to fuel monitoring.

Although still in its early phases, the Magnus OMNi implementation has already:

- Reduced manual tank checks and emergency call-outs
- Provided greater insight into customer usage patterns
- Enabled more strategic, consolidated deliveries
- With access to real-time data and actionable insights, RSM is now equipped to deliver a more predictive, efficient, and customer-focused fuel delivery service.

As this installation is still in its early stages, performance data hasn't yet been captured.

As system data continues to accumulate, RSM anticipates measurable improvements in:

- Delivery efficiency (projected 25–30% improvement)
- Operating costs
- Customer service responsiveness

"We look forward to sharing detailed results and statistics as they become available."

Remote monitoring with the omni tank monitor

As part of the solution evaluated in this case study, the Magnus OMNi tank monitor was used to provide real-time, remote monitoring of fuel tank levels.

Technology spotlight

Designed for commercial and industrial environments, the OMNi is compatible with a wide range of fluid types and tank configurations, making it well suited to the operational needs of liquid fuel distributors.

Built for modern liquid fuel distribution, the OMNi monitor offers precise radar-based tracking for fuels, chemicals, AdBlue®, oils and other industrial liquids and solids.

Key features include:

- **Radar monitoring:** High-precision, non-contact sensing for reliable accuracy
- **Battery-powered flexibility:** No mains power required
- **Cloud connectivity:** SIM-based communication, enabling 24/7 access to tank data through a central platform
- **Multi-platform data access:** Compatible with iOS, Android or Windows on PC, tablet, or laptop
- **Custom alerts:** Configurable threshold settings to support proactive management
- **Integrated analytics:** AI-driven insights, for forecasting and demand planning.
- **Customer communication tools:** Optional customer engagement features via the dashboard

These features collectively support enhanced operational oversight, improved delivery efficiency, and more responsive customer service - all critical operational resilience factors for modern fuel distribution businesses.

Key takeaways for distributors

Remote monitoring supports smarter, more efficient route planning

- Predictive insights help avoid costly emergency deliveries
- Real-time visibility builds trust and loyalty with clients
- Hands-on support and training ensure smooth onboarding

Ready to fuel smarter?

Start evaluating how real-time data, predictive monitoring, and smarter logistics could transform your delivery operations. Whether you're aiming to cut costs, improve service, or reduce environmental impact, taking steps toward intelligent fuel management is an investment in future resilience.

Driving change: One woman's story and the power of inclusive recruitment

If you picture a fuel tanker driver, who do you see?

It is likely that most people still imagine a man, perhaps older, tough, practical. That image is not just outdated; it's holding the industry back.

In a sector that has its struggle with driver shortages and an ageing workforce, the liquid fuel distribution industry needs to create space. It needs new faces but finding the right drivers for the specialised needs of fuel logistics can be a challenge. Sometimes, the solution arrives quietly, without a headline, like Zoe Challinor, one of the few female fuel tanker drivers in the South West.

We spoke with the team from Rapid Start Recruitment, the petrochemical logistics specialist which represents Zoe, to hear how inclusive recruitment can help alleviate some of the industry's challenges.

Rapid Start regards itself as "more than just a driver recruitment agency" taking a comprehensive approach that goes beyond simply filling vacancies. Marketing Specialist Eraj Lodhi explains how this approach is alleviating sector pressures and proving beneficial to distributors, drivers and customers.

Rethinking who belongs

Across the UK, haulage and distribution face an urgent staffing crisis. The problem isn't just about the number of drivers leaving the workforce, it's about who's coming in next.

Beth Simpson, director of women-led agency Rapid Start Recruitment, puts it bluntly:

"We're running out of drivers. The average age is rising. We need a new generation and we're missing out on half the population by not actively including women."

Despite increased awareness, cultural and structural barriers remain. Job ads still lean heavily on masculine language and imagery. Facilities aren't always equipped for female staff. Many companies still see diversity as a "nice-to-have," not a business imperative.

Zoe's experience proves what's possible when that mindset shifts.

Zoe's journey: From call centre to tanker driver

Zoe never set out to break barriers, she just wanted a job she'd love.

"I was working in customer service, bored stiff," she says. "I've got a bit of ADHD, and office jobs just didn't suit me. I'd see the big trucks go by and think, 'That looks fun.' When I inherited some money, I finally had the chance to get my licence."

In 2017, Zoe passed her HGV test and, after six years in distribution, she moved into fuel tankers. She's now been driving fuel for two years and is loving it.

"It's probably the best job I've had," she says. "The customers are great, I feel independent, and I get to contribute something real."

But Zoe's path hasn't been without its bumps.

Invisible and isolated

At first, it was lonely.

"I came from a call centre full of people to being completely on my own, working in a male-dominated space," she recalls. "The guys were older, married, nice, but distant. I wasn't really part of the banter. It felt isolating."

And then there were the quiet biases.

"People stared. One man said, 'You did well getting in there', like I'd broken into something forbidden. Others offered help I didn't need. They meant well, but it was patronising. Would they offer that to a male driver?"

Zoe didn't let it stop her, but the message was clear: this wasn't a space built with women in mind.

A different kind of recruitment

Zoe's experience changed when she joined Rapid Start Recruitment, a specialist agency that's doing things differently.

"They didn't just throw me into shifts and disappear," Zoe says. "Beth and the team checked in every week. It didn't feel like I was working for an agency, it felt like I was part of a company."

For Beth, that's by design.

"We're not just filling vacancies. We build relationships, from day one. We listen to drivers' stories, understand what they need, and work to place them where they'll thrive. That kind of care attracts women. But really, it helps everyone."

Rapid Start's women-led leadership gives them a unique lens on what's often overlooked.

"Language matters," Beth explains. "From job ads to everyday conversations, how you speak tells people whether they're welcome. Something as simple as 'Nice work, love,' might sound harmless, but it undermines professionalism and reinforces stereotypes."

The industry lens: What needs to change

Zoe's success isn't just a personal win, it's proof that inclusive recruitment works.

"W*e've seen a shift," Beth says. "After placing Zoe, one client came back and asked for more female drivers. They saw the results, and it opened their minds."*

One of those clients is JW Suckling Transport, where Zoe is now a valued part of the team. Connor Sach, Business Development Manager at JW Suckling, who oversees Zoe's work in the business, says:

"In this industry, it can be difficult recruiting and finding employees that share the same values as our company. Since Zoe joined Suckling Transport, she has been a pleasure to work with, always going the extra mile, being flexible, and assisting at any request. Zoe shows her commitment to the company every shift, and we are very pleased to say she is a part of the Suckling family."

Zoe's placement with JW Suckling isn't just a cultural success, it also mirrors a broader shift. In one similar case, a nationwide distributor who had never employed a female tanker driver before not only filled a long-standing vacancy more quickly, but also received positive customer feedback, a reminder that inclusive recruitment delivers real, practical benefits.

But barriers persist. Rapid Start regularly advises clients on job description audits, inclusive imagery, and adapting onboarding processes to be more accessible. They also challenge assumptions around physical ability, availability, and long-term commitment.

"We've heard it all, that women can't do the hours, that they're not strong enough, or they'll leave for family reasons," Beth says. "It's not true. What women need is opportunity, not special treatment."

Sara Emma, also from Rapid Start, adds:

"We don't recruit men and women differently. We treat every candidate with the same level of respect and care. What makes us stand out is how we listen. That's what builds trust."

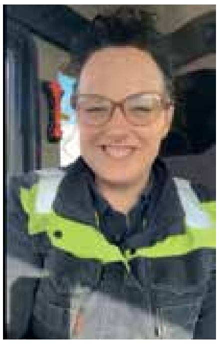
Advice for employers: from the ground up

Zoe believes the industry can be welcoming, but employers have to make the first move.

"Women are out there," she says. "They just don't always see that this is for them. The best thing companies can do? Make it obvious that women belong."

Beth agrees, and offers five practical steps:

1. **Audit your job ads:** Is the language neutral? Do the images show diversity?
2. **Look at your onboarding:** Are women supported with proper facilities and gear?
3. **Engage your staff:** Educate leadership and drivers about unconscious bias.
4. **Build relationships:** Weekly check-ins, open lines of communication, and candidate care go a long way.
5. **Celebrate your wins:** Sharing success stories like Zoe's creates visibility and builds momentum.



Zoe Challinor – Female Driver

Beth Simpson Director of Rapid Start

Zoe's words to the next generation

When asked what she'd say to other women considering the role, Zoe doesn't hesitate:

"Just go for it. Don't worry about people staring or commenting. If it's something you want to do, do it. You'll find your place."

She's not asking for special rules, just a fair shot.

"We can do the job. We've always been able to. What we need now is to be seen."

A strategic advantage

The fuel distribution sector doesn't just need new drivers, it needs new thinking.

Zoe's story shows what happens when someone is given a real opportunity, and when recruitment goes beyond just checking boxes.

As Beth puts it:

"Inclusive recruitment isn't just the right thing to do, it's smart business. It solves real problems, brings in fresh talent, and strengthens companies from the inside out."

It's a belief that Rapid Start puts into practice daily, not just by placing candidates, but by educating employers, challenging outdated assumptions, and building a more inclusive future for the fuel distribution workforce.

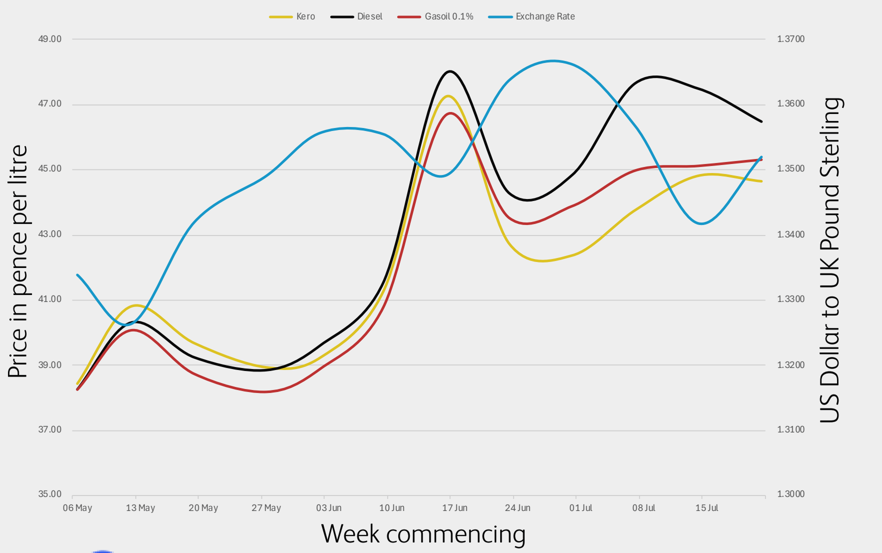
For an industry defined by movement, the question is simple:

Are we ready to move forward?

Wholesale Price Movements: 19th June 2025 – 23rd july 2025

	Kerosene	Diesel	Gasoil 0.1%
Average price	43.44	46.03	44.36
Average daily change	0.60	0.86	0.60
Current duty	0.00	52.95	10.18
Total	43.44	98.98	54.54

All prices in pence per litre



myAutomate

Kerosene

Highest price	Biggest up day
45.77	+1.67
Fri 18 Jul 25	Fri 11 Jul 25
Lowest price	**Biggest down day**
41.00	-1.28
Fri 27 Jun 25	Tue 22 Jul 25

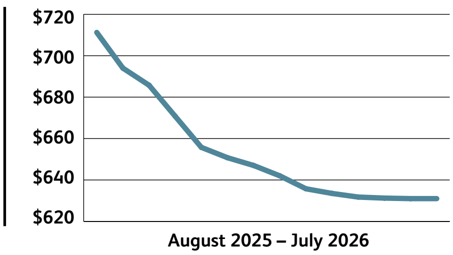
Diesel

Highest price	Biggest up day
48.85	+2.05
Fri 11 Jul 25	Fri 11 Jul 25
Lowest price	**Biggest down day**
42.65	-1.33
Mon 30 Jun 25	Wed 16 Jul 25

Gasoil 0.1%

Highest price	Biggest up day
46.16	+1.50
Fri 18 Jul 25	Fri 11 Jul 25
Lowest price	**Biggest down day**
42.01	-1.10
Tue 24 Jun 25	Fri 27 Jun 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	45.88	58.58	103.83	52.30	62.59	107.90
North East	44.83	57.21	102.91	53.74	60.94	105.90
North West	46.40	59.81	105.30	52.58	63.31	107.97
Midlands	44.90	57.74	103.37	50.92	61.42	106.61
South East	45.00	57.70	103.35	57.43	64.11	106.16
South West	45.35	57.54	103.19	53.38	61.21	105.76
N. Ireland	45.46	58.91	n/a	51.39	63.42	n/a
Republic Of Ireland	59.22	64.34	104.77	64.73	68.15	108.09
Portland	43.21	55.26	100.06			

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 AUGUST'S EDITION OF OUR SPECIAL MONTHLY FEATURE WHICH 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 **GRAEME LEA**, MANAGING DIRECTOR AT C.D.S. COMPUTER DESIGN SYSTEMS LTD.

"LET'S WORK OUT HOW TO MAKE IT HAPPEN THEN."

GRAEME LEA

Sum up your working life in 25 words or fewer.
Part-time jobs aged 14 to 21. Full-time work at CDS in 1997 as Office Junior. Moved around within the business before becoming MD in 2015.

Describe yourself in 3 words.
Resourceful. Reflective. Driven.

What were your childhood / early ambitions?
To be a professional sportsman.

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

The best advice you've ever received?
Don't try to do everything all at the same time.

Your top tips for business success?
Hire quality people, nurture talent, foster an environment where knowledge and experience can be easily shared, always do what you say you're going to do, make room for downtime.

What's the last photo you took on your phone?
My daughter just before her school prom.

If you could have dinner with any person, living or dead, who and why?
Never meet your heroes!

If you could be any fictional character, who and why?
I guess it would have to be a superhero, but an edgy one rather than anyone boring or too clean cut.

The best thing about your job?
The people.

The quality that you most admire?
Integrity.

What are you most likely to say?
Let's work out how to make it happen then.

What are you least likely to say?
Let's all talk about me!

Describe your perfect day.
Doing something fun outdoors with the family, then having a meal at a favourite restaurant.

Your favourite sports team?
Liverpool FC.

You can only eat one thing for the rest of your life, what is it?
Sourdough pizza (with meat toppings).

Share your greatest personal achievement.
Fatherhood.

Share your pet hate or biggest irritant.
Arrogance.

What would your Mastermind specialist subject be?
I'm too easily distracted to be a specialist! If I had to pick though, I'd say motorbikes manufactured in the 21st century.

If you had a time machine, would you go to the future or the past?
The past – (it would make a change from always planning for the future!)

What is number 1 on your bucket list?
World travel.

If you were Editor of Fuel Oil News magazine, what's your first article?
The huge benefits of CODAS!

What 3 things would you take to a desert island?
Bucket, spade, sunscreen.

Something about you people would be surprised by?
I used to play drums in an indie band.

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Founded in 1977 by James Smith
Owner: Nick Smith

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