



OFFSHORE ENERGIES MAGAZINE

Issue 64 Autumn 2025

Diving deeper

An education on innovative reef regeneration with our member ARC Marine

Features

ModuSpec: From Frontline to Offshore

COMET: From Catching Criminals to Catching Risks

ARC marine: The Race to Reinvent Offshore Wind

AquaTerra: Engineering the Endgame | AquaTerra's Innovation in Offshore Decommissioning

Salus Technical x OEUK: HCR AI Assistant Unlocks New Insights into Offshore Safety

The magazine for the UK offshore energy industry
Published by Offshore Energies UK



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By uniting Kent's strength in infrastructure with Exceed's well expertise, we are setting a new standard in safe, efficient, and cost-certain decommissioning.



Scan the QR code to read the full Exceed acquisition announcement.

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Welcome to Offshore Energies Magazine #64

Q3 was a period of intensified strategic efforts across policy, communications, and member engagement for OEUK. The zeitgeist of this summer has been one of momentum and shifting narratives - felt across the political spectrum and echoed in public opinion. In this issue, we explore some of the key energy events and standout moments of the summer. We continue to spotlight the crucial work our members do in keeping Britain powered, accompanied by an array of features celebrating digital innovation, marine conservation, decommissioning and more.

As we continue to work with tenacity, we're delighted to welcome new additions to the OEUK team: Mark McClelland (Head of External Affairs) and Peter Walsh (Campaign Consultant).

Our efforts have never been stronger, exemplified by our summer campaign and our digitally innovative 'Email Your MP' tool on the OEUK website, facilitating communication between hundreds of members of the public and their local MPs/DESNZ Ministers. Our mission remains unchanged: this strategic asset that in the 70s positioned the UK as a titan in the worldwide energy mix has the capacity to continue doing so for decades to come.

Through both written and verbal dialogue, we've continued our engagement with government, representing and amplifying the voices of our 400+ members, and advocating for the reform of the Energy Profits Levy (EPL). Since its introduction in 2022, the Office for Budget Responsibility has downgraded expected revenue from £42 billion to less than £17 billion, driving away future energy investment, undermining long-term tax receipts, and weakening our world-class supply chain, which, together with operators and developers, supports 154,000 direct and indirect jobs across the UK energy sector. As this issue goes to print, David Whitehouse (OEUK CEO), Mike Tholen (OEUK Director of Sustainability & Policy) and Ben Ward (OEUK Market Intelligence Manager) meet with HM Treasury, following the submission of OEUK's Policy Proposals ahead of the autumn budget, pushing for a fiscal climate that supports long-term investment, job creation, and energy security through continued North Sea innovation.

Offshore Europe 2025 (OE25), the calendar event of the year, took place in early September in Aberdeen, a key hub of the UK's energy sector. David Whitehouse, in his dual role as OEUK CEO and event chair, opened the expo with a powerful plenary session titled 'Unlocking Europe's Potential in Offshore Energy', setting the pace for a week of high-level political engagement that championed homegrown energy. We launched the Economic Report 2025 at OEUK's Breakfast Briefing, sponsored by Deloitte, where the report's key findings landed with real urgency - reinforcing OEUK's position on needing to achieve a balanced triad of economic stability, energy security and climate goals.

Meanwhile, the OEUK External Affairs team were busy navigating the political landscape, concluding this quarter by travelling across the country over party conference season to ensure that the North Sea remained at the forefront of the political agenda.

Thank you for reading & if you'd like to be featured in our winter issue, please contact us via editorial@oeuk.org.uk.

The Editorial Team

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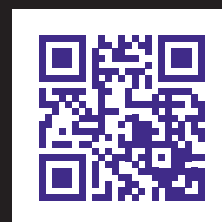
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Shell and Equinor Power Ahead in Q3

July to September was a period of major milestones for Shell UK, with a strong financial performance attributed to several key factors. LNG liquefaction volumes increased to 7.0-7.4 million tonnes (up from 6.7 MT in Q2) and trading and optimisation results were “significantly higher” than the preceding year. Oil and gas production rose to 1,790-1,890 thousand barrels of oil equivalent per day (kboe/d), compared to 1,732 kboe/d in Q2; refining margins saw a marked improvement, rising from \$8.90/bbl in Q2 to \$11.60/bbl in Q3. Refinery utilisation also rose, reaching up to 98%.

Following the formation of Adura, the bold new joint venture between Shell UK and Equinor, positioning them to become the UK North Sea’s largest independent oil and gas producer, Q3 saw significant leadership appointments. Neil McCulloh was appointed CEO, bringing 30+ years of leadership experience within the energy sector to the role and is currently CEO of Spirit Energy. Nicoletta Giadrossi was appointed as Chair; she is an experienced Chair and Non-Executive Director across a number of companies in energy and infrastructure; she has led four boards and is currently chairing MSX International, alongside serving as a board member for Vopak NV and Renew Global plc. With Shell UK producing over 100,000 boe/d and Equinor producing approximately 38,000 boe/d, Adura is expected to produce over 140,000 boe/d in 2025.

In the UK North Sea, Shell UK began production from the Victory gas field, located 47km northwest of the Shetland Islands. This domestically produced gas will help supply UK homes,

businesses, and power generation. Gas is to be extracted via a single subsea well and transported through existing pipeline networks, making use of established infrastructure to help reduce operational emissions. At full capacity, peak production is estimated at around 150 million standard cubic feet per day of gas (approximately 25,000 boe/d) - enough to heat nearly 900,000 homes each year.

Accompanying this is an array of other major developments. Planning and development of Equinor’s Rosebank (20% owned by Ithaca), located 130km northwest of Shetland, is currently underway, with Phase 1 start-up expected between 2026 and 2027. Despite regulatory hiccups, Equinor has reaffirmed its commitment. Having submitted their revised Environmental Statement in late September, the project is now “under review” by OPRED.

Meanwhile, Shell’s Jackdaw gas field was initially expected to commence production in 2025, with target output placed at 40,000 boe/d - enough to heat 1.4 million UK homes and contribute approximately 6% of UK North Sea production. Similar to Rosebank, delays were encountered due to environmental approval. However, the UK government has expressed a strong willingness to support the project, with Chancellor Rachel Reeves previously stating that the project will receive necessary consent under revised environmental guidance. June saw DESNZ release their updated environmental guidance, and Shell has submitted a revised EIA in line with this newly issued guidance. If approved, drilling could commence with development drilling early next year, with production following soon after.

Message from our CEO



David Whitehouse
CEO,
Offshore Energies UK

Unlocking the energy potential the North Sea remains central to our mission – anchored in every decision, initiative, and conversation we lead. As we await key policy and budget announcements from the UK government, OEUK has worked tirelessly to ensure the voices of our members are heard at this defining moment in the UK’s energy journey.

Offshore Europe 2025 was a high point of the season, shared priorities of our members and wider energy players converged, and one message rang out with unmistakable clarity: the future of national energy security must be safeguarded. UK energy production plummeted to a historic low in 2024, with 40% of needs met by imports. With the ripple effects of ongoing geopolitical tensions felt globally, this is not a reliance we can afford to maintain.

Diverse homegrown energy is the path to achieving energy security, resilience and affordability. The UK can meet over half of the countries demand for oil and gas in coming years from the North Sea. The UK boasts a pipeline of offshore wind projects to be unlocked, and the opportunity to store decades of carbon dioxide in our reservoirs. Our energy sector is woven into the very fabric of the UK economy, supporting skilled communities, sustaining hundreds of thousands of workers, and powering homes and businesses across Britain.

In a country importing record amounts of its energy, this is not oil and gas versus renewables, we need all the homegrown energy we can produce. This is not growth versus net zero, building on our strengths we can deliver both. This is about a unified energy approach that balances climate action with national energy security.

With a powerhouse of energy within our grasp, the North Sea stands as a national asset that OEUK strives to harness. Thank you to our members whose collaboration with us and government continue to be crucial in cultivating a resilient and opportunity-rich energy future.

UK Launches AI Energy Council to Tackle Digital Power Demands

April 2025 saw the UK government convene for the inaugural meeting of its AI Energy Council and meet for a second time in June, a body formed for cross-sector collaboration and tasked with addressing the rising energy demands that have accompanied artificial intelligence infrastructure expansion. Jointly chaired by Secretary of State for Science, Innovation and

Technology Peter Kyle MP (at the time, July – September 2025) and the Secretary of State for Energy Security and Net Zero Ed Miliband MP, the council is also comprised of leaders from EDF, ScottishPower, Ofgem, National Grid, alongside technology giants Microsoft, AWS, and Google.

The formation of the AI Energy Council reflects mounting concern

over the power demands of hyperscale data centres and AI-driven platforms - projected to add 100–200 TWh of annual demand by 2030. As AI becomes increasingly woven into the fabric of daily life and embeds deeper across industries, its energy footprint is emerging as a growing challenge.

Peter Kyle stated the council will ensure the UK powers its AI ambitions “in a responsible and sustainable way,” linking clean energy expansion to digital growth. The council will explore solutions such as dedicated renewable generation, grid flexibility, and energy-efficient AI design. With AI poised to reshape the energy sector, the council aims to align its use with net zero goals, ensuring that technological evolution doesn’t compromise climate progress; the council’s work will play a critical role in forging a future where technology and sustainability go hand in hand.



North Sea Navigates Continued Uncertainty

The North Sea is experiencing a period of heightened uncertainty as the UK government advances its energy agenda. While the sector continues to support the move towards lower-carbon energy, recent developments have raised concerns across the sector.

In Q3, Harbour Energy announced the loss of 250 roles in Aberdeen, citing a “punitive fiscal regime” and regulatory uncertainty. Industry leaders have warned that an accelerated decline could lead to the loss of many more jobs. Over the summer, the workforce

expressed concern over the pace of change and the lack of clear communication around future pathways. Reports from the Climate Change Committee and Scotland’s Just Transition Commission have highlighted gaps in planning and preparation, particularly around the speed and scale of change and the implications for the existing workforce.

The impact of these developments is being felt far beyond the North East of Scotland. Industrial regions such as Grangemouth, Teesside,

East Anglia and the North West face potential disruption, with knock-on effects for critical supply chains in fuel, chemicals and pharmaceuticals. With estimates suggesting up to 1,000 North Sea jobs could be lost each month, the sector is calling for a clear and credible change. As consultations continue on the Energy Profits Levy and the future of North Sea licensing, there is growing pressure for long-term policy certainty that enables continued investment, protects jobs, and secures the UK’s energy future.



Orwell bridge in Ipswich, Suffolk, England

The Waiting Game | Net Zero Delivery Plan October 2025

With the onset of Autumn, anticipation grows as we await the imminent and new Net Zero Delivery Plan, due to be published by the UK Government this month. Following a High Court ruling that found the previous Carbon Budget Delivery Plan (2023) unlawful for lacking sufficient detail and reliance on unproven technologies, this new plan is legally required to set out clear, actionable policies for meeting the UK's Sixth Carbon Budget (covering emissions reductions up to 2037) and to demonstrate how the UK will stay on path for its legally binding 2050 net zero target.

Mounting pressure now surrounds the government on multiple fronts: campaigners insist the new plan must accelerate climate action, businesses demand certainty to protect

investment and competitiveness, unions and workers fear disruption to jobs within the energy sector, and the public remains concerned about fairness, affordability, and the economic domino effect to come. The challenge is not only to deliver a credible path to net zero, but to reconcile these competing demands in a way that balances ambition with pragmatism and offers a settlement broad enough to command confidence from campaigners, business, workers, and the wider public alike. At forefront in the minds across the sector, and especially here at OEUK – the future of the North Sea: a strategic priority and cornerstone of Britain's energy sovereignty in an era of mounting geopolitical uncertainty.

Public Opinion

Despite political rhetoric and debate, public support for net zero remains remarkably resilient. Around two-thirds of Britons continue to support the 2050 target, with enthusiasm highest among Labour and Lib Dem voters, more hesitant among Conservatives, and weakest among Reform supporters. Awareness of 'net zero' is widespread, yet genuine understanding lags, leaving room for confusion over what the target really means in practise as opposed to theory. Concern about climate change is still strong, but it now competes with the cost-of-living crisis and pressures on the NHS as priorities in the national debate; many report making small lifestyle changes, but there is a growing sense that individual effort will only go so far without strong direction and visible leadership from government.



Who Supports Net Zero?

Despite strong public backing, net zero has increasingly become a polarised issue in political and media discourse. The current dichotomy: Labour and the Lib Dems have reaffirmed their climate ambitions, while at the opposite end of the spectrum, some Conservatives and Reform UK figures frame net zero as impractical or financially reckless.

Business voices and climate experts broadly still support ambitious net zero policy, but many warn that policy uncertainty, high upfront investment costs, and lack of detail threaten both competitiveness and overall momentum. Surveys by organisations like the BSI reveal that while many firms are committed in principle, fewer feel confident meeting the targets, and large numbers are adjusting expectations in the face of economic headwinds. BSI's 2025 Net Zero Barometer, conducted in July of this year, surveyed 1000 senior business leaders and revealed several notable findings:

- While 64% of businesses remain committed to the UK's 2050 net zero target (declining from 83% in 2024), only a portion of 55% are confident they'll achieve it
- Approximately half (54%) anticipate revising their sustainability strategies, and nearly half (49%) anticipate adjusting their net zero targets due to economic headwinds
- 86% state cost of action as the primary obstacle, with 82% wanting greater government support
- Larger companies tend to have established targets and a more optimistic outlook, whereas SMEs are less certain and more impacted by financial pressures

Across the board, there is recognition that the transition can unlock innovation, drive inward investment, and support up to 480,000 new green jobs by 2030 (Powering Up Britain: Net Zero Growth Plan, UK GOV) - but only if government provides credible sector-by-sector pathways and the right incentives for decarbonisation. At the same time, persistent barriers remain: high upfront costs, regulatory uncertainty, infrastructure bottlenecks, and an urgent need to equip the



workforce with new skills, alongside protecting the jobs that support our existing energy workforce. The business community's message is clear – there must be an equilibrium point between ambition and delivery if the UK is to stay competitive in the global clean-energy race.

New polling shows that half of people across the UK – rising to nearly two-thirds in 'red wall' constituencies – support continued domestic oil and gas production alongside renewables to reduce energy import dependencies, amid the Net Zero energy transition and ongoing cost-of-living crisis.

Offshore Energies UK (OEUK) commissioned polling from Opinium between 11th and 22nd September 2025 to understand public sentiment across the UK, ahead of the Government's Autumn Budget in late November.

The headlines of the nationally representative poll (2,050 adults), which also included a 'red wall' constituency oversample (commonly

defined as 50 Labour-held seats in the Midlands and Northern England), revealed:

- 45% of people say they are financially worse off than they were 5 years ago. Just 25% say they are better off than 5 years ago – a minority experience.
- 43% believe life in their local area has worsened in the past five years. Just 9% think life locally has improved. 66% believe life in the UK has got worse.
- The cost of living (56%), immigration (48%), NHS decline (37%), and worsening quality of politicians and government (33%) are the top issues of concern.

Specifically on energy and industrial policy, the polling further highlighted:

- 50% of people on a UK-wide basis support continuing domestic oil and gas production alongside renewables, to reduce reliance on energy imports, during the Net Zero energy transition – rising to 63% among 'red wall' voters.

Bridging the Workforce Gap | Can we Utilise AI?

As we continue to strive towards net zero targets, a significant challenge looms: the shortage of skilled workers in the clean energy sector. Harnessing the power of artificial intelligence (AI) may be our saving grace - enabling the closure of this skills gap, offering aid to an industry experiencing growing pains due to rapid infrastructure upgrades and green technology deployment.

With 17% of the utilities workforce due to retire by 2030, we're posed with the tricky task of navigating an energy transition that demands tens of thousands of new roles - spanning everything from heat pump installation to offshore wind technicians. Baringa estimates that achieving net zero will require 400,000 new roles in electricity networks alone. Without intervention, this shortage could stall progress on decarbonisation, grid upgrades, and building retrofits.

Electricity networks alone require 400,000 new roles by 2050, including 260 entirely new job types and accounting for attrition of 140,000 existing roles. Alongside this, we're currently facing 4700 approximate vacancies for trades required to deploy green technology such as heat pumps, electric vehicle (EV) charging points and solar - with the UK government targeting 600,000 heat pump installations by

2028, workforce growth is critical. In addition, the tripling of offshore wind energy production in the next two years, from 26,000 to 70,000 MW, also demands a substantial increase in work and skills differentiation. The historical fix for mitigating the issue of shortages in domestic talent has usually been migrant labour, but as the government's policy trajectory around immigration rules are becoming seemingly stricter, bridging the workforce gap may remain a perplexing issue.

Trusted partner to government and industry on the net zero journey, Baringa argues that AI has the potential to halve the field services skills deficit by 2030; through automation, predictive maintenance, and AI training platforms, technology can serve as a catalyst for talent pool expansion and accelerate upskilling. It has the potential to facilitate multidisciplinary learning by breaking down silos between engineering, data science and operations. Alternatively, the success of this will be dependent on more than just tech deployment - it will be contingent upon cultural shifts, leadership buy-ins and strategic workforce planning. AI must be embedded into organisational design, not positioned as a reactive measure or a band-aid solution.

Clear and coordinated policy direction

will be essential if AI is to play a transformative role, government and industry must collaborate to ensure ethical deployment, data governance, and inclusive access to digital skills. Investing in AI literacy and vocational training will be crucial. While many worry about artificial intelligence eclipsing human intelligence - AI won't replace the energy workforce, but it does have the capacity to nurture it.

Insights from OEUK's Data & Digital Conference, led by Laure Mora (OEUK's Business Transformation & Growth Manager) | Although AI holds mammoth potential to revolutionise the energy sector, human quality checks can never be bypassed, they are essential in upholding our industry's high standards. This doesn't only encompass output but also spans data input - and bad data costs money! As highlighted in OEUK's 2025 Data & Digital Conference, fear around job losses may serve as a barrier when it comes to digital adoption. What we need is space that allows for safe AI trial and failure for people, alongside general AI training and wider digital tools. So, will AI take our jobs? Absolutely not - but the key is combining artificial and human intelligence to work in harmony for elevated decision-making.

Ed Miliband Charts Course for GB Energy Amid Budget Uncertainty

With the commencement of Autumn, Energy Secretary Ed Miliband published a formal Statement of Strategic Objectives for Great British Energy (GBE), unveiling several key developments in the UK's clean energy transition. Capitalised with £8.3 billion, including GBE-Nuclear funding, initial investments also include £180 million for solar panels on hospitals and schools, in addition to £10 million for mayoral strategic energy projects. Wider strategic objectives include: development and investment in UK clean energy projects, support spanning project inception, early development to full-

swing operation, increasing public ownership and community involvement in energy projects, reinvesting profits directly back into communities and other clean energy initiatives, along with strengthening UK supply chains and creating unionised, high-quality jobs. With a strong focus on positive community-driven outcomes, Miliband described the company as "a vehicle for public ownership in the energy transition," promising that profits would be reinvested into communities and infrastructure. GBE also strives to reduce reliance on global fossil fuel markets to protect UK citizens from ongoing price volatility. Solar installations across UK



Edward Miliband
©House of Commons

NHS sites and schools have already proven successful in cost saving, with a projected £3.8 million in lifetime energy bill reductions across initial sites - expected to save up to £400 million over time for public services.

HAR1 Projects Break Ground

July saw the green light on ten commercial-scale green hydrogen projects by the UK government. This came as a result of the first Hydrogen Allocation Round (HAR1) and stands as a major development in the country's clean energy transition. Backed by £90 million in capital funding and £2 billion in revenue support, these projects are expected to unlock £400 million in private investment and will be accompanied by the creation of over 700 skilled jobs across the UK. Projects will span an array of industrial applications, ranging from tissue production and glass manufacturing to distilleries, bus fleets and more – all of which will utilise electrolysis powered by renewable electricity, producing zero-emission hydrogen. Key sites include HyMarnham, with a former coal-fired power station based in Nottinghamshire is being repurposed into a clean hydrogen hub; alongside this, Bradford Low Carbon Hydrogen, a £120 million project supplying fuel



to mobility users including JCB and Wrightbus. Heading over to Teessides, Tees Green Hydrogen will support the sustainable production of aviation fuel. These projects signal the UK's intent to decarbonise hard-to-abate sectors

and revitalise industrial heartlands. With work now beginning to mobilise, HAR1 is not just a funding mechanism – it's a blueprint for industrial transformation.

ScottishPower Presses Pause on Flagship Hydrogen Projects

Even as HAR1 projects begin breaking ground, not all awardees are moving ahead as planned. In an unexpected turn of events, September saw ScottishPower hit pause on its Whitelee and Cromarty green hydrogen projects – a surprising decision given their inclusion in the HAR1 subsidy scheme. This move came as a ramification of heightened tensions between policy ambition and the realities of market; the company cited high production costs, weak demand signals and unpredictability in policy as key factors in influencing their current decision. Neither project had reached final investment decision or drawn down public funds. Cromarty, developed with Storegga, was intended to supply hydrogen targeting whisky distilleries, while Whitelee was aimed to accommodate the transport and wider industry. However, Storegga has since confirmed it is exploring options to continue the Cromarty project independently.

This move alone from ScottishPower exemplifies broader challenges being faced at a global scale; In Europe, over 20% of announced renewable hydrogen projects have been cancelled or delayed this year. And while the UK's HAR1 mechanism is generous, it may not be adequate in overcoming

structural cost barriers without more robust policy framework and stronger market pull. This development serves as a cautionary tale: without robust demand and predictable support, even well-funded projects may struggle to reach viability and come into full fruition.





“There is a real opportunity for hydrogen to support the UK's decarbonisation ambitions and the OEUK Hydrogen Insight provides us with critical next steps to unlock the hydrogen sector in the UK. We look forward to the anticipated update to the UK Hydrogen Strategy which we hope will reflect many of the actions and opportunities highlighted in the report”

- Laura Moyle
Senior Energy Transition Advisor



This report explores the emerging role of low-carbon hydrogen in the UK's energy mix, highlighting its potential to decarbonise hard-to-abate sectors including industry, power, and transport. It outlines the UK's twin-track approach to hydrogen production – combining electrolytic and CCS-enabled methods – and identifies key barriers such as high costs, limited demand, and infrastructure gaps.

With over 100 UK hydrogen projects in development and a target of 10 GW production capacity by 2030, the report calls for clearer government ambition, long-term funding mechanisms, and strategic integration with wind energy and existing gas networks. It also features case studies showcasing innovation and export opportunities, offering recommendations to position the UK as a leader in the global hydrogen economy.



Serica Energy Expands North Sea Portfolio with Strategic Acquisition

Q3 saw OEUK Member, Serica Energy, announce the acquisition of multiple UK North Sea assets from Prax Group, alongside connected agreements with TotalEnergies and ONE-Dyas. The deal includes full ownership of Lancaster oilfield, plus 40% operated interest in the Greater Laggan Area and minority stakes in the Golden Eagle and Catch fields. Serica adds 11 million barrels of proven and probable reserves at a highly efficient acquisition cost and enhances its production base by 13,800 barrels of oil equivalent per day.

With Prax in the midst of restructuring, Serica's timely acquisition has been hailed by analysts as a "bargain," reflecting both strategic agility and market opportunity. Far from a simple portfolio expansion, the deal entrenches Serica's presence in the North Sea, anchoring its operations more firmly across key North Sea hubs, including the West of Shetlands basin, securing operatorship and a

foothold in the Shetland Gas Plant. Poised with opportunities for organic growth via infill drilling at Tormore, Glendronach field development and third-party throughput potential – Serica's enters the final quarter of 2025 with momentum. In the wake of fiscal uncertainty and regulatory headwinds, Serica's acquisition signals the continuous confidence held within the upstream sector and its crucial role in supporting secure, homegrown energy. Chris Cox, Serica's CEO, stated:

"This transaction represents a further step in the delivery of our growth strategy – it diversifies our portfolio, increases our reserves and resources, and enhances near-term cashflows at an attractive valuation. The addition of GLA brings Serica a new production hub, with operatorship of the Shetland Gas Plant. There is an immediate boost to production and reserves, plus the scope to create significant value for shareholders through multiple



Chris Cox
Serica CEO

subsurface, commercial, and further M&A opportunities. This transaction illustrates Serica's ability to move quickly, utilising our strong balance sheet and skill sets to make an acquisition with strategic potential on attractive terms."

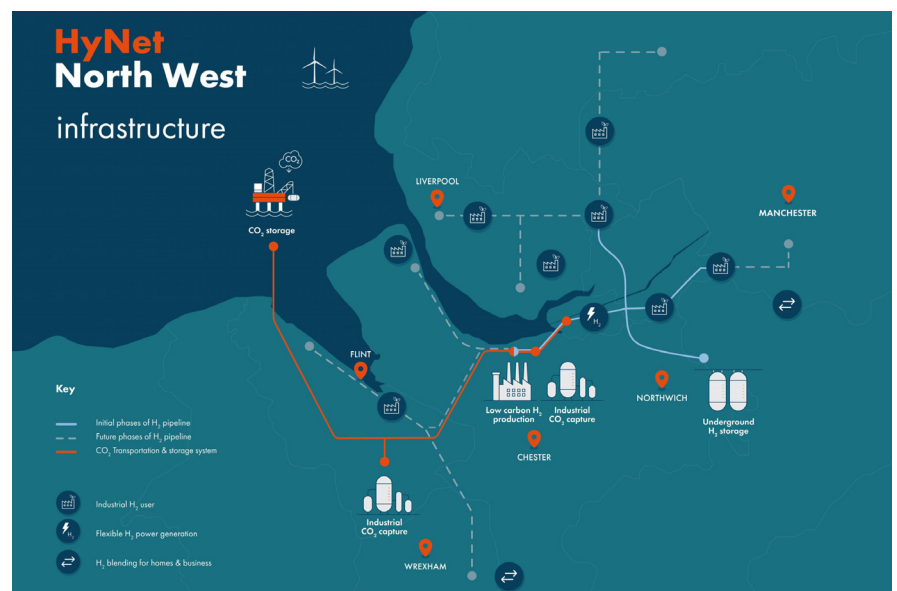
HyNet Expansion Update

Q3 saw the UK government accelerate momentum in industrial decarbonisation with the expansion of the HyNet carbon capture and hydrogen cluster, spanning Northwest England and North Wales – adding six new projects to the negotiation list under the Track-1 expansion (T1x) phase. Under this, four have been designated as priorities: Connah's Quay Low Carbon Power (Uniper), Ince Bioenergy with CCS (Evero Energy), Padeswood Cement Plant CCS (Heidelberg Materials) and Protos Energy Recovery Facility (Encyclis) – collectively supporting 2800 jobs and will remove an accumulated 1.2 million tonnes of CO₂ per year, and will be fed into Eni's Liverpool Bay storage network which has the capacity to house up to 4.5 million tonnes per year.

As of September, two of the four projects in the HyNet CCS cluster had made major strides by reaching FID, a key milestone signalling the green light on readiness to commence construction. With financial close in near sight for Cheshire-based Protos Energy Recovery Facility (Encyclis), we expect

construction to follow shortly. It will capture 370,000 tonnes of CO₂ annually and generate carbon removal credits from biogenic emissions, making it a key contributor to net zero goals. Looking westwards, Padeswood Cement Plant CCS (Heidelberg Materials) has reached final investment decision and is due to become the UK's first carbon capture-enabled cement

facility - set to capture 800,000 tonnes of CO₂ annually and produce net-zero cement by 2029. Alongside this, five other projects remain on standby: Essar Energy Transition Industrial Carbon Capture, Hydrogen Production Plant 2 (EET Hydrogen), Parc Adfer Energy from Waste (Enfimum), Runcorn Carbon Capture (Viridor) and Silver Birch (Climeworks UK).



Harbour Energy Kicks Off Gilderoy Exploration Well in North Sea

Harbour Energy commenced drilling operations at the Gilderoy exploration well situated in the Central North Sea – a critical juncture in UK upstream activity. Gilderoy is a component that sits within Harbour’s Greater Britannia Area (GBA) and the well is earmarked for tie-back to maximise operational efficiency. The UK is currently in a deceleration phase when it comes to exploration, largely attributed to licensing delays in combination with fiscal uncertainty. However, Harbour’s campaign signals continued confidence in the basin’s potential, especially in areas with proven infrastructure and proximity to producing assets. This well targets gas prospects and has the potential to contribute to domestic supply resilience if exploration ventures are successful. Harbour’s move to support domestic production and curtail dependence on imports aligns with many across the industry right now, with the UK facing output decline and geopolitical risks – Gilderoy, and other projects of a similar calibre, are vital in maintaining energy security and sustaining a skilled energy workforce.



North Sea Momentum: Anasuria Hibiscus (AHUK) Anchors Its Position



Amid fiscal headwinds in the UK upstream sector, Anasuria Hibiscus UK (AHUK) continues to reaffirm its North Sea commitments with the Teal West development well – an admirably bold move in a basin where caution has become somewhat of a norm. Conveniently located 4km from Anasuria FPSI, Teal West is one of only three development wells planned across the UKCS within 2025. The project is expected to deliver 4,824 barrels of oil per day, with subsea tie-back infrastructure scheduled for installation in spring of next year and first oil targeted by mid-2026.

“We are continuing to invest in the UK North Sea, because we believe energy security, the environmental cost of importing LNG, and the preservation of local jobs will eventually push the

UK government to revise its fiscal stance”, said General Manager Tom Reeve.

Beyond Teal West, AHUK continues its explorative streak with the farm-down of its Greater Marigold interest, citing the desire to rebalance its portfolio and citing high capex as the main factors inspiring this pragmatic move. With the current landscape painted with regulatory ambiguity, AHUK Q3 strides reinforce the value in tie-back strategies and the importance of independent roles in sustaining domestic production; as the UK moves through a pivotal phase of energy transformation, projects like Teal West serve as a strategic reminder of the North Sea’s ongoing viability and the opportunities for independent operators to drive domestic energy resilience.

Wind

Stop Stealing My Thunder Wind

As offshore wind farms multiply at an exponential rate, a new kind of dispute is brewing - "wind theft." With billions of pounds at stake, developers and regulators are grappling with the challenge of wake effects and the race for fair access to the world's windiest waters.

With ambitious net zero targets on everyone's radar, the race to harness offshore wind is getting crowded; as developers vie for prime space in the North Sea and further regions of the world, a new kind of dispute has begun to unfold – wind theft. As turbines multiply and projects grow more dense, the issue is no longer rooted in the sheer scale of projects, but who gets the 'best' winds.

At the core of this turmoil is the 'wake effect', the phenomenon of

reduced wind speed and turbulence trailing behind turbine blades. When wind turbines spin, they steal some of the wind's power, leaving slower, choppier air behind - this "wake" can sap energy from other turbines downwind. Those downstream can see their own generation (and profits) decline due to this effect. Rystad's recent analysis showed that these were not a mere coincidence, anomaly or a technical curiosity, it truly is a multi-million-pound

headache. This is exemplified with an annual reduction of a mere 2% in wind generation at the UK's Dogger Bank resulting in a staggering loss of \$270 million over the course of 25 years.

The UK, firmly committed and driven by carbon neutrality goals, is now the first country to require wind wake assessments to be submitted as a mandatory component within the planning consent process, largely attributed to the Awel y



Teesside (Offshore Teesside) | With 5.6 GW of operational capacity, Teesside is a hotbed for wake effect debates. Orsted claims that TotalEnergies' Outer Dowsing project could drain up to £199 million in generation from nearby wind farms, while Equinor has flagged similar risks for its own sites.

Outer Dowsing | Sat between major projects has placed it at the center of disputes, with Orsted and Equinor both alleging that its wake could significantly reduce their output and revenue.

Triton Knoll | Commissioned in 2022, Triton Knoll's proximity to Race Bank has been linked to a 3.6% annual drop in Race Bank's generation, serving as a real-world example of how wake effects can impact neighboring assets.

Race Bank | Race Bank has seen its output fall since nearby projects came online, with analysis suggesting that wake effects, rather than grid issues, are a key culprit.

Hornsea One & Two | Both Hornsea projects are cited as being at risk from Outer Dowsing's wake, with potential losses stacking up as more turbines are installed nearby.

Sheringham Shoal & Dudgeon East | Equinor has raised alarms that Outer Dowsing could negatively impact these wind farms and their planned extensions, threatening long-term returns.

Humber Gateway A | Used as a reference point for wind speed variation, Humber Gateway A's slight drop in output helps isolate the impact of wake effects from natural wind fluctuations.

Kent (Offshore Kent) & Five Estuaries | Offshore Kent is another flashpoint, with Iberdrola's East Anglia 2 warning that RWE's Five Estuaries project could cut its generation by up to 2.1%.

Irish Sea (Mona and Morgan projects) | The Irish Sea has seen high-profile settlements, with Orsted reaching agreements over the Mona and Morgan projects to resolve concerns about lost wind resources for its operational farms.



Mor project's experience of the wake effect. Alongside this, several major disputes have erupted in the preceding 2 years: Orsted's settlement with EnBW and Jera Nex BP over the Mona and Morgan projects, and ongoing wrangles around Outer Dowsing, Dogger Bank South, and Five Estuaries.

Shifting our sights eastward, Europe is experiencing a similar problem; the wake effect has also caused stir, becoming a contentious topic of debate – popping up in the Netherlands, Denmark, and most notably, Germany. Germany currently holds the title of second place in the global offshore wind market and major developers, RWE and Vattenfall, have voiced growing concerns on the wake effect. A particularly alarming issue as numerous wind farms are situated in close proximity to one another. Orsted's Borkum Riffgrund 1 site is located within 1km of the nearest turbine belonging to the Merkur wind farm, owned by APG Asset Management and The Renewables Infrastructure Group (TRIG). Between 2016 to 2018 Borkum



World-First 10m Monopile Cut Marks Major Shift in Offshore Wind Decommissioning

James Fisher and Son

Customer Challenge

An offshore wind operator identified a flaw in the foundation of a 10-metre-diameter monopile after installation. With no proven method to safely sever such a large structure, the operator faced a significant technical and environmental challenge. A solution was required that would enable safe removal while minimising downtime and reducing the impact on the surrounding environment.

Our Solution

James Fisher and Sons designed, built, and deployed a bespoke external abrasive cutting tool - the first of its kind capable of tackling monopiles of this scale. The tool was engineered and tested by our specialist team in Aberdeenshire, UK, and deployed subsea to complete a precision abrasive water jet cut in a single pass. This approach combined the efficiency and reliability developed through decades of oil and gas decommissioning with innovation tailored to offshore wind's unique demands.

Customer Benefits

Safe and rapid removal of the flawed monopile, enabling recovery to the vessel deck without incident.

Reduced environmental impact thanks to a shorter operational timeframe and precise cutting method.

Cost efficiency through a purpose-built tool that avoided the need for prolonged or multiple interventions.

Industry Impact

This project represents a step change in how the offshore wind sector can approach decommissioning and remediation. As early wind farms reach the end of their original design life and turbine sizes increase, operators face a growing need for safe, cost-effective solutions to remove or remediate large-diameter foundations.

James Fisher's new capability - proven in this world-first project - is now available globally to support both offshore wind and oil and gas operators as they plan for decommissioning, seabed clearance, controlled flow excavation, cutting and recovery, and well plug and abandonment. By transferring decades of oil and gas expertise into the offshore wind sector, James Fisher is enabling customers to meet environmental obligations and push forward with ever-larger, more ambitious energy projects.

Wind

Riffgrund 1's annual generation was 1034 GWh and that figure fell between 2019 and 2024 by an approximate 10% average.

As government continues its attempts to align policy with pace, the UK's 2025 revision of its National Policy Statement for Renewable Energy Infrastructure (EN-3) now explicitly requires wake effect assessments. However, with no consistent framework for resolving disputes, settlements remain ad hoc and often confidential. As we rush to build a greener grid, the message is becoming more apparent: the future of offshore wind doesn't merely rely on engineering prowess, but also on fair play.

Berwick Bank Offshore Wind Farm Secures Scottish Consent

July saw development consent granted to SSE Renewables' Berwick Bank project, located off Scotland's east coast. Expected to house capacity of up to 4.1 GW and up to 307 turbines, Berwick Bank is on track to become one of the world's largest offshore wind farms – with the mammoth potential of doubling Scotland's existing offshore wind capacity. Approval is contingent on various conditions, most importantly



“Wake effect should not be treated as a game of hot potato – countries and developers deflecting accountability by throwing blame onto one another. The industry should come together with the relevant stakeholders to define a framework where wake effect is accounted for and both technical and market-driven mitigation measures can be explored. Wake effect impact will vary with weather and market conditions, so permanent monitoring should be put in place to accurately measure wake it. A better handling of this effect will help maximise the UK's ability to harness wind as a powerful economic asset.”

Thibaut Cheret
Wind & Renewables Manager



being the requirement for a detailed seabird compensation plan to mitigate impacts on local wildlife. If this criterion is met, Berwick Bank could generate enough clean electricity to power more than six million homes per year, supporting both Scotland's net zero ambitions and the UK's wider Clean Power 2030 mission. The project is expected to inject £8.3 billion into the UK economy and create up to 9,300 jobs, with nearly half of these in Scotland.

Crown Estate Supports Next Wave of Offshore Wind

June was marked by a significant leap in the UK's offshore wind ambitions; The Crown Estate names Equinor and Gwynt Glas (EDF Renewables UK + ESB) as preferred bidders for new floating wind leases situated in

the Celtic Sea. Floating wind tech, once perceived as an energy niche, is now a core part of the UK's strategy for delving into deeper waters that traditionally fixed foundations cannot reach.

Alongside this, The Crown Estate also unveiled investment plans spanning up to £400 million dedicated to strengthening the UK's offshore wind supply chain – encompassing ports, foundations, and vessels. This injection of capital comes as a direct response to the anticipated surge in offshore wind projects, ensuring the UK's infrastructure is primed for the next wave of development. With the Celtic Sea poised to become the perfect playground for innovative offshore wind technologies, the sector too is bound for a phase of rapid growth.

Deloitte.

How do we *finance*

the UK energy transition?

To find out what a range of investors told us would increase their confidence to invest in low carbon energy technology and infrastructure in the UK, visit our web page:



Offshore Europe 2025

The four day event centred in the heart of Europe's energy capital, Aberdeen

September 2-5 saw over 25,000 industry professionals gather in Aberdeen for the calendar event of the year – SPE Offshore Europe (OE25), the largest energy exhibition and conference outside North America. Held at P&J Live, the event combined discussion and celebration around the sector's energy transition, digital technology, and skills development. With professionals, leaders, policymakers, and over 450 exhibiting companies from around the world all in one place, the prevailing topic of conversation - the question on everyone's mind - was: what is the fate

of the North Sea?

OEUK's Chief Executive, David Whitehouse, and appointed Conference Chair, led the opening plenary session titled 'Unlocking Europe's Potential in Offshore Energy', giving way to a week of high-level political engagement. UK Energy Minister Michael Shanks MP; Scotland's Deputy First Minister and Cabinet Secretary for Economy and Gaelic, Kate Forbes MSP; and Leader of HM Opposition, the Rt Hon Kemi Badenoch MP, each delivered keynote speeches to more than 700 attendees on opening day.



"It was important to see industry unite in embracing a future economy that requires 'all energy', encompassing oil and gas, renewables, hydrogen and storage. Our entire sector is 'in it together' and it was heartening to hear GB Energy chair Juergen Maier echo these sentiments. It shows the criticality of the industry to the UK economy that energy minister Michael Shanks, the Leader of the Opposition Kemi Badenoch, and Deputy First Minister of Scotland Kate Forbes engaged in the debate."

**David Whitehouse, OE25
Conference Chair and OEUK's CEO**

Breakfast Briefing

*Our Economic Report launch breakfast at Offshore Europe
- sponsored by Deloitte*

September 3rd marked the launch of the Economic Report 2025 at the OEUK Breakfast Briefing, drawing in close to 350 attendees from a broad range of companies across the energy sector. OEUK's CEO, David Whitehouse, opened the event with a powerful speech that captured the pride and camaraderie felt across the UK's historic energy sector. He reflected on the industry's transformation through decades of innovation, with the North Sea at its core - powering the UK since the 1970s and continuing to hold the capacity to sustain the nation for decades to come, but only if we are given the opportunity to take the right course of action that champions homegrown energy.

The key findings of the Economic Report 2025 were presented by Ben Ward, OEUK's Market Intelligence Manager. With UK energy production at record lows and over 40% of our needs now imported, attendees heard further key details on how the North Sea remains a strategic asset; the report's findings landed with real urgency. Alongside this, the event assembled a powerhouse panel, featuring voices from Shell, GB Energy, NSTA, Cerulean Winds, Peterson Energy Logistics and more. The panel didn't shy away from the tough questions: fiscal regimes, the Energy Profits Levy, and the need for policy certainty all took centre stage.



“Our report shows how the challenges facing firms and their people across the offshore energy industry are greater than they have ever been, but with reform of key policies, they could kickstart growth across the UK. If we unlock investment, our North Sea reserves mean UK-based firms could produce half of the oil and gas we need at home as we continue to accelerate renewables, rather than ramping up energy imports with higher emissions that do not add tax revenue or value to the economy as jobs and capital move overseas.

This is why OEUK is campaigning for the right balance of government backing, industry action, and a competitive fiscal landscape to build the energy the UK needs tomorrow, whilst providing people, businesses and homes with the energy security they need today.”

Ben Ward, OEUK's Market Intelligence Manager

North Sea Leadership: Where are the Women? Celebrating Success, Driving Progress

Diversity & Inclusion Lunch | Sponsored by Altrad

September 3rd was a standout day at Offshore Europe, with OEUK hosting its second major event just hours after the conclusion of the Breakfast Briefing. The Diversity and Inclusion (D&I) Lunch, led by two of OEUK's leading women, Katy Heidenreich (OEUK's Supply Chain & People Director) and Natalie Coupar (OEUK's Communications & Marketing Director), centred around the theme of "North Sea Leadership: Where Are the Women?", offering space for meaningful connection and conversations on gender equity, representation, and leadership. The event brought together a diverse and eclectic panel. The lunch also included a fireside chat between Katy Heidenreich and Doris Reiter, bp's Senior Vice President for the North Sea, which explored the evolving landscape of inclusion in energy.

The event didn't shy away from the tricky topics: from the persistent absence of women in senior leadership to the structural blockades on the route to the top, the uncomfortable conversations still being navigated in workplace culture and the balancing act between motherhood and career.



Speakers & Panellists:

Katy Eidenreich,
Supplychain & People Director
| Oeuk

Natalie Coupar,
Communications & Marketing
Director | Oeuk

Leanne Linacre,
Ceo And Co-Founder | Lead5050

Doris Reiter,
Senior Vice President | Bp North Sea
Bp

The Rt Hon Claire Coutinho,
Mp Shadow Secretary Of State For
Energy Security And Net Zero &
Shadow Minister For Equalities

Hannah Bardell,
Business & Equalities Consultant,
Political Commentator And Speaker
| Hkb Consulting Ltd

Bob Drummond,
Ceo | D2zero

Gary Ford,
Co-Founder & Managing Director
| Men For Inclusion

Emma Behjat,
Network Chair | Axis



"We're pleased to feature senior leaders from a wide range of organisations, including a major operator/developer like bp and newer smaller enterprises like D2Zero, which helps decarbonise traditional energies, while supporting the development of clean energy solutions.

Our line-up of speakers includes politicians, former politicians and senior leaders dedicated to creating equal opportunities for all. We believe this constructive and energising event is for everyone who wants to see the North Sea industry thrive by making the most of all its talent."

Katy Heidenreich, OEUK's Supply Chain & People Director

OEUK Legal Conference 2025

Sponsored by Clyde & Co

September 25th marked the OEUK Legal Conference, recognised as a premier annual event, convening 150+ professionals across the legal and commercial community at the Ardoe House Hotel, Aberdeen. The conference opened with a poised and powerful keynote speech from Katy Heidenreich, OEUK's Supply Chain & People Director and LOGIC's Managing Director, centred around the strategic national importance of the UK's offshore energy industry. Topical themes of the events included a presentation from CMS on recent AI-driven changes in law, covering UK/EU regulations, intellectual property, and case law. With artificial intelligence (AI) piquing the interest of many across our industry, the team used AI to create avatars of themselves, accompanied by a Country and Western song to capture a year of rapid change vividly.

Principal Sponsor Clyde & Co LLP discussed offshore energy sector risks, indemnity, and contract pricing, while two KCs from Twenty Essex addressed case law and joint ventures. Mark

Wilson, OEUK's HSE & Operations Director, chaired a well-received panel session on cyber risk and managing cyber incidents. The event concluded with an inspiring speech by Judith Aldersey-Williams, sharing insights from her 25-year legal career advising energy clients.



Campaign activity.

Championing the North Sea: Your Voice Matters | Email Your MP Today

To this day, the North Sea remains an energy powerhouse for the UK, an asset that fuels homegrown energy, sustains the livelihood of countless energy workers, drives economic growth and power, while simultaneously offering a myriad of opportunities for industrial innovation. As outlined in OEUK's 2025 Economic Report, the offshore energy sector supports 154,000 jobs, both directly and indirectly, and generates more than £25 billion in value for the UK economy each year; yet the UK's current reliance on energy imports paired with policy uncertainty threatens this well-calibrated and functional equilibrium.

The North Sea, and the livelihoods it sustains, is dependent on decisive action.

That's why OEUK's Future of the North Sea campaign is putting power in your hands.

Developed by OEUK's Senior Digital Adviser, Adel Tawdrous, the OEUK website now features an interactive postcode lookup tool that enables users

to connect directly with their local MP or DESNZ ministers. In a matter of seconds, you can send a pre-written or personalised message that voices your energy concerns and champions the value of the North Sea as a strategic energy asset that should continue to be nurtured. Every email sent is tracked and provides real-time insights on public engagement and amplifies voices where it matters most.

The North Sea's story is far from over - by speaking up, you help ensure it remains a cornerstone of our economy, a driver of innovation, and a source of secure, sustainable energy for future generations. While OEUK works closely with industry and government, this tool stands as a testament to our commitment to a just and fair energy transition - serving not only key players, but the wider energy community and the public. The future of energy directly impacts everyone, from local jobs to national security and climate goals. That's why your voice matters. With our interactive tool, it's easier than ever to make your opinion heard: email your MP today and help shape the future of the North Sea and secure Britain's energy landscape. Available now on the OEUK website.



Oil & Gas & Hydrogen & Storage & Wind.

future OF THE NORTH SEA

OEUK OFFSHORE ENERGIES UK

The blueprint for the UK's industrial growth.

oeuk.org.uk

Economic report.

Economic Report 2025

OEUK's Economic Report 2025, authored by Ben Ward (Market Intelligence Manager, OEUK) and published in early September, captures the essence of our current energy climate - where geopolitical tensions, fiscal uncertainty and climate imperatives converge.

In 2019, the UK became the first major economy to legislate for net zero by 2050. The report explores progress over the past year and the challenges ahead, highlighting the risks of pursuing the energy transition without a sufficient strategy - and how this threatens the precarious balance between sustaining the energy workforce, maintaining economic stability, and striving to reach ambitious climate goals.

The report charts a clear course of action: a pragmatic approach with continued licensing for domestic oil and gas, accelerated renewables deployment, reform of the Energy Profits Levy and a credible long-term energy plan. It further highlights the critical role of the supply chain and urges government and industry to work together to unlock investment, secure energy independence, and deliver on net zero ambitions - at the core of this is the North Sea, a national asset for decades to come.



The Economic Report 2025 is available to download now via the OEUK website.



Economic Report Key Findings:

- The global demand for energy continues to rise; last year, we witnessed 2.2% growth, a rate exceeding the average of the preceding decade. This was largely attributed to emerging economies. However, the UK continues to demonstrate a steady decline in overall energy consumption.
- In 2024, global annual CO₂ emissions increased by 0.8% to an all-time high of 37.8 billion tonnes of CO₂ per year.
- OEUK expects the UK's energy import gap to remain at approximately 40% for most of this decade, unless strategic action is taken now - this leaves the nation exposed to the ramifications of ongoing geopolitical conflicts.
- The energy sector as an employer is at a turning point: failure to achieve our basin goals could risk workforce contraction of up to 20%. However, if we meet these goals, we could see our workforce grow by almost 40%.
- The UK's Carbon Capture and Storage (CCS) sector is poised for rapid growth, with Track 1 clusters reaching Financial Investment Decision (FID). By 2030, HyNet and the East Coast Cluster are set to remove 8.5 million tonnes of CO₂ a year, the equivalent of taking 4.5 million cars off the road.
- The EPL has not delivered the expected tax revenue, with less than 40% of the forecast 2022 tax revenue now expected to be achieved in the period from 2023 to 2028.
- Current projections indicate the UKCS is on track to only supply a quarter of the UK's oil and gas demand out to 2050, despite having the potential to produce half of the demand.

Labour conference.

OEUK External Affairs | Labour Party Conference, September 2025 | Summary & Reflections

The OEUK External Affairs team closed out Q3 by attending this year's Labour conference which drew in a full spectrum of reviews; while many thought it was more subdued than last year, others commended it for feeling more upbeat, potentially reflecting a stronger footing being conveyed by government. Throughout the conference, a core focus was placed on potential changes to oil and gas licensing. OEUK actively engaged with civil servants and political leaders to ensure industry perspectives were heard as the policy landscape continues to evolve.

Key Speeches & Policy Positioning

Chancellor of the Exchequer, Rachel Reeves MP

Chancellor Rachel Reeves used her Labour Conference speech to emphasise "securonomics," centring UK jobs, economic stability and community at the heart of this. She pledged support for key industries such as steel and shipbuilding, alongside further highlighting reforms to pensions, planning, and industrial strategy, and announced a Youth Guarantee to tackle long-term unemployment. Reeves warned against policies that pose a threat to economic stability,



contrasting Labour's approach with Reform UK. At a CBI event, OEUK's Nat Coupar voiced concerns on the future of UK energy supply chains, to which Reeves responded by stressing her pragmatic stance on energy policy - the exchange was later covered in The Telegraph.

Secretary of State for Energy Security and Net Zero, Ed Miliband MP

Miliband used his conference speech to champion the Government's energy agenda, highlighting investment in Sizewell C, progress on carbon capture and storage, and the creation of Great British Energy. He said clean power by 2030 was the only route to lower

bills, energy security, and skilled job creation, while pledging that oil and gas workers would remain valued as the workforce expanded into offshore wind, hydrogen, and CCS. He announced a new Fair Work Charter tied to the Clean Industry Bonus to guarantee fair pay, strong rights, and union access, extending protections to offshore workers, and reiterated the Government's commitment to delivering its new deal for working people. He also pledged action to tackle fuel poverty through the Warm Homes Plan, promised Great British Energy would cut bills for frontline services by rolling out rooftop solar across schools, NHS sites, and military bases, and firmly ruled out fracking, warning it would damage the environment and undermine climate goals. Likewise, in an interview in the Anarcta, Hub Miliband reiterated that climate change remains a priority for Keir Starmer, with 'no backtracking.' Notably, while Miliband retains popularity with party members, there is a growing consensus that he is less central to decision-making in government.

Prime Minister Sir Keir Starmer MP

Prime Minister Keir Starmer used his conference speech to set out a vision of national renewal, framing Labour as the patriotic party of economic growth, fairness, and decency in contrast to Reform UK's "grievance politics" and the Conservatives' decline. He declared Britain stood at a "fork in the road," urging unity across the four nations



Labour conference.



and calling on people to “fly all our flags” with pride. Starmer reaffirmed economic growth as the Government’s defining mission, rooted in industrial policy and investment in steel, data centres, and renewable energy, with a commitment to spread prosperity beyond London and the Southeast. This was further reiterated by Starmer on the Today Programme on October 1st, making it clear that ‘oil and gas will be in the energy mix for many, many years to come’, a line that signals continuity and reassurance for the sector. He emphasised the importance of winning the ‘renewable race’ but also stressed that his government ‘won’t interfere with licenses’.

Emily Thornberry MP

At a panel discussion in the Anarcta hub, Chair of the Foreign Affairs Select Committee, Thornberry, highlighted the internal tensions within Labour on energy policy. She argued the public supports a windfall tax on fossil fuel companies but remains opposed to policies that raise fuel prices at the

pump. This reflects a divide between climate-conscious MPs and those more growth-driven.

EPL & Fiscal Regime | There remains a strong perception among MPs that removing the Energy Profits Levy would be seen as a ‘gift’ to industry. This underscores the importance of OEUK’s work to make a rational, evidence-based case highlighting the benefits of reform in terms of energy security, jobs and investment. We continue to hear speculation about how changes to licensing will be enacted and are engaging formally with civil servants and political parties to keep members informed. The party framed climate ambition and economic pragmatism as compatible, a space where OEUK has an important role to demonstrate how domestic oil and gas, alongside renewables, can deliver for the UK.

OEUK Fringe Panel

The panel was well attended, with party members, special advisors, journalists and OEUK members filling

the room. Torcuil Crichton MP (Na h-Eileanan an Iar) and a member of the Energy Security and Net Zero Committee told attendees that he did not expect Chancellor Rachel Reeves to loosen the current tax regime, citing the ‘tight’ economic situation. He stressed the importance of ‘win-win’ opportunities for government and industry, such as extending existing licences to cover future developments and providing symbolic commitments to communities. These, he argued, would show ministers’ long-term investment in the region.

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Publications.

Impact of Fiscal Policy on the UK Continental Shelf

Take a deep dive with OEUK to explore how fiscal policy decisions are shaping the future of the UK Continental Shelf (UKCS) and wider economy. Between recent tax changes and fiscal uncertainty, negative ripple effects have been felt throughout the entirety of the energy sector – especially in the realms of investor confidence and project viability.

Drawing on industry data and operator feedback, the report outlines the importance of long-term fiscal predictability in unlocking capital

investment and safeguarding the offshore energy supply chain. With modelling showing that replacement of the Energy Profits Levy (EPL) with a permanent, profit-based mechanism as early as 2026 could unlock £41 billion in new investment, and support an extra 23,000 jobs by 2030, alongside generating £137 billion in additional economic value by 2050 - this report advocates for a stable, competitive fiscal regime to restore investor confidence, protect UK energy jobs, and ensure the North Sea continues to deliver energy security and economic growth as part of a balanced transition to net zero.

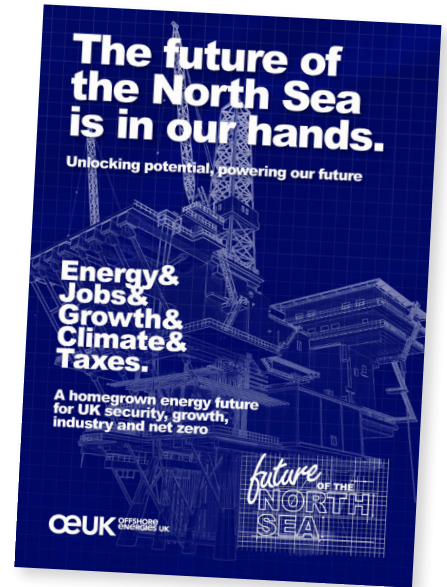


Future of the North Sea – Briefing Document 2025

In alignment with OEUK's summer campaign, this briefing document is a standalone publication that deviates from our traditional annual reports – reflective of an industry in need of stronger direction.

The Future of the North Sea briefing lays out a bold vision: the North is and will continue to be the foundation of UK energy security, industrial growth and economic resilience. Sustaining over 200,000 energy workers, and 90,000 in Scotland alone, alongside injecting

£25 billion into the economy each year – the North Sea is a resource we cannot afford to neglect. This document calls for a pragmatic approach, reiterating sentiments of OEUK's Economic Report 2025 – continued licensing, fiscal reform and a credible long-term strategy have the potential to unlock an additional value of £165 million and halve our reliance on imports. OEUK's message is clear: homegrown energy powered by the North Sea will prove essential in achieving a secure and sustainable energy future for the UK.



The definitive source of information on the UK offshore energy industry

As part of OEUK membership, members can access our library of industry guidelines free of charge.



Oil and Gas Essential in the UK's Energy Transition

While the forecast reveals the UK will fall short of its legally-binding Net Zero by 2050 targets, Oil and Gas will continue to be a critical part of the energy landscape into the 2040s, underlining the urgent need for decarbonisation efforts.

Explore the growing role for Carbon Capture, Utilization, and Storage (CCUS) and hydrogen technologies, and new opportunities to align with sustainability goals while maintaining energy security.

Understand the challenges and embrace the solutions. Download the UK Energy Transition Outlook for expert insights and actionable strategies to navigate the future of energy with confidence.



Download the
report to find
out more

dnv.com/etouk

Contracts and corporate.

Bilfinger Secures Major Inspection Services Contract with bp in the UK

Bilfinger, an international service provider, has secured an inspection contract using Non-Destructive Testing (NDT) across all of bp's North Sea assets. This milestone follows on from a three-year extension of Bilfinger's existing insulation, access and painting (ISP) contract with bp in the UK – originally awarded in 2019. Since the contract's initial inception with bp, Bilfinger has undergone significant expansion, including tank entry and specialist cleaning. This renewed agreement also secures the continuation of 250+ jobs, with a dedicated team of 14 onshore and 241 offshore personnel, until 2027. The contract will also introduce a fully integrated, end-to-end digital workflow, raising the bar for NDT through a range of advanced technologies such as robotics and artificial intelligence.



“This contract award is a testament to the success of our collaborative approach with bp and our extensive experience of delivering integrated services that deliver value, without compromise. Bilfinger continues to pioneer the development and implementation of new competency standards for Non-Destructive Testing, while also evaluating and validating emerging technologies to enhance service delivery and deliver sustainable efficiency improvements.”

**David Hall, Vice President Inspection at
Bilfinger Engineering & Maintenance UK**

OEG to Support Inch Cape Offshore Wind Farm Construction until 2027

OEG has secured a significant multi-million-pound contract to support the construction phase of the Inch Cape Offshore Wind Farm until operational in 2027. As one of Scotland's largest offshore wind developments to date, Inch Cape will play a critical role in meeting Scottish and UK government 2030 green energy targets.

The 1.1 GW offshore wind farm is in the North Sea, 15 km off the Angus coast and spanning 150 km². Once complete, the site will host up to 72 turbines and an offshore substation, generating enough clean energy to power over half of Scotland's homes. OEG will deliver integrated topside and marine services managed from its new high-tech Edinburgh facility - this covers marine coordination, high



Left-right: David Sharp, Senior Construction Manager, Inch Cape Offshore and Billy Hamilton, Topside Director, OEG

voltage support, and more. OEG will also operate up to ten vessels, deploy metocean sensors and navigation

buoys, and provide round-the-clock safety and technician support offshore.

Contracts and corporate.

Nexos' HVAC Division Earns Over £8m

Aberdeen-based manufacturer Nexos has announced that its heating, ventilation and air conditioning (HVAC) team has secured £8 million in contracts since January of this year. This follows on from the company's expansion of the HVAC team's headcount by 50% following 2024 success, announced earlier this year. The firm said that the £8m in work came from "services for major operators across the UK continental shelf". The firm has secured work across both onshore and offshore assets.

"These contract wins are a strong endorsement of our technical capabilities and the confidence our customers place in our HVAC team and build on a growing pipeline of long-term service agreements," said Lee Youngson, operations manager for Nexos.



Nexos HVAC team. Back row (L-R): Lee Youngson, Kevin Mackie. Front row (L-R): Craig Mathieson, William Mathers, Greg Smith.

Petrobras

TechnipFMC has been awarded a significant contract, following a competitive tendering process, for subsea production systems by Petrobras. TechnipFMC will design, engineer, and manufacture subsea production systems to be deployed in an array of greenfield developments, brownfield expansions, and asset revitalisations across Petrobras' extensive portfolio. The contract also covers installation support and life-of-field services, with provisions for additional equipment and services. The subsea production systems will be manufactured and serviced in Brazil, utilising local capabilities and expertise.

"Leveraging our industrialized operating model, we can standardise innovative solutions and deliver the schedule certainty that Petrobras expects on its projects. We look forward to creating new value together as we build on our decades-long relationship as a trusted local partner."

– Jonathan Landes, President, Subsea at TechnipFMC

Fennex receives Award for Outstanding SME at the Scottish Green Energy Supply Chain Awards 2025

Fennex was presented with the Award for Outstanding SME, sponsored by Scottish Enterprise, at the Scottish Renewables Green Energy Awards 2025. The Aberdeen-based company, specialising in digitally innovative bespoke cloud-based software solutions, headed a highly competitive category, where it was recognised for leading the AI revolution in offshore wind. By turning bold ideas into real-world solutions, Fennex is helping to position Scotland at the forefront of innovation in renewable energy and high-risk operational excellence. Fennex's global impact was acknowledged earlier this year when it received the prestigious King's Award for Enterprise: International Trade (2025) for exporting AI-powered safety solutions now used across offshore operations worldwide - from the UK to the Gulf of Mexico.

ModuSpec Awarded Spate of North Sea Shipyard Projects

ModuSpec has secured several rig intake and inspection projects across North Sea shipyards, supporting both new and existing clients. Current work includes one semi-submersible and two jack-up drilling rigs. In Invergordon, a team assessed the readiness of a cyber-based jack-up transitioning from warm stack for a one-well UK contract, focusing on equipment condition, system compliance, and crew competency. In Denmark, surveyors conducted a multi-stage intake of a cyber-based jack-up ahead of a 12-month deployment offshore the Netherlands, including witnessing a full pre-load and jacking trial. Meanwhile in Norway, surveyors are supporting acceptance of a fourth-generation semi-submersible for UKCS operations, following maintenance and recertification - this includes witnessing subsea BOP deployment.

People.

bp Appoints Albert Manifold to Succeed Helge Lund as Company Chair

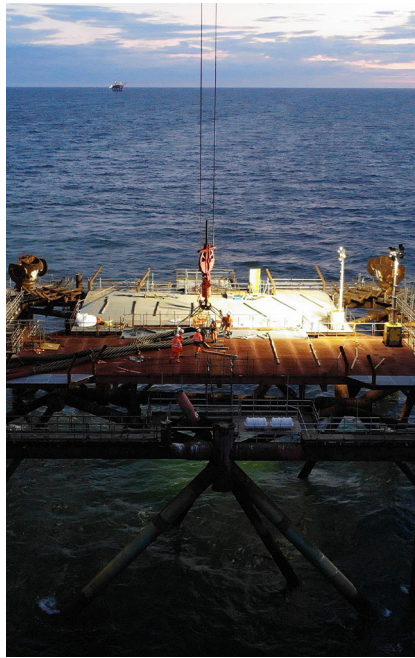
In July bp announced Albert Manifold's succession of Helge Lund as chair of the company. He joined the company's board on September 1st as non-executive director and chair-elect, taking over as chair on October 1st

"It is an honour to be appointed chair of one of the world's great energy companies, and to have the opportunity to help the company reach its full potential. bp has a vital role to play in addressing the world's growing energy needs. I look forward to working with the bp board, Murray and the leadership team to accelerate delivery of bp's strategy and drive compelling and sustainable shareholder value creation."

– Albert Manifold

NMC Energy Strengthens Leadership Structure to Meet Increasing Decommissioning Opportunities

Decommissioning specialists, NMC Energy, announced the restructure of their management team in July, following a period of significant growth and diversification of the company's initial offering from project management to full decommissioning EPC services. The strategic change



provides a solid foundation for the company to support the increasing volume of decommissioning projects coming to market and better positions them as favourable partners for large-scale tenders. The high demand for decommissioning work has meant that the company's headcount has doubled over the course of 2025 and is forecasted to double again over the next year.

"This restructure marks a pivotal milestone in NMC Energy's journey. As demand for decommissioning support accelerates, our new leadership team is focused on scaling with purpose so we can continue to deliver successful projects in partnership with our clients. With a strong foundation and a shared vision, we are well-positioned to lead the company in this rapidly evolving sector."

– Konstantin Nazaruk, NMC Energy MD

Penspen Strengthens Senior Leadership with New CFO

July saw Penspen announce a series of senior appointments as part of its strategy to support continued business growth and deliver complex projects on a global scale. This consists of Graeme Maude as Chief Financial Officer, who previously held senior positions in an array of multinational firms such as Deloitte, Atlas Copco and Fullers.

Chris Wood was the latest addition to the European Leadership Team and joined as Director of Asset Integrity. A chartered mechanical engineer with 20 years of experience, Chris has worked across the oil & gas, nuclear, and subsea sectors; he joins Penspen following 9 years at Rosen, where he served as Principal Engineer and Lead Process Professional.



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Neil McIntosh, Head of SHEQ at Port of Aberdeen

“It is a privilege to take on the role of Head of SHEQ at Port of Aberdeen. The port’s commitment to its people, its stakeholders, and the environment is clear, and I am eager to play my part in driving that forward. Zero Harm is about creating a culture where safety, health, environment, and quality are embedded in everything we do, and I am looking forward to collaborating with the port team and our stakeholders to make that culture even stronger.”

– Neil McIntosh, Head of SHEQ at Port of Aberdeen

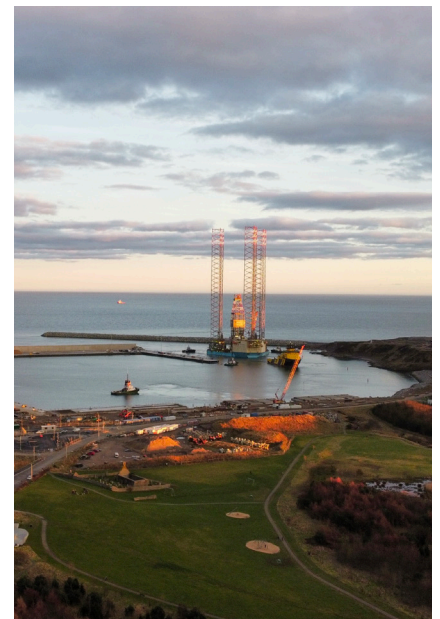
Tim Sells was appointed Manager of Proposals (Europe) after having spent the last 25+ years in energy and engineering, the last 12 years at Wood’s offshore and agile projects business, progressing from Information Management Department Manager to senior commercial and business management roles.

Port of Aberdeen Appoints New Head of SHEQ to Drive Zero Harm Vision

Port of Aberdeen appointed Neil McIntosh as its new Head of Safety, Health, Environment and Quality (SHEQ) in August, serving as a

continuation of their commitment to safe operations and a Zero Harm culture. With 20+ years of experience in senior SHEQ roles across diverse industries and global operations, most recently as Group HSEQ and Sustainability Manager with TWMA, Neil is well-versed in implementing strategies that ensure safety, environmental stewardship, and operational excellence.

In this role, he will be responsible for SHEQ across the organisation and plays a key role in Port of Aberdeen’s drive to become the UK’s first net zero port by 2040; he has taken over as Head of SHEQ from Naveed Qamar, who retired on July 22nd.



oeUK
Young Professionals



4 December
Annan House, Aberdeen

ASIA

Can India Clean Coal?

As illustrated in OEUK's Economic report 2025, the UK continues on a journey of decline when it comes to energy consumption – but for the rest of the world, it's another story. The global demand for energy continues to rise; last year, we witnessed 2.2% growth, a rate that exceeded the preceding decade's average. As anticipated, this was largely attributed to emerging economies and the summer saw India voice its ongoing commitment to coal, arguing it to be essential to the country's development and energy requirements.

As pressure mounts on a global scale to hold climate concerns in higher esteem, India has become an increasing target for energy experts and environmental campaigners, posing the question of 'can you at least try to decarbonise?' and 'can you try to curtail emissions from coal-fired plants if it cannot be phased out altogether?'

Unfortunately, coal (despite being somewhat 'cleaner' coal now) remains India's main source of power and so the country wears the title of the third largest carbon emitter worldwide. A tricky position to be in as international obligations demand emission cuts and the country has set out its own net zero target for 2070.

So why has coal continued as the familiar favourite? This answer can be partially found in growing power demands. Between 2021 and 2025, India's electricity demand has grown by more than 9%, surpassing its previous 6.6% prediction and this demand is projected to double in the next 5 years. Despite the astounding environmental ramifications, 70% of India's total electricity supply has been sourced from coal every year since the early 2000s. Despite reluctance to phase out coal entirely, India has made significant strides in harnessing renewable energy

*"You can't wish away coal"
"The question is, if coal is king, then can it be a benevolent king?"
– Ashok Lavasa,
Former secretary of union
ministries of finance, and
environment, forest and climate
change*



sources, currently contributing 46% of total installed capacity, but like the limitations faced by many other countries, this is subject to the sun being up and the wind blowing. Whereas thermal plants do not fluctuate in this manner and are a dependable source of constant electricity, with the ability to cater to peak demand times of evening and night. Alongside this, experts state that thermal plants provide a constant supply which plays a crucial role in grid stability, enabling reliable routes of power from network towers and transmission lines – energy from plants to homes.

Accompanying this is the issue of India's energy storage capacity. The inability to store excess electricity generated during the day from renewables remains a pertinent problem; there's a lack of synchronicity between storage capacity and ongoing resource expansion.

Considering the factors at play, India has made it clear that while phasing coal out isn't on the agenda, reducing emissions from coal-fired plants is. A recent report by the Centre for Science and Environment (CSE) highlighted that decarbonising coal-based thermal power plants alone could reduce India's greenhouse gas emissions by up to 30%. This finding is especially relevant as the country works toward its commitment to cut emissions intensity (carbon output per unit of GDP) by 45% by 2030 under the UN Framework Convention on Climate Change.

"This means that there is no other option (other than thermal energy for constant supply) unless and until we have large-scale storage quantities in the system."

**– Rajiv Porwal,
Director with Grid India**

The recurring problem with thermal plants is that they must keep running at a minimum base capacity of 55% – even during the day, despite having alternative renewable sources like wind and solar to lean on. Operators are unable to quickly increase thermal power output to the fullest to meet the demands of peak hours, further amplified by supply from renewables facing depletion at night. Experts have expressed the dire need to elevate thermal plant efficiency to facilitate operation at lower capacity.

Alternative proposals to boost efficiency call for plants to adapt technologies for carbon dioxide emissions capture. However, with estimates by the World Resources Institute stating that this current technology only captures around 0.1% of global emissions – is this a path worth pursuing?

Finally, the question of burning agricultural residue instead of coal. This idea has already been set into motion in Delhi and a few other surrounding cities, but other parts of India are yet to adopt this method, despite regulations already in place for this requirement. Ultimately, reducing emissions is on India's agenda, but larger systemic changes are yet to be implemented due to the huge cost this would incur.

SOUTH AMERICA

The South American Oil Boom

South America is in the midst of a quiet oil boom, with three countries at the forefront: Brazil, Guyana, and Argentina.

Brazil, already ranking as the continent's top oil producer, is expanding its offshore output from pre-salt fields like Búzios and Mero. The addition of assets like Mero 3 and Bacalhau Phase 1, the country is set to add almost half a million barrels per day by the end of the year. Petrobras's \$77 billion investment

plan is also set to reinforce Brazil's position as a global offshore oil powerhouse.

Meanwhile, Guyana is also in a phase of exponential growth, emerging as one of the world's fastest-growing oil producers. Discoveries in the Stabroek Block by ExxonMobil have revolutionised the small Caribbean nation – transforming it into a petrostate on the rise. Q3 was marked with fair momentum despite temporary maintenance slowdowns, but production is forecasted to exceed over one million barrels per day by 2027.

The final country of the trio is Argentina, with the shale-rich Vaca Muerta formation. With steady growth fuelled by international investment, the country is set to fortify energy security and reduce reliance on imports. Despite some economic headwinds, the country's unconventional oil sector is gaining traction. Together, these three nations have been reshaping the South American energy landscape, recalibrating the balance of domestic needs, export ambitions and global oil dynamics.

EUROPE

A Climate Conundrum | Europe's Gas Turbine Shortage

Europe is facing a surprising bottleneck in its clean energy journey - gas turbine shortages. These tremendously large machines play an essential role in power grid stabilisation and serve as a backup for intermittent renewables such as wind and solar. Now in higher demand than ever, wait times for new units span anywhere from two to five years.

This shortage is a particular pain point for countries with high

renewable penetration, felt here in the UK and Germany immensely, as gas turbines play a crucial role in the supply and demand balancing act during peak periods. With battery storage currently expensive and limited in deployment, gas remains the most viable and key transitional fuel, offering less emissions than coal while also achieving grid reliability during peak demand.

Despite climbing demand, manufacturers are still hesitant to boost production as the global market for gas turbines is currently dominated by three key players:

Siemens Energy, General Electric (GE) and Mitsubishi Power, which currently hold 70% of the market. Consequently, costs have skyrocketed; building gas power plants in Europe now costs up to \$2,800 per kilowatt, more than triple the price in 2021. And with surging energy demands brought on by AI data centres, the situation is being further complicated. As Europe pushes toward net-zero goals, the turbine shortage highlights the tension between climate ambition and infrastructure readiness.

AFRICA

Aftermaths of the Wakashio Oil Spill | The Female Farming Revolution

Casting our minds back to July of 2020, the first thing that probably comes to mind is emerging from our first lockdown after the infamous COVID-19 pandemic took the world by storm. But turning south, Mauritius was facing one of its biggest ecological disasters to date – the MV Wakashio, carrying an estimated 3,894 tonnes of low-sulphur fuel oil, 207 tonnes of diesel and 90 tonnes of lubricant oil, ran aground on a coral reef just off Pointe d'Esny. 1000 tonnes of fuel oil hit the Indian Ocean with devastating

effects on the country's south-eastern coastline: mangroves, seagrasses and marine life were poisoned and dozens of dolphins washed ashore. With the sea at the heart of the Mauritian economy, the effect on tourism was detrimental, fishing communities and skippers felt this too, exacerbating struggles brought on by the pandemic.

The result of this on communities across the affected coastline? Needing to find work elsewhere. A group of women in neighbouring villages, from Cité la Chaux to Bambous Virieux, set their sights on farming for survival. Led by Sandy Monrose, daughter of a legacy of fishermen, the South-East Ladies Agro collective was

born, securing land in the La Vallée de Ferney nature reserve through Ferney's agri-hub initiative. Incepted at a point of desperation, the female farming collective has now grown into a thriving model farm. They cultivate a vibrant mix of organic produce, from papaya and taro to bok choy and beans – supporting their families and selling surplus crops. Agroecology and permaculture training have transformed this community's approach, from a long line of fishers, composting systems and crop rotation are now second nature to this female collective. Five years on, the remnants of the oil spill are still felt but a new kind of resilience has taken root.



FROM FRONTLINE TO OFFSHORE

My journey into the oil and gas sector wasn't a direct one, but it was always guided by a clear sense of purpose: to serve, to protect, and to lead. Before I ever stepped onto a rig or reviewed a compliance framework, I served in the Royal Marines Commandos. That experience shaped how I think under pressure, how I lead teams, and how I approach risk, not just as a hazard, but as something to be understood and managed with discipline and clarity.

Fresh out of military service, I was looking for something that matched the physicality, intensity, and camaraderie I'd experienced in the forces. Life on the rig floor delivered exactly that. Working as a roughneck on land and offshore rigs gave me a first-hand understanding of frontline operations – getting my hands dirty, working

“It is therefore essential that incident investigations yield the maximum possible insights for our operations.”

long shifts in demanding conditions, and learning the importance of doing the job right the first time, every time.

From there, I moved into the Scottish Fire and Rescue Service, another environment where decisions had real, immediate consequences. Coupled with a part-time role delivering OPITO training, it was in these chapters of my career that I developed a deep respect for systems, training, and culture – all of which are at the heart of effective HSEQ practice. My final role in creating the Community Safety Partnership really set my focus on making the change in process safety.

Transitioning into the energy sector felt like a natural evolution. The scale and complexity of the industry presented new challenges, but the core values of safety, integrity and responsibility were familiar. Over

Alex Munro,
HSEQ Director
at ModuSpec



the past 24 years, I've worked across a broad spectrum of the energy sector – including offshore wind, environmental management, and upstream oil and gas – each requiring a different approach but anchored in the same core values. I've been fortunate to contribute across the full range of HSEQ disciplines: from designing and embedding integrated management systems that meet global standards, to conducting rig intake assessments in high-risk environments, to leading major transformations that raised performance benchmarks in international oilfield operations.

Along the way, I've continued to invest in my professional development because I genuinely believe you never stop learning – no matter where you are in your career. I came to formal qualifications a bit later in life, but I've always been committed to growing in the role. Earning a Diploma in Occupational Health and Safety and gaining Chartered membership in IOSH and CQI were important milestones for me, and they've helped reinforce the practical experience I've built over the years.

As HSEQ Director at ModuSpec, I've been fortunate to lead projects that span continents and cultures, each with its own operational and regulatory context. My focus has been on developing practical tools that enhance safety and compliance while supporting teams on the ground. Whether it's creating bespoke audit protocols, mentoring up-and-coming

professionals, or helping clients navigate complex legislation, my aim is always the same: to improve outcomes for people and the environments they work in.

HSEQ, to me, is much more than policy and procedure. It's a mindset. It's about how we behave under pressure, how we communicate, and how we make decisions. It's about building a culture where people look out for one another and where standards are not just maintained but continuously improved.

Being part of the energy industry means being part of something larger than any one company or project. It's a sector that powers our economies and touches every part of modern life. That's why the responsibility to uphold the highest safety, environmental, and quality standards is so vital – and why I remain committed to leading with purpose.

As someone who can help make a difference in HSEQ, I see my role not just as a guardian of systems, but as a guide and mentor for others. I believe HSEQ is not just from a book, it's about life skills. The future of energy depends on how well we lead today – whether in traditional oil & gas projects or renewables and alternative energies – and I'm proud to be among the many people in the sector helping to shape that future with care, commitment, and integrity.



TRAILBLAZING RISK INTELLIGENCE WITH COMET

Alan Smith, Head of Investigations at COMET

Meet COMET

An Aberdeen-based risk intelligence and incident investigation software company transforming safety across high-risk industries with cutting-edge technology. By blending human expertise with innovation, COMET not only identifies operational risks but actively prevents them through smart digital tools, data-driven insights, and targeted training.

Now, meet Alan Smith, COMET's Head of Investigations

Alan started his career at just 18, joining Grampian Police and serving more than three decades as a detective, ultimately reaching the rank of Detective Superintendent with Police Scotland. His rare oversight extended across major incidents such as murder and organised crime, while also holding a unique jurisdictional responsibility: policing the North Sea's oil and gas sector.

His experience investigating offshore tragedies, often life-altering

events, naturally transitioned into the industrial sphere. Alan went on to become founder of Matrix Risk Control, a firm specialising in the investigation and analysis of safety, environmental, quality, and equipment failure incidents.

Alan is currently Head of Investigations at COMET, bringing his deep expertise in root cause analysis and risk intelligence to industries seeking to prevent recurring failures and improve safety outcomes. Alan was one of the experts behind the development of the COMET methodology, creating a structured approach to incident investigations and root cause analysis that helps organisations look beyond blame to uncover systemic drivers of failure and prevent recurrence.

Alan shares with us his insight across the energy sector, reflecting on his shift in mindset and investigative philosophy that came with transitioning from criminal to industrial investigations; alongside this, the inevitability of human error

- not as a standalone failure, but as a symptom of deeper systemic issues that his work seeks to uncover and resolve.

Every incident is an opportunity to stop the next one, if you are willing to go far enough.

I have spent my working life investigating failure. Thirty years in policing taught me how to find who did what and prove it in court. Moving into industrial investigations taught me something different. **The goal is not blame, the goal is understanding.** When you learn why good people make mistakes, you give organisations a real chance to prevent the next event.

Two investigations, two mindsets

A criminal investigation is about “who did it.” It’s about blame, guilt and justice. An industrial investigation is about what happened and why it made sense to the people involved at the time. Those are two very different questions.

In all my years investigating industry events, I have never seen malicious intent. What I have seen is fatigue, production pressure, poor planning, procedures no one can follow, weak supervision, missing barriers, faulty equipment, and cultural norms that push good people to carry on when they should stop.

Human error appears in every significant case I have handled. Treat it as the finish line and the learning stops. Treat it as the starting point and you uncover what really set the conditions for failure.

The substitution test

When human error features, I ask a simple question - If someone equally competent had been in the same situation yesterday or tomorrow, could they have made the same mistake? If the honest answer is yes, the root of the problem is not the person. It is the context. That single test moves attention from blame to design, from individuals to systems.

The cost of ‘If only’

I hear two words too often – “*If only.*” If only we had acted on the feedback from the worksite. If only we had prioritised the corrective action. If only we had treated the near miss as

a warning.

A few years ago, I investigated a case where a young man suffered life-changing injuries. Just months earlier, the organisation had faced almost the same event. They identified actions, but because the first outcome seemed minor, nothing was done. The second time, the price was paid.

Serious events are rare. Precursors are not. The signals are there if you look.

What actually fails

Big plans don’t usually fail because of one big mistake. They fail when a handful of small things line up.

A shortcut that became normal. A procedure nobody can follow as written. A permit aimed at the wrong hazard. A lift planned for a calm day, carried out when conditions had changed. On their own, none of these would cause an incident. Put them together and you

“Our safety performance ranks among the best in any industry; however, this also means we encounter fewer incidents and, consequently, fewer opportunities to learn from them. It is therefore essential that incident investigations yield the maximum possible insights for our operations. While it is unlikely that any future incident will be identical to those in the past, the causal learnings derived from investigations -rather than simply identifying root causes - may prove far more impactful in reducing overall risk.”

Graham Skinner,
OEUK Health & Safety Manager

have the recipe for one. Fix the obvious thing and leave the rest, and you are just waiting for the next time they all come together.

Culture shapes behaviour

Context includes culture. The same task plays out differently under different expectations. I have seen the high standards of the North Sea, built on decades of hard lessons, and I have seen jobs elsewhere with almost no safeguards in place. I have seen pride in punctuality push a train driver to take a corner too fast, and accommodation pressures offshore turn small disagreements into big problems.

And I will never forget the Bourbon Dolphin capsized investigation, eight lives lost, including the captain’s teenage son. It was a tragedy that shocked even a sector used to risk. The investigation revealed signals that should have stopped the job but didn’t, decisions made under

pressure, assumptions that things were “good enough,” and a safety culture that let those weak signals go unchallenged. It proved again that most disasters are preventable, and that culture, not just compliance, influences whether crews have the confidence to call a halt when something feels wrong.

None of this excuses poor decisions. It explains why they happened. Investigators who ignore culture miss the levers that actually change behaviour and miss the chance to prevent the next event.

Evidence beats hindsight

After an incident, I often hear leaders say, “we have a stop-the-job policy, why didn’t they use it?” – that’s hindsight talking. A policy you never measure is not a control; it is a hope. People are wired to finish the job on time and on budget. They will push through doubt unless the system around them makes stopping easy, normal, and expected. If you want a policy to work, design it that way, and check it is being used long before a serious event forces you to.

Small events are gold dust

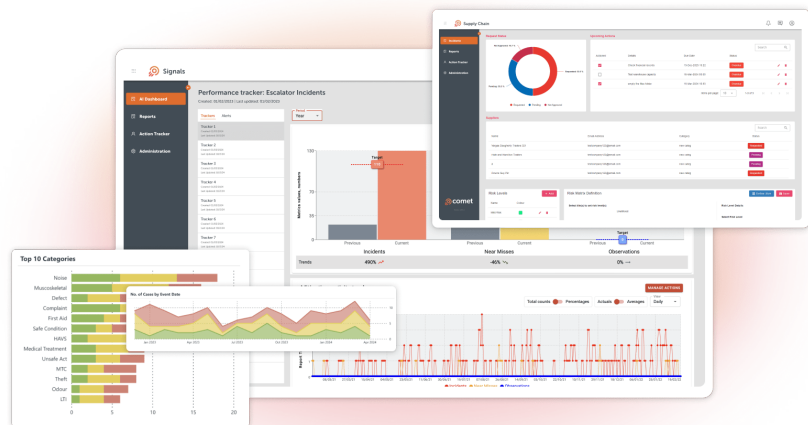
Many organisations put full effort into a small number of high consequence cases and treat high volume low consequence events as noise. That is a mistake. **Minor incidents and near hits are the richest source of learning you have.** Investigate them with discipline. Look for patterns. Act on weak signals. You do not need to wait for harm to learn something valuable.

From single cases to systemic learning

Case by case investigations are useful. Systemic learning is better. When every site uses the same method, the same language for causes, and the same way to record evidence, you can connect the dots across your whole operation. That is where you find the few recurring drivers that create most of your pain. Fix those and you change performance, not just paperwork.

That thinking shaped the COMET methodology. COMET is actually an acronym.

- Communication
- Operating Environment



Management
Equipment
Training

These root maps and the coded taxonomy behind them force a broader look. You do not stop at the first tidy answer. You test what was said and heard. You examine the work environment. You look at planning, supervision, and rules as they are really used. You check the equipment that should protect people. You check skills and training against the actual task, not the job title. You capture the evidence in a way that can be compared and searched later. Over time you see the patterns that single cases cannot show.

What good looks like

Experienced investigators already know the basics. The habits that separate good from average are simple and disciplined.

- Start with the people who were there. Seek to understand why their choices made sense at the time.
- Use the substitution test to move past blame.
- Map contributory factors across Communication, Operating Environment, Management, Equipment, and Training.
- Challenge confirmation bias. Look for evidence that could disprove your first theory.

- Treat human error as a symptom. Go looking for the conditions that set it up.
- Link each root cause to a clear preventive action owned by someone with the means to deliver it.
- Check that controls work in practice. If a policy matters, measure its use.
- Close the loop and look for repeats. Systemic issues rarely fix themselves.

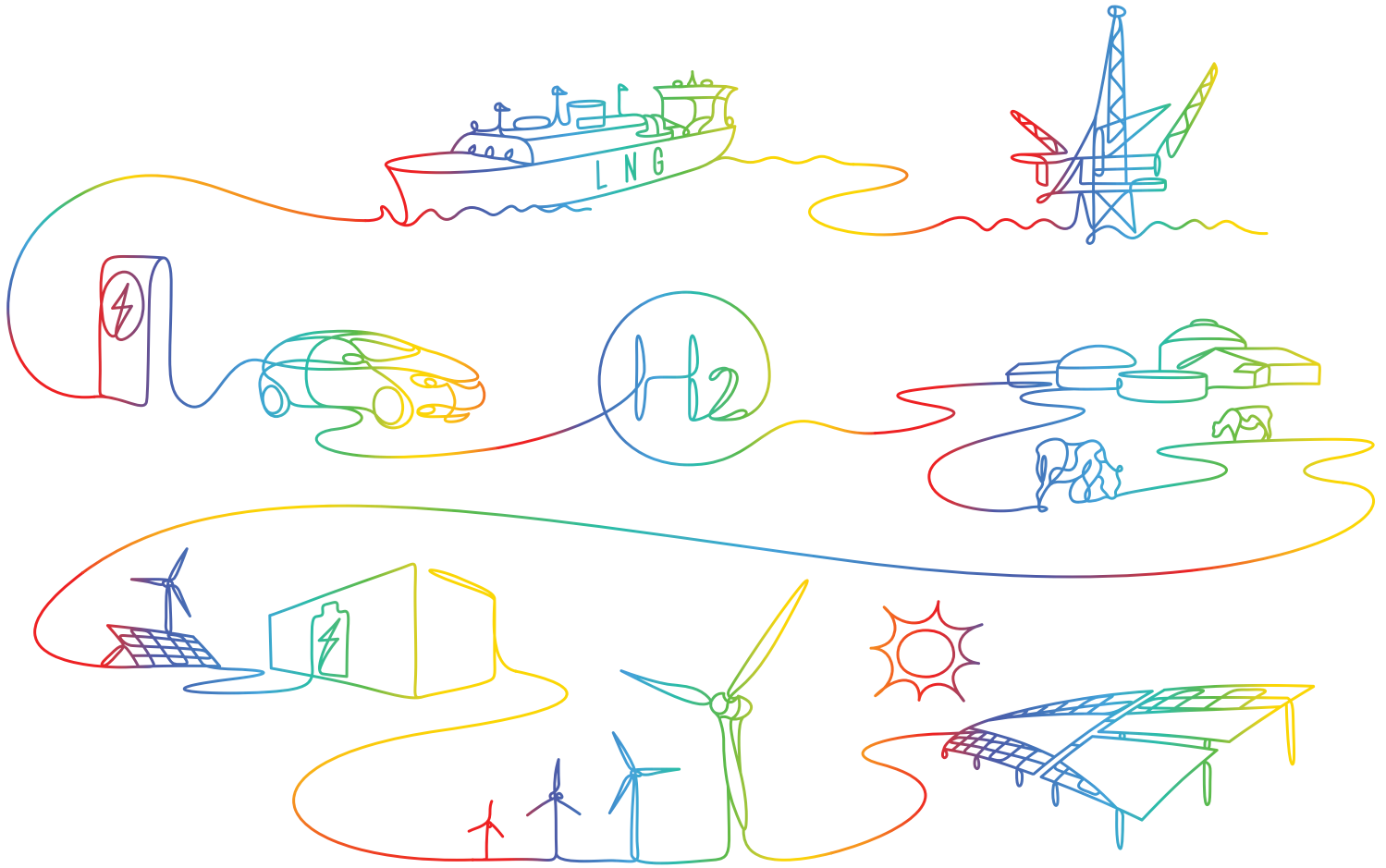
A simple exercise that can bring value to any team

One of the simplest exercises I recommend to every team is what I call an error hunt. Think of it like an Easter egg hunt, but instead of eggs you are looking for error traps, long or unclear procedures, rules nobody follows, distractions that could cause harm. Go out, find a few, and fix them.

Then take a recent near miss and investigate it with the same structure you would use for a recordable case. Capture the causes using a common taxonomy and share the learning beyond the immediate team.

Go back after three months and check if the changes made a real difference.

Every investigation is a chance to learn and make work safer. Take it. The real win is when the next job runs without the same trap waiting for someone else.



TotalEnergies is progressing on the path of energy transition.

TotalEnergies is a global integrated energy company that produces and markets energies (oil and biofuels, natural gas, biogas and low-carbon hydrogen, renewables and electricity) and is staying the course of its transition strategy. Learn more: totalenergies.com/energy-transition



TotalEnergies



A photograph of an offshore wind farm. In the foreground, a person's hand wearing a yellow work glove is holding a blue rope attached to a yellow metal structure. The background shows several wind turbines on the ocean under a blue sky with wispy clouds. The text 'RACING TO REINVENT OFFSHORE WIND' is overlaid in large white letters.

RACING TO REINVENT OFFSHORE WIND

ARC Marine's eco-engineering breakthrough



With ambitious net-zero targets looming and the accelerated urgency for clean energy, the global race to scale up offshore wind is well underway. At the same time, ever-evolving practices in offshore installation are reshaping the wider energy sector, driving innovation and adaptation across oil, gas, and renewables alike. As turbines venture further into deeper and more hostile waters, the engineering challenges that accompany are becoming ever more complex – chief among them, the persistent and costly issue of scour. Scour, the erosion of seabed sediment around monopile foundations and subsea cables caused by relentless currents and storm surges, poses a significant risk to both infrastructure stability and project longevity. Historically, the go-to industry fix for this problem has been to dump vast quantities of quarried (usually Scandinavian) rock at the base of each turbine. While functionally effective,

the approach is carbon-intensive and ecologically barren - doing little to support biodiversity or enhance marine resilience.

UK-based SME ARC marine has made it their mission to change that paradigm. The company developed the world's first low-carbon, biodiversity-enhancing scour protection solution, with the ability to turn the base of every wind turbine into thriving reef. The company's innovative Reef cubes®, developed as a component of the wider Reef Enhancement for Scour Protection (RESP) project, will see a landmark deployment of over 75,000 Reef cubes® at RWE's Rampion Offshore Windfarm - providing critical protection for subsea infrastructure while creating a mosaic of new marine habitats. With this groundbreaking project, ARC marine isn't just addressing an engineering challenge - they're reimagining what offshore infrastructure can be: not just functional, but regenerative.

“Our goal was to prove that Reef cubes can do everything conventional scour protection does, as well as building biodiversity.”

**Tom Birbeck,
ARC marine Founder &
CEO**



Tom Birbeck,
ARC marine CEO



ARC marine developed a pioneering 3D printing process that essentially enabled replication of any natural reef features and seamlessly incorporated this into the design of their Reef cubes®. This innovative enabled the company to create the ideal reef substrate anywhere in the world, tailoring each solution to each location and the unique ecological requirements it supports.

ARC marine | The Story So Far

Founded in 2015, ARC marine set out with a singular mission: to accelerate reef creation on an unprecedented scale. For founder and CEO Tom Birbeck, this vision was more than just an ambitious idea - it was personal, driving the company's commitment to marine restoration.

"Coming from three generations of divers and living on the South West coast of England, Torquay, I'd seen first-hand the depletion of marine biodiversity and the effects of bottom trawling in our oceans." said Birbeck.

"Having spent a few years travelling after University and diving reefs all over the world, such as South East Asia, Australia, Fiji and Latin America. I knew we had to do something to on a global scale. At first we wanted to sink a ship to create a reef but ultimately considered the environmental risks unjustifiable. Instead, we focused on developing a scalable reef unit that could meet rigorous engineering requirements and create habitat at the same time."

"It was vital for us that the units could be built into existing industry needs and not simply as an add-on." With the company's ethos being rooted in a deeply personal connection to nurturing marine life, this idea eventually became the company's

flagship technology - the Reef cube®, a modular, low-carbon unit designed to provide scour protection and habitat for marine life simultaneously. Over the past decade, Birbeck and the ARC marine team dedicated their time and efforts to research deep-dives into what makes the best artificial reefs and with multiple peer-reviewed studies published, has since become a company known for its scientific prowess.

Testing Reef cubes®

Reef cubes® underwent rigorous testing to ensure compliance with engineering standards and resilience in harsh offshore conditions. Physical modelling was carried out at The University Of Plymouth's COAST laboratory and HR Wallingford's world-class hydrodynamic testing facility in Oxford, where scaled-down (1:31) models were exposed to simulated currents, storm conditions, and a 50-year return period wave - an extreme sea state expected to occur once every 50 years, with a ~2% probability of happening in any given year. In parallel, ARC marine conducted computational fluid dynamics (CFD) modelling, crush testing, and additional assessments to verify the strength and stability of the Reef cubes®.

"Our goal was to prove that Reef cubes can do everything conventional scour protection does, as well as building biodiversity." said Birbeck.

Proving the Concept

Over the past decade, ARC marine has also delivered a series of smaller-scale deployments, demonstrating the concept in offshore conditions worldwide; from pilot projects in the Netherlands and Sweden to biodiversity studies in West Africa, each installation has contributed to a growing body of evidence on performance, durability, and ecological benefits.

2021 | De Rijknoordzee (The Rich North Sea), Netherlands

ARC marine's inaugural offshore deployment took place at De Rijknoordzee's Offshore Test Site, located 12 km off the coast of Scheveningen. As part of a pioneering biodiversity pilot, 74 Reef cubes® were strategically installed to explore the potential of artificial reefs in enhancing marine ecosystems around offshore wind turbines. The results were striking: species diversity increased from 25 in 2021 to 39 by 2024, with notable newcomers such as conger eels and cod.

2023 | TeneT Connector Platform, Netherlands

In collaboration with Equans/Smulders, 6 Reef cubes® were deployed at the Hollandse Kust (noord) offshore



platform - a critical infrastructure hub linking wind farm cables to mainland export routes. Delivered in partnership with Dutch transmission operator TenneT, the initiative aims to foster biodiversity while safeguarding vital subsea assets. Long-term monitoring, including video surveys and eDNA analysis, will track colonisation by native North Sea species over the coming years.

2024 | Kårehamn Offshore Wind Farm, Sweden

In 2024, 180 Reef cubes® were deployed at RWE's Kårehamn Offshore Wind Farm in the Baltic Sea, marking a significant step in expanding nature-inclusive infrastructure into colder marine environments. Installed by Baltic Offshore Kalmar AB across three strategic locations, the pilot forms part of a long-term ecological study running through 2026. The initiative aims to evaluate the potential of artificial reefs to foster habitats for blue mussels, algae, and fish in northern waters. Early observations have already revealed promising signs of marine colonisation, offering encouraging insights into the adaptability and ecological value of Reef cubes® in diverse oceanic conditions.

“We’re showing that nature-inclusive scour protection is not only possible, but practical, scalable and effective. Our vision is for every offshore wind farm to be designed to actively enhance marine biodiversity. We’re working to make that the new industry baseline.”

**Tom Birbeck,
ARC marine Founder &
CEO**

2024 | MeyGen Tidal Array, Scotland

A significant leap toward sustainable subsea infrastructure was made in 2024 when four of ARC marine's Reef mats were deployed alongside four conventional protective mattresses in The Nature Enhanced Cable Protection (NICE) project. They were installed as part of a trial that looks at Nature-Inclusive Design (NID) for subsea cable protection. The mattresses were installed at the MeyGen tidal array in the Pentland Firth in the North of Scotland, where they encounter some of the fastest-flowing tides in the UK.

2025 | Rampion Offshore Wind Farm, UK

2025 marks a defining moment for ARC marine: the company's largest deployment yet, with 75,000 Reef cubes® set to transform the seabed at RWE's Rampion Offshore Wind Farm. This world-first, full-scale application of nature-inclusive scour protection signals a transformative step for offshore infrastructure -replacing conventional imported rock with a purpose-built solution that restores, rather than depletes, marine life.

The project also reinforces ARC marine's position as a leader in nature-

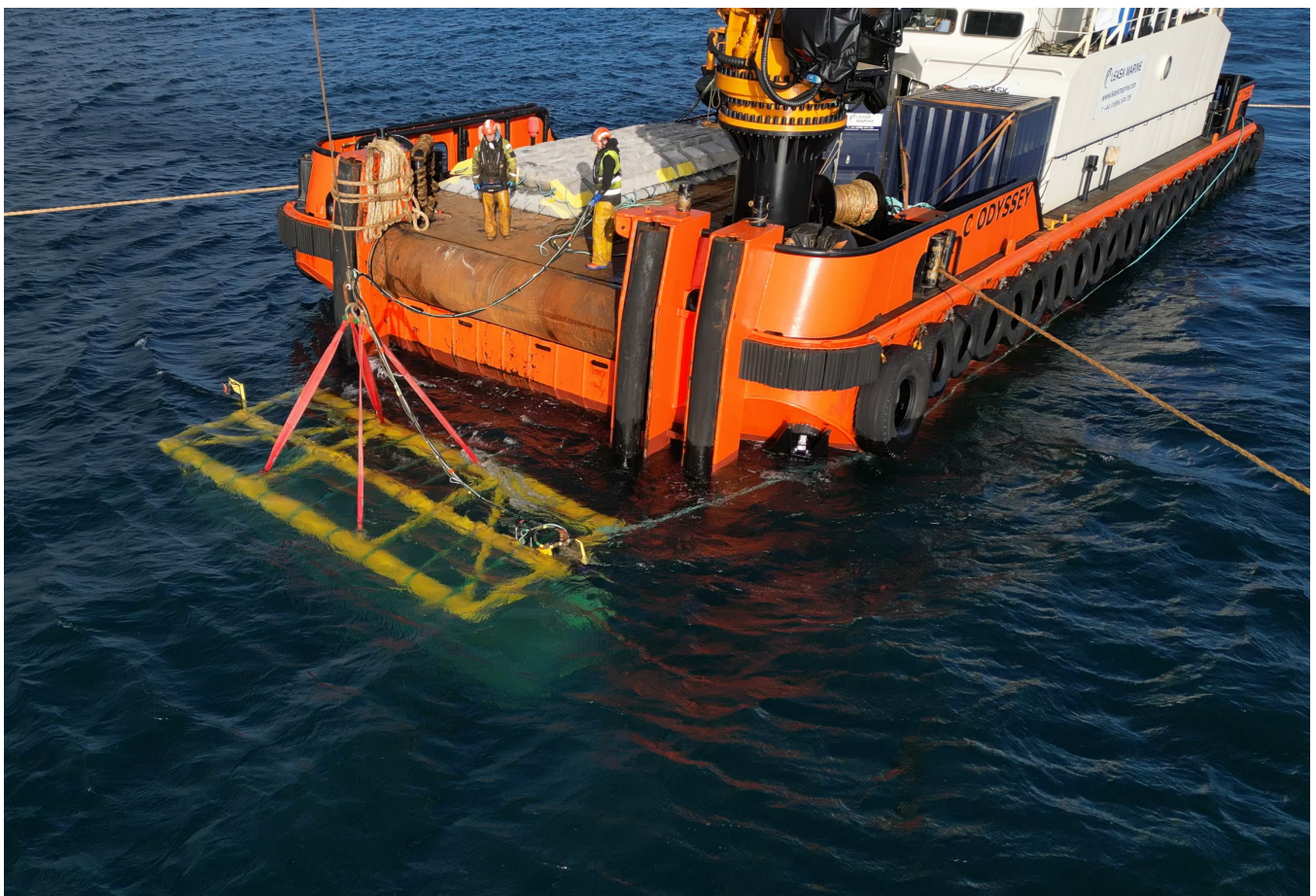
“OEUK was first introduced to ARC Marine through the establishment of a dedicated working group tasked with exploring innovative alternatives to traditional rock placement for stability and scour protection around offshore installations. We were immediately struck by the ingenuity and environmental ambition that characterise ARC Marine’s work. Central to OEUK’s environmental mission is an unwavering commitment to safeguarding the marine environment, and ARC Marine’s approach - integrating infrastructure solutions with demonstrable ecological benefits - works in harmony with that vision.”

**Caroline Brown,
OEUK Environment Manager**

inclusive innovation. In collaboration with the British Standards Institution (BSI), the company played a key role in shaping PAS 1401:2025 – Nature-Inclusive Marine Structures, the first framework of its kind to guide the design and implementation of ecologically responsible marine infrastructure. Backed by Innovate UK, the Rampion initiative will be monitored over several years using advanced techniques such as video surveys and eDNA analysis - capturing the full story of how life returns to the reef.

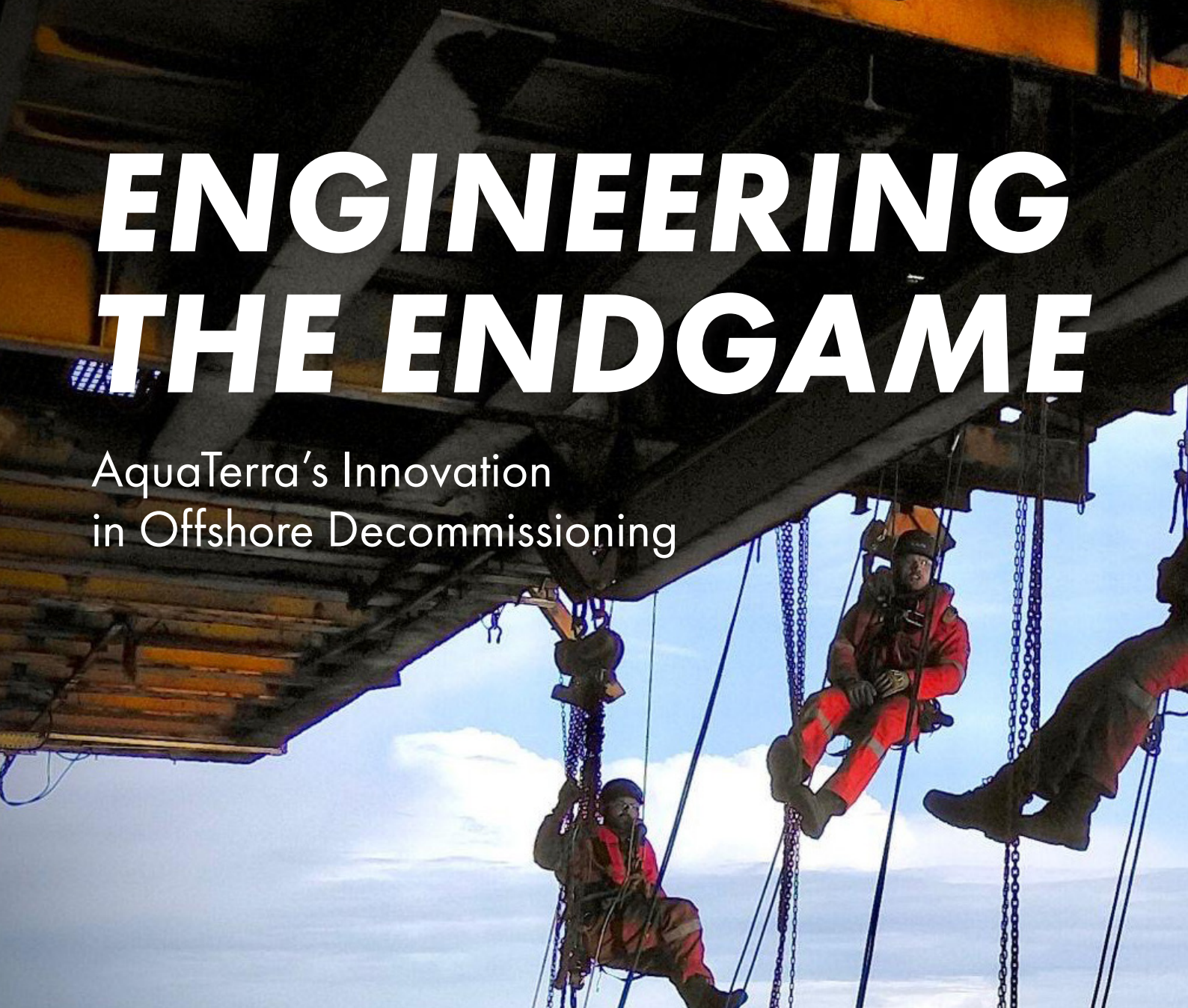
Looking to the Future

For ARC marine, RESP serves as a blueprint for the future of offshore wind - proving that engineering and ecology can operate symbiotically, working in harmony to restore marine biodiversity. Over the coming years, the company plans to scale up production and work with developers, regulators and governments to integrate Reef cubes® into offshore projects worldwide and promote Nature-Inclusive Designs (NID).



ENGINEERING THE ENDGAME

AquaTerra's Innovation in Offshore Decommissioning



The Global Perspective

Across the world, maturing oil and gas regions are entering late life, with billions of dollars of decommissioning activity expected over the next two decades – The North Sea sits at the centre of this transition. According to OEUK's Decommissioning Insight 2023, more than 2,100 wells are forecast to be decommissioned on the UK Continental Shelf (UKCS) in the next decade, with around 180 of the UK's 283 producing fields expected to cease production by 2030. This represents one of the largest decommissioning portfolios anywhere in the world.

Although regulations and approaches vary by region, the sector faces common pressures such as ageing infrastructure, rising costs, environmental responsibility, and the need to deliver safe, efficient outcomes.

The UK Challenge

In the UK, decommissioning faces a complex set of recurring issues. Fiscal uncertainty makes long-term planning difficult for operators, while cost escalation and project backlogs put increasing strain on the supply chain. Offshore platforms were never designed with removal in mind. Many have been repeatedly modified during their operational life, making the four key phases of Engineering, Preparation, Removal, and Disposal (EPRD) especially challenging.

Operators must also consider responsible onshore disposal, balanced against the ecological value of platforms that have become marine habitats. Meanwhile, the sector continues to search for the right balance between cutting-edge digital tools and pragmatic, fit-for-purpose solutions.

“As our energy transition accelerates, our role is not only to retire assets safely, but to enable the future, sustainably and with innovation at the core.”



Uncertainty around costs often delays decision-making, creating bottlenecks that drive up demand for vessels, equipment, and skilled labour further inflating costs. These pressures, in turn, can amplify safety risks. Ultimately, it is the interaction of these factors that makes decommissioning such a difficult puzzle to solve.

Opportunity for the Supply Chain

For the supply chain, decommissioning is a chance to be part of history. Few industries allow you to work on projects of this scale, where teams collaborate alongside heavy-lift vessels like the Pioneering Spirit. At over 1,250 feet long and capable of lifting 60,000 tonnes in a single motion, it is a clear example of what can be achieved through innovation and expertise.

The engineering challenges are equally formidable. We are tasked with preparing, removing, and recycling some of the largest man-made structures in one of the most hostile offshore environments in the world. Meeting this challenge requires years of surveying, planning, design, and execution and, above all, innovation.

The decommissioning supply chain covers a broad spectrum of specialisations, including:

- Subsea well abandonment and P&A programmes
- Offshore structure preparation and removal
- Subsea intervention, ROV inspection, and pipeline capping
- Integrated engineering, project management, and delivery packages
- Asset recycling, waste management, and environmental services

- Fabrication, temporary works, lifting, and transportation logistics
- Energy transition and repurposing services (CCS and offshore wind)

Each of these areas provides opportunities for ambitious supply chain companies to innovate, specialise, and establish themselves as trusted decommissioning partners.

Risks for the Supply Chain

While decommissioning is inevitable, the timing, scale and methods remain highly uncertain, creating ongoing risks for the supply chain. Projects are frequently rescheduled, resulting in uneven demand, sharp peaks and troughs, and limited preparation time when work is brought forward. Scaling resources to meet these fluctuations is critical, yet capacity cannot be built overnight.

The technical condition of assets is

often unpredictable, adding complexity to engineering and execution. Further risks arise from weather, vessel availability and simultaneous operations, all of which can impact schedule and pricing. Workforce constraints also play a role, as competition for skilled personnel with other sectors can increase costs, while reliance on less experienced staff can reduce productivity. Additionally, commercial models such as integrated lump-sum contracts may benefit operators but often transfer greater risk to SMEs.

AquaTerra's Approach

At AquaTerra, we have successfully delivered several high-profile engineering, preparation, and removal contracts in recent years, spanning a range of asset types and operator strategies. Over that time have implemented several risk mitigations.

Our consistent approach has been to apply a fit-for-purpose, construction-led mindset to each scope. Much like our brownfield inspection, repair, and maintenance services, we focus on high-value, quick-turnaround engineering



Stephen Taylor,
Managing Director

Case Study: Heather Alpha Topsides Removal

After a competitive tendering process, AquaTerra secured an EPC contract in mid-2023 to support Allseas with the underdeck preparation works for the eventual removal of the Heather Alpha topsides.

Our scope of work was split into three phases:

1. Provision of underdeck access
2. Pre-disembarkation underdeck separation works
3. Post-disembarkation works

Phases 1 and 2 were conducted from the operational platform, and Phase 3 from the Allseas construction vessel Oceanic.

The scope included access provision, design, fabrication and installation of supports and shear clamps, cutting and removal of underdeck obstructions, removal of caissons, castellated cuts to caissons, risers, and jacket legs. AquaTerra provided all work packages, lift plans, access designs, inspection, cutting and removal



services, and equipment. Engineering and fabrication were subcontracted.

One of the main challenges was accessing the jacket legs to facilitate installation of the bearing brackets used to lift the topside. To solve this, AquaTerra deployed

solutions that we can execute efficiently offshore.

A recurring theme across projects is the deteriorating condition of assets approaching end of life. Early engagement and targeted surveys are essential, without them, engineering solutions risk being unfit for purpose, with knock-on effects for client budgets, schedules, and safety.

The offshore preparation phase is particularly demanding, particularly in the harsh and challenging offshore conditions of the North Sea. Here, skilled and adaptable teams are vital to operate safely and efficiently. OEUK continues to highlight competent crews as central to decommissioning performance. AquaTerra recognises this and have adopted a multi-discipline approach which allows our teams to switch between scopes and adjust to evolving site conditions, helping minimise non-productive time.

AquaTerra has a track record of investing in new products and services to improve safety, schedules, and simplify execution. Innovations such as QuikDeck, are essential to driving efficiency in the decommissioning sector.

“At AquaTerra, we thrive on the challenges that decommissioning presents. By investing in our people, our products, and our innovative approaches, we will continue to deliver strong outcomes for our clients.”

Looking Ahead

At AquaTerra, we thrive on the challenges that decommissioning presents. By investing in our people, our products, and innovative approaches, we will continue to deliver strong outcomes for our clients.

We also recognise that decommissioning alone cannot sustain long-term business resilience. That’s why over the last 3–4 years we have diversified across four sectors: Decommissioning, Brownfield, Marine & Drilling, and Renewables. Each leverages the same services, personnel, and products, ensuring our teams remain skilled and engaged, while smoothing demand cycles between projects.

Decommissioning is a cornerstone of our business and through innovation, collaboration, and adaptability, AquaTerra is committed to playing a leading role in one of the most complex and exciting engineering challenges in the offshore industry. As the energy transition accelerates, our role is not only to retire assets safely, but to enable the future, sustainably and with innovation at the core.

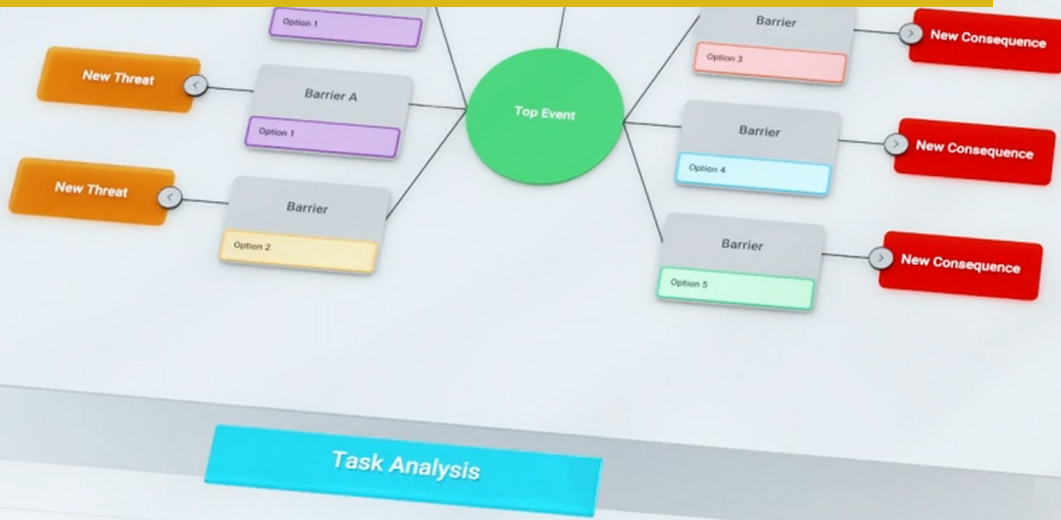


its QuikDeck suspended access system, which offered reduced installation time over traditional methods and significantly improved quality of access. Whereas previous campaigns relied on a single access platform per leg, QuikDeck provided a single, connected platform across all bearing bracket worksites. This innovation saved time, reduced the schedule, and delivered cost savings.

In the final phase, all works were completed as a walk-to-work campaign. AquaTerra conducted extensive onshore trials of various cutting techniques to ensure the optimal balance of speed versus accuracy. The leg separation campaign was completed safely and one day ahead of schedule.

Two months later, the Pioneering Spirit arrived on location, and the news came back from the Allseas team offshore: ‘Some excellent cuts there guys, well done!’ After two years of planning, surveying, design, fabrication, and execution, it was deeply satisfying to see our contribution fall into place and enable a successful lift.

Salus Technical and OEUK are Transforming Offshore Risk Intelligence



SYNERGY IN ACTION

Across the offshore energy sector, hydrocarbon releases (HCR) remain one of the most precarious challenges to navigate; while the number of incidents in the preceding decade or so have seen considerable decline, every release carries a myriad of risks – ignition, harm to the people involved and damage to the environment. Continuous learning, transparency, and the relentless pursuit of improvement are therefore indispensable when propelling the industry towards its collective ambition of zero releases.

OEUK has long published HCR data in support of this mission. Each year, reports are compiled and made publicly available, enabling companies, regulators and stakeholders to track trends and benchmark performance – crucial components in safeguarding our industry, its workforce and the surrounding environment.

However, the challenge for many has been access. How do we access information? Decipher it? Interrogate and interpret it? And are we doing this at a quick enough pace or are there more efficient ways that we ought to explore?

Spreadsheets and static reports can only go so far, particularly when users want to explore specific questions such as: Which activities are most often associated with releases? How have trends shifted over time? What are the most common root causes?

To address this pertinent issue, OEUK have launched the HCR AI Assistant. Developed by Salus Technical in collaboration with OEUK's Senior Digital Adviser, Adel Tawdrous, the Assistant uses artificial intelligence (AI) to make hydrocarbon release data easier to explore and understand than ever before.

“The project brought together Salus Technical's expertise in process safety and AI-driven analysis with OEUK's commitment to data transparency and knowledge sharing.”



A Smarter Way to Access Data

The HCR AI Assistant allows users to ask natural-language questions about the dataset and instantly receive clear, tailored answers. Instead of manually working through rows of figures, users can simply type a question in, such as “Show me the yearly trend in major releases since 2010” or “What are the top ten root causes of HCR incidents?”. The Assistant then generates a concise response, supported by interactive tables or charts - visual elements accelerate the digestibility of information for users, ensuring complex data is quickly and intuitively understood.

The HCR AI Assistant essentially allows users to interrogate a phenomenal amount of data amassed throughout years in mere seconds – it also has the capability to detect patterns that might otherwise go unnoticed. Users can compare time periods, focus on specific categories, or drill into causal factors. This functionality not only saves time but simultaneously elevates understanding, decision-making and ultimately, safety performance across the industry.

Most importantly, the Assistant is free to access via the OEUK website, making it a valuable resource for members, regulators, academics, policymakers and others with interests in offshore safety.

Collaboration and Innovation

The project brought together Salus Technical’s expertise in process safety and AI-driven analysis with OEUK’s commitment to data transparency and knowledge sharing.

Speaking about the collaboration, David Jamieson, Founder of Salus Technical, said:

“It was fantastic to work with the OEUK team on this to help bring this data to life and to help others learn. This tool has the potential to help reduce the number of hydrocarbon releases offshore. I encourage anyone who works in this space to visit the OEUK website and start using the fantastic tool that they have built.”

This partnership has given way to software developed by synergistically combining human expertise with cutting-edge technology, resulting in a solution that is both intelligent and intuitive. It is also a testament to what can be achieved when innovation and experience are brought together in pursuit of a common goal.

Designed with Users in Mind

A central part of the project was ensuring the Assistant was simple and intuitive to use. The interface was designed and built by OEUK, with a focus on clarity, ease of navigation and accessibility. Search, filtering and visualisation functions were integrated to ensure results are presented in a way that is easy to interpret and share.

In combining Salus Technical’s AI model with OEUK’s user-centric interface, the tool provides an experience that serves a wide range of users, from HSE professionals and engineers to students and policymakers. It reflects OEUK’s wider mission to provide accessible resources that uplift standards and practices across the sector.

Why It Matters

Behind this technology lies a simple but vital objective: learning from data to prevent future incidents. Each hydrocarbon release contains valuable information about what went wrong, what conditions contributed to the incident and how such events may be prevented in the future. By making this knowledge easier to access and interrogate, the HCR AI Assistant helps organisations identify recurring themes and apply lessons learned more effectively.

The tool also supports OEUK’s broader commitment to transparency. By placing a powerful, easy-to-use interface on publicly available HCR data, OEUK ensures that insights are open to all, helping to build trust and encourage collaboration across the industry.



Looking Ahead

The launch of the HCR AI Assistant is only the beginning. As feedback is gathered from users, further tweaks and enhancements are to come, such as expanding the dataset, adding new visualisation options and tailoring outputs for specific audiences.

The Assistant exemplifies the transformative potential of artificial intelligence in advancing health, safety, and environmental performance across the offshore energy sector. At present, it stands as a compelling demonstration of how digital innovation can convert raw data into actionable insight – driving continuous improvement and contributing to an ever-safer UK offshore energy industry.

You can try the HCR AI Assistant today at:
<https://oeuk.org.uk/industry-support/hse/hydrocarbon-release/hcr-ai-assistant/>



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North Sea CCS & Hydrogen Summit 2026



1 – 2 June 2026
Sheraton Grand Hotel
Edinburgh



Offshore Energies UK invites you to the North Sea CCS and Hydrogen Summit 2026, bringing together experts from across the region as carbon capture and storage (CCS), and hydrogen move from concept to large scale deployment.

With early projects reaching Final Investment Decision across the UK, Norway, Germany, the Netherlands, Belgium, France, and Denmark, this summit will highlight the progress driving the North Sea's energy transition.

Join industry leaders, innovators, regulators, and investors as we explore how to build an interconnected North Sea CCS and hydrogen network, leveraging decades of oil and gas expertise to lay the foundations for a successful energy transition.