OEUK OFFSHORE ENERGIES UK

WORKFORCE INSIGHT 2025

The people powering the future of the North Sea

Contents

List of Abbreviations

CCS	Carbon Capture and Storage
CO_2	Carbon Dioxide
DE&I	Diversity, Equity & Inclusion
DYW	Developing the Young Workforce
ECITB	Engineering Construction Industry Training Board
EPL	Energy Profits Levy
ESA	Energy Services Agreement
ETSH	Energy Transition Skills Hub
ETZ	Energy Transition Zone
FRANC	Finance, Renumeration and Nominations Committee
GWO	Global Wind Organization
H_2	Hydrogen Gas
NESA	National Energy Skills Accelerator
OCG	Offshore Co-ordinating Group
OEUK	Offshore Energies UK
OPITO	Offshore Petroleum Industry Training Organisation
ORE Catapult	Offshore Renewable Energies Catapult
RGU	Robert Gordon University
SIC	Standard Industrial Classification
SPE	Society of Petroleum Engineers
STEM	Science, Technology, Engineering & Mathematics
UKCS	United Kingdom Continental Shelf

Foreword: A Personal Lens

Katy Heidenreich, Director,

Supply Chain & People,

Offshore Energies UK

This year's OEUK Workforce Insight is more than just a report, it's a reflection of the people who make our offshore energy sector what it is today and what it can be tomorrow. It's about recognising the value of our current energy workforce and the incredible potential of future talent. Stable investment is essential, but so is belief in our people, in our progress, and in our ability to build a truly homegrown energy industry.

The journey ahead is one of the most ambitious engineering challenges the UK has ever faced: decarbonising our economy while securing energy for generations to come. And it's our energy workforce - skilled, resilient, and deeply committed - who will be at the heart of delivering this transformation.

We have a proud legacy. The North Sea has long been a cradle of innovation. From the first oil field Argyll in the 1960s to the iconic Forties, Ninian, and Brent developments, we've consistently pushed boundaries. In the 2020s, we became a global leader in offshore wind, second only to China. That's no small feat. Few national assets have delivered such enduring value and demonstrated such ingenuity to adapt and embrace change. I believe the North Sea can continue to power our nation for decades to come.

Our sector supports over 150,000 jobs and contributes more than £25 billion annually to the UK economy. It's a strategic national asset, one we must nurture, invest in, and champion. The opportunity to unlock the full potential of our energy workforce, and their crucial role in delivering a homegrown energy future, is right in front of us.

As we expand and diversify our energy mix, oil, gas, wind, hydrogen, carbon storage, we need an integrated energy workforce ready to deliver an integrated energy system. One that is secure, affordable, and low carbon.

This is not a choice between climate action and economic growth. It's about delivering both. It's not about clean jobs versus dirty jobs. It's about good energy jobs. And it's our world-class, skilled people, working across the energy mix, who will make it happen.

Let's build the future *together*.

KM Heidenreich

1 Executive Summary

Delivering a Homegrown Energy Future: Growing, Improving, and Guarding UK Energy Jobs

The UK's offshore energy sector stands at a pivotal crossroads. As the nation pursues net zero, energy security, and economic resilience, the Clean Energy Jobs Plan sets a bold challenge: to expand the energy workforce, raise standards, and ensure no community or worker is left behind. **OEUK's Workforce Insight 2025 demonstrates how, with the right policies and investment, the UK can grow jobs, ensure good jobs, and guard jobs,** across oil & gas, wind, hydrogen, and carbon capture and storage (CCS) by pursuing a strategy of sector-wide expansion and integration.

To ensure the UK's energy workforce experiences genuine progress and fairness, this report sets out not only where we stand today but also the key initiatives and areas that must be developed and implemented to ensure inclusive growth, high standards, and long-term security for workers and communities.

Grow Jobs: Expanding Opportunity Across the Energy Mix

- **Net Job Creation, Not Just Transition:** RGU's workforce modelling shows that the UK can achieve net zero and energy security by growing, not shrinking, its oil & gas sector alongside renewables. With the right policy and investment environment, the energy workforce could rise from 154,000 today to 212,000 by 2030, with continued growth in oil & gas playing a central role.
- **Unlocking Private Investment:** Stable fiscal and regulatory frameworks are essential to unlock private investment across the energy mix, especially in emerging areas like hydrogen, CCS, and offshore wind.
- **Energy Workforce Demand Modelling:** Project phase modelling provides a clear picture of when and where jobs will be created, such as construction surges in 2026 and new operations roles post-2028, giving confidence to workers, employers, and training providers.
- **Regional Growth:** Local net zero hubs and regional pilots - including Aberdeen, North and North-East Lincolnshire, Cheshire and Pembrokeshire - ensure job growth is distributed and responsive to employer, project and community needs, supporting the UK's ambition to deliver inclusive and sustainable energy opportunities across the country.

Good Jobs: Raising Standards, Inclusion, and Security

- **Fair Work and Inclusion:** The offshore energy sector must deliver quality, secure, and well-paid jobs. OEUK champions the Workforce Charter as a cross-sector framework for fair pay, secure employment, and high standards, drawing on best practice from oil & gas and inviting renewables to help shape the future.
- **Pay and Conditions:** The OEUK/Reed Pay Comparison Report shows oil & gas remains the highest paying sector, but the gap is narrowing as renewables mature. Structured pay agreements, robust terms and conditions, and constructive industrial relations, exemplified by the Energy Services Agreement, are essential for sector-wide progress.
- **Diversity, Equity & Inclusion:** Progress on diversity and inclusion is accelerating, with increased participation in OEUK's DE&I Employer Survey and narrowing gender pay gaps. Transparent

reporting, targeted interventions, and inclusive recruitment are key to ensuring everyone can access opportunities.

- **Career Visibility and Mobility:** Tools like the Energy Skills Passport, apprenticeships mapping, and career fairs provide clear pathways into energy careers, supporting new entrants, career changers, and underrepresented groups.

Guard Jobs: Retaining Skills, Protecting Communities

- **Retention and Resilience:** Safeguarding existing roles and legacy expertise is vital as the sector evolves. Energy workforce demand modelling helps employers plan for future skills and resources, supporting continuity of employment and community stability.
- **Skills Protection and Transfer:** Initiatives like Connected Competence and the ECITB/GWO Cross Skilling Programme enable movement across sectors without unnecessary retesting, ensuring the right people with the right skills are in the right place at the right time.
- **Supporting New Entrants:** OEUK's support for Foundation Apprenticeships, PlanIT Plus, and regional skills hubs ensures the next generation sees a future in energy and has the tools to succeed.
- **Community Stability:** Energy jobs anchor local economies, especially in regions like Aberdeen and North-East Scotland. Strong industry investment and government support are needed to maintain and grow the existing energy workforce, not just to create new roles.

A Blueprint for Action

OEUK's Workforce Insight 2025 provides a blueprint for government and industry to deliver on the Clean Energy Jobs Plan. The importance of these Calls to Action cannot be overstated: they are critical to unlocking growth, integrating the energy workforce, and ensuring the UK leads the world in clean, secure energy.

- **Grow Jobs:** Unlock investment, expand the sector, and use energy workforce modelling to plan for the future.
- **Good Jobs:** Embed fair pay, high standards, and inclusion across all energy sectors.
- **Guard Jobs:** Retain skills, support new entrants, and protect communities.

With the right policies, collaborative action, and a focus on an integrated energy workforce, the UK can add tens of thousands of jobs, retain economic value, and lead the world in clean energy-without leaving any individual or community behind. This is not just a roadmap: it is a call to action for all stakeholders to seize this opportunity and secure a thriving energy future for everyone.

2 Calls to Action: Delivering a Homegrown Energy Future

The UK's Clean Energy Jobs Plan sets a bold vision: to deliver net zero, energy security, and economic growth by expanding and upskilling our energy workforce. OEUK and its members are ready to lead, but success depends on decisive action from government, industry, and academia. The following calls to action are designed to unlock sector growth, enable a truly integrated energy workforce, and ensure world-class standards for every worker in the offshore energy sector.

For Governments

1. **Reform Key Policies to Unleash Growth**
    - Replace the temporary EPL with a permanent profits-based mechanism to restore investor confidence and long-term competitiveness of the UK's offshore oil & gas industry. This will unlock investment, safeguard jobs, and underpin economic contributions from a growing offshore energy sector.
    - Provide a stable, long-term policy and fiscal environment that encourages private investment.
        - In CCS, provide unequivocal support beyond initial projects, accelerate revenue-generating policies and open a route to market for CCS projects outside the cluster sequencing process.
        - In wind, continued support in the Contracts for Difference rounds to help deliver a steady offshore wind pipeline and strengthen support for UK supply chain competitiveness via mechanisms like Clean Industry Bonus and GB Energy investments.
        - In hydrogen, ensure CCS-enabled hydrogen remains a core part of the UK hydrogen strategy and there is proportionate support for electrolytic hydrogen to enable scalable production and robust T&S infrastructure.
2. **Enable and Champion an Integrated Energy Workforce**
    - Move beyond binary job classifications like 'Clean Jobs' and formally recognise the integrated energy workforce, in all energy workforce and industrial policies.
    - Embed the principle of "energy jobs" in government communications, skills strategies, and funding programmes.
    - Continue to support the Energy Skills Passport and cross-sector training initiatives (e.g., ECITB's Oil and Gas to Wind Cross Skills programme) to enable seamless skills transfer and flexible deployment of people across the energy supply chain. Support regional skills hubs and pilots that demonstrate effective energy workforce mobility and upskilling.
3. **Modernise Energy Workforce Data, Planning and Reporting**
    - Establish Standard Industrial Classification (SIC) codes for all energy roles and embed credible energy workforce demand modelling into sector delivery plans to inform policy and investment decisions.
    - Require regular and transparent reporting on energy workforce demographics, pay, and diversity across the integrated energy sector.
4. **Accelerate Project Approvals and Prioritise UK Supply Chains**
    - Streamline planning and consenting regimes, and ensure energy workforce training and deployment cycles are aligned with project requirements to unlock job creation and sector growth
    - Encourage operators and developers to prioritise UK Tier 1 companies and local suppliers, boosting jobs and economic growth. Tie public funding and licensing to clear support for domestic supply chains and workforce development.

For Industry

1. **Adopt Unified, Flexible Energy Workforce Models and Champion Skills-based Hiring**
    - Use cross-sector energy workforce planning and deployment tools, linked to credible project pipelines, to support employment continuity and sector agility.
    - Share best practice on energy workforce integration and mobility across the offshore energy sector.
    - Prioritise skills and experience over rigid job titles, supporting upskilling and mobility across the integrated energy workforce.
    - Implement Connected Competence frameworks and support the Energy Skills Passport to enable efficient movement of workers between employers and sectors.
2. **Embed Highest Employment Standards for All**
    - Implement and uphold the OEUK Workforce Charter, and DEI Charter to ensure fair and inclusive treatment, safe working conditions, and career progression across the energy workforce.
    - Work proactively with trade unions and workforce representatives to maintain constructive industrial relations.
3. **Strengthen Partnerships for Talent Development**
    - Collaborate with government, education, and communities to align skills strategies, invest in training and reskilling, and support inclusive energy workforce growth across all offshore energy sectors.
    - Support and expand initiatives such as Foundation Apprenticeships, PlanIT Plus, and regional skills hubs.
4. **Support Domestic Supply Chains**
    - Prioritise UK suppliers and foster innovation to boost local job creation and supply chain resilience.
    - Report transparently on supply chain sourcing and workforce development outcomes.

For Academia

1. **Align Curricula with Sector Needs**
    - Work with industry and government to ensure courses and training programmes reflect current and future skills requirements for the offshore energy sector.
    - Embed practical, industry-led modules and placements in energy-related courses.
2. **Champion Skills Recognition and Mobility**
    - Embed cross-skilling and multi-skilling into academic programmes, supporting flexible career pathways.
    - Promote mutual recognition of qualifications across all UK offshore energy sectors.
3. **Support Energy Workforce Planning with Data and Research**
    - Contribute to credible energy workforce demand models and sector analysis, ensuring academic insight informs policy and sector strategy.
    - Partner with industry to evaluate the impact of skills interventions and energy workforce mobility programmes.
4. **Promote Diversity and Inclusion**
    - Encourage underrepresented groups to pursue energy careers and embed inclusive practices throughout educational pathways.
    - Support targeted outreach, mentoring, and scholarship programmes to widen participation.

A Shared Responsibility

Delivering a resilient, skilled, and inclusive energy workforce is a shared responsibility. OEUK calls upon all stakeholders, government, industry, and academia, to take decisive action now.

Together we can secure a thriving, homegrown offshore energy sector, generate high, quality employment, and lead the world in clean energy innovation.

3 Data & Modelling: Evidence for Advocacy and Action

A robust, evidence-based approach is at the heart of OEUK's Workforce Insights 2025. This section presents the latest data and modelling that underpin our recommendations, demonstrating the scale of opportunity, the challenges ahead and the critical role of energy workforce planning in delivering the Clean Energy Jobs Plan.

3.1 Evidence for Net Job Creation: Understanding Energy Workforce Needs

A resilient, growing energy workforce depends on a robust, shared understanding, across government, industry, and the skills system, of what jobs and skills are needed, when, and who is best suited to fill those roles. This is not simply a matter of producing modelling outputs, but of ensuring that all energy workforce planning is grounded in credible, timely evidence and closely linked to real job opportunities.

Energy workforce demand modelling is one important tool in this process. When directly linked to a credible project delivery pipeline, it can help identify where and when jobs will be created, supporting targeted and effective training and recruitment. However, it must be used alongside other evidence, such as employer feedback, regional pilot outcomes, and ongoing labour market intelligence, to ensure that skills initiatives deliver real value for individuals, communities, and the sector.

What the Data Shows:

- With the right policy and investment environment, the integrated energy workforce could rise from 154,000 today to 212,000 by 2030, with continued growth in oil & gas playing a central role.

Modelling is a valuable part of the evidence base, but it is only effective when used in partnership with government, industry, and training providers to align skills initiatives with real, time-bound job opportunities. This approach will maximise the impact of public investment, support opportunities for workers, and ensure the UK's energy workforce is ready to deliver a secure, sustainable future.

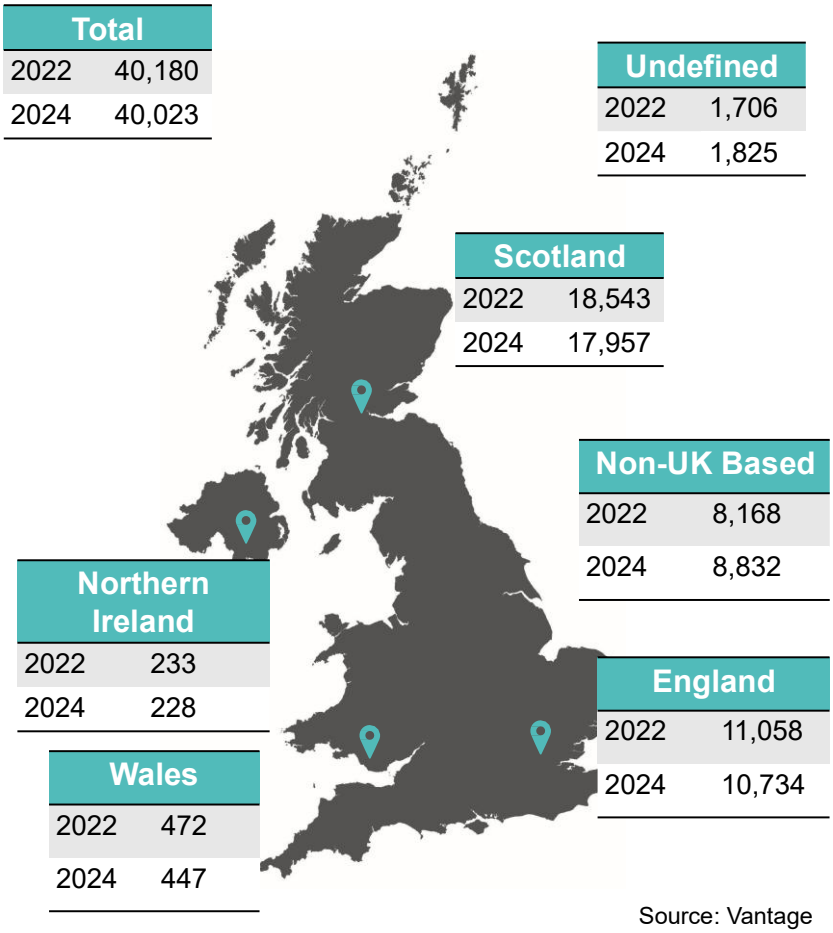
OEUK is already in action, guided by robust data and insights, to strengthen energy workforce resilience and future readiness. Current initiatives include advancing diversity and inclusion, modernising energy workforce data for evidence-based planning, expanding skills mobility through the Energy Skills Passport, and advocating for policies that secure jobs and investment. Further details of these efforts are outlined in section 9.

3.2 Offshore Workforce Demographics (Offshore Oil & Gas): Who Makes Up the Sector?

Key Insights:

- **Offshore Workforce Size:** In 2024, 40,023 workers travelled offshore, with 22,342 categorised as core workers (spending over 100 nights/year offshore). The number of core workers has increased by 2.54% since 2022, while non-core has reduced by 3.86%.
- **Place of Residence:** 73% of offshore workers live in the UK, with the majority residing in Scotland, 48% in the Aberdeen(shire) area, while 27% reside outside the UK.
- **Age Profile:** The average age of the offshore worker remains at 44 years, with a notable 25% increase in the 65+ age group from 2022 to 2024.
- **Gender and Diversity:** The number of female offshore workers has increased by 2.4% since 2022, while male workers have declined slightly. Non-binary representation is now being recorded, reflecting evolving offshore workforce demographics.

Figure 1 - Home Locations of offshore oil & gas workers



Source: Vantage

Please note: Offshore traveller figures for 2023 have been updated following changes to operational data management processes implemented mid-year. These updates allow OEUK to continue to deliver accurate figures for offshore travellers. Due to the administrative alterations, figures may differ marginally between those published in earlier reports..

Figure 2 - Age ranges of offshore oil & gas workers

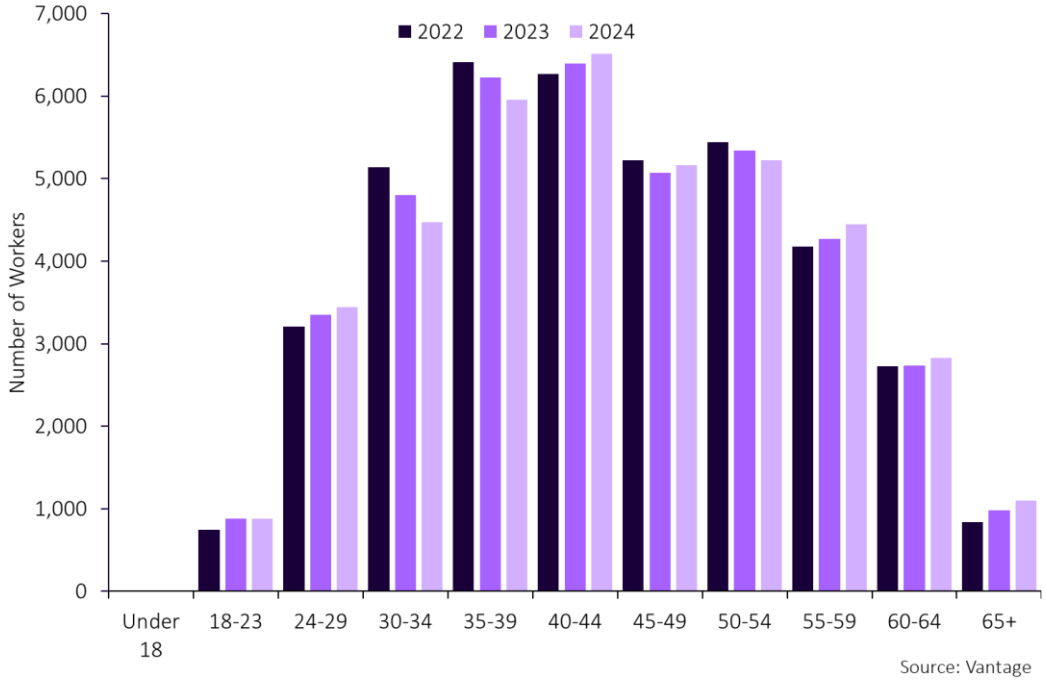
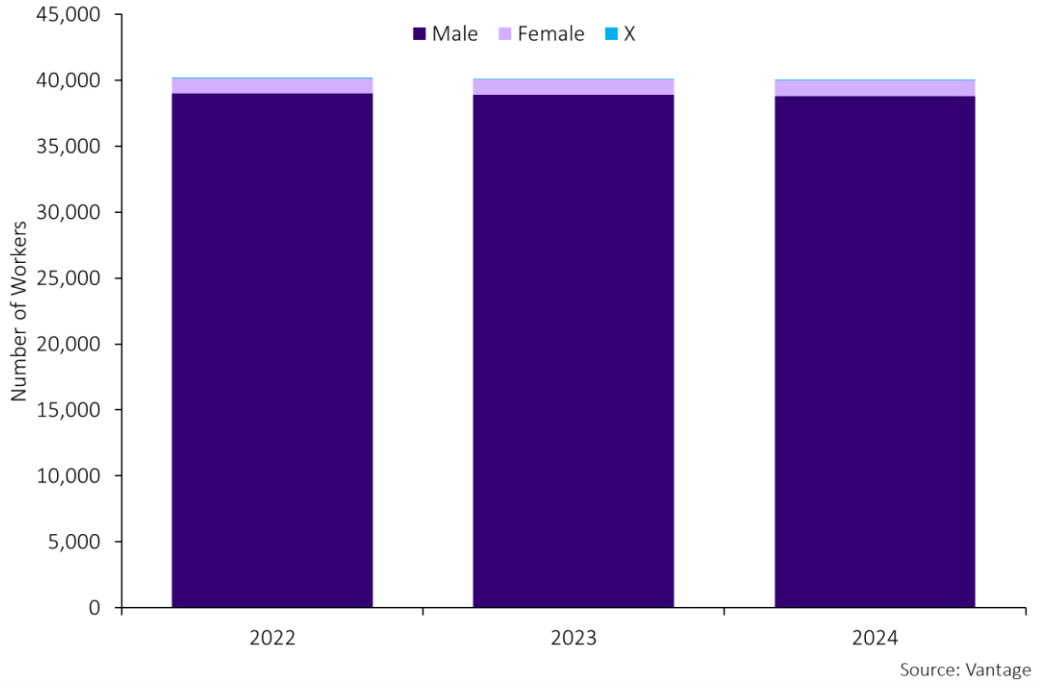


Figure 3 - Gender of offshore oil & gas workers



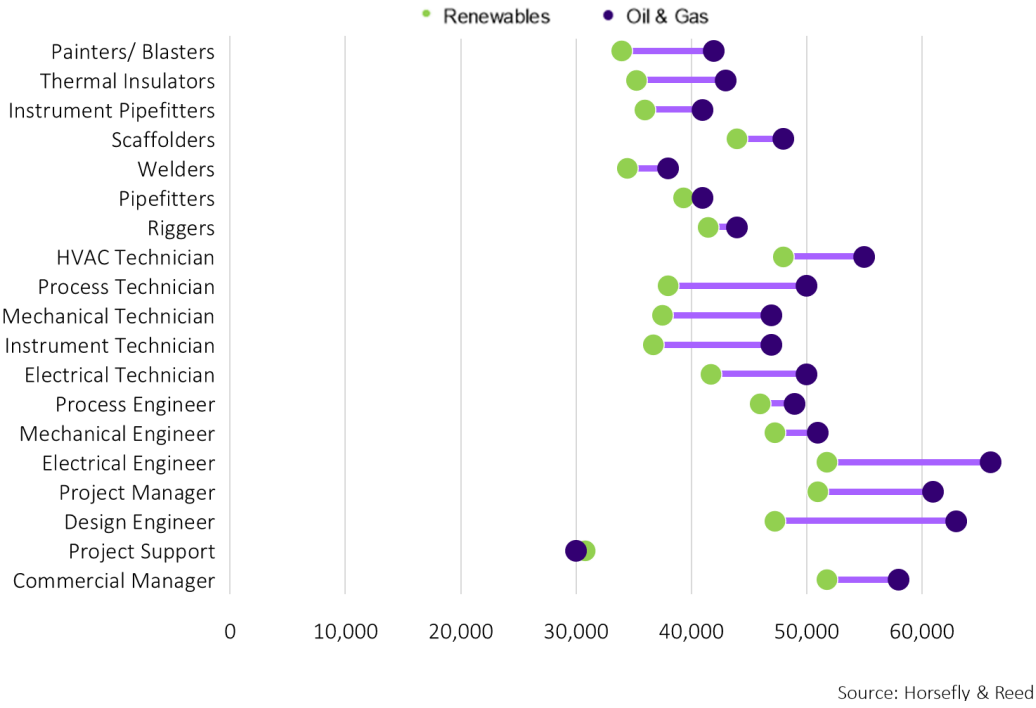
3.3 Pay, Terms & Conditions: Benchmarking Good Jobs

OEUK commissioned a Pay Comparison Report in April 2025 with Reed Talent Solutions to deliver an independent review of pay and total remuneration packages across oil & gas, offshore wind, hydrogen, CCS and nuclear for selected job roles.

Key Insights:

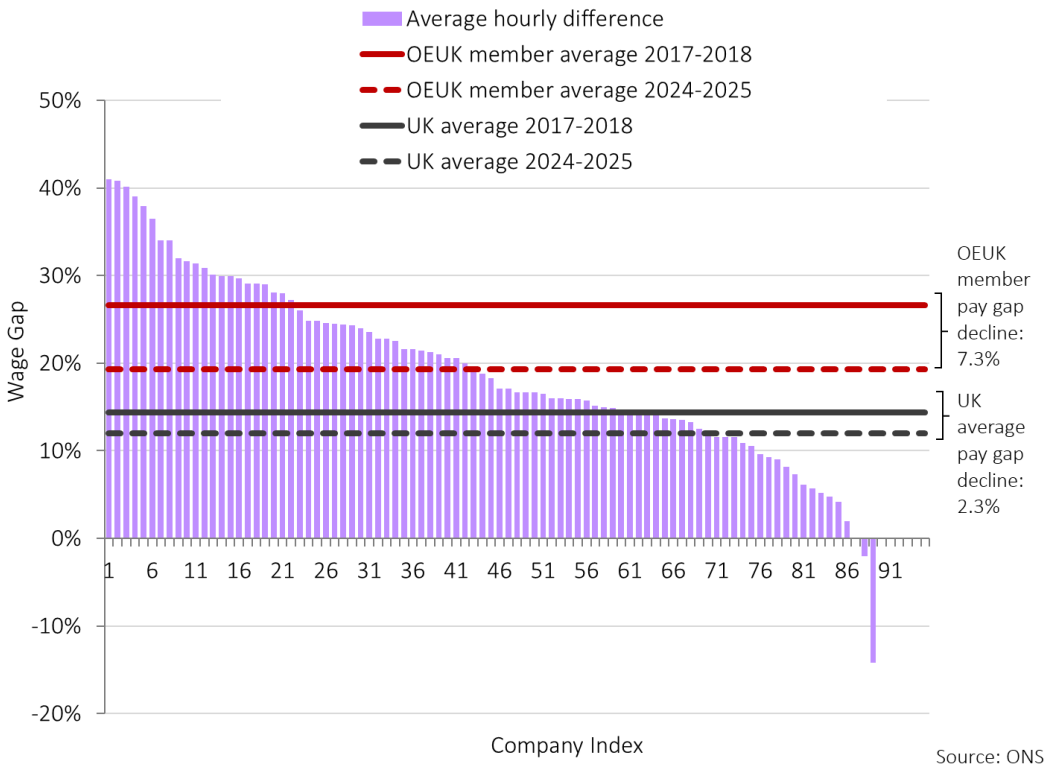
- **Pay Comparison:** Oil & gas remains the highest paying sector, particularly for technical and craft roles, with salaries exceeding those in offshore wind, nuclear, hydrogen, and CCS by 15–30% on average. However, the gap is narrowing as renewables mature.
- **Structured Agreements:** The nuclear sector offers structured pay agreements but lacks the uplifts seen in oil & gas, there are exceptions such as Hinkley Point C. Hydrogen, CCS, and geothermal sectors pay the least due to their emerging nature.
- **Pay Gaps Sector V's UK:** The gender pay gap in the sector has narrowed by almost 7 percentage points since 2017, compared to 2.3% across all UK companies.
- **Mean Gender Pay Gap**: The average mean gender pay gap across OEUK members has decreased from 21.48% in 2022 to 19.32% in 2024.
- **Percentage of staff that received bonuses in 2024:** Figures show overall averages of bonuses awarded have dropped between 2024 and 2022. However, the gap between men and women has closed significantly with bonus distribution now equal at 59%.

Figure 4 - Average salary range for job roles in Renewables and Oil & Gas sectors



Source: Horsefly & Reed

Figure 5 - Mean Gender Pay Gap, Average OEUK Members and UK Average



Source: ONS

3.4 Skills Transferability and Mobility

Key Insights:

- **Transferable Skills:** Around 90% of skills in the oil & gas offshore workforce are transferable to renewables, hydrogen, and CCS. This flexibility is critical for addressing future offshore workforce needs and requirements.
- **Mobility Initiatives:** Programmes like the Energy Skills Passport, Connected Competence, and the ECITB/GWO Cross Skilling Programme enable efficient movement of workers between employers and sectors without unnecessary retesting.

Table 1 - Core skill categories and their applicability across oil & gas, offshore wind, hydrogen and CCS

Skills Category	Oil & Gas	Offshore Wind	Hydrogen	CCS
Operations & Maintenance Technician	✓ e.g. platform operators, maintenance tech	✓ e.g. turbine technicians – operations & maintenance	✓ e.g. H2 production	✓ e.g. CO2 capture plant operators
Engineering (Mech/Elec/Civil/Chem)	✓ e.g. design & process engineers	✓ e.g. turbine, electrical engineers	✓ e.g. chemical & systems engineers	ü e.g. pipeline & reservoir engineers
Project Management & Planning	✓	✓	✓	✓
Procurement & Supply Chain	✓	✓	✓	✓
Wells & Geoscience	✓ Essential for exploration & production	✓ Offshore wind installation (site survey)	✓ For underground H2 storage	✓ For CO2 injection and storage
Construction & Installation Trades	✓ Rig, pipeline construction	✓ Turbine, cable installation	✓ H2 facility construction	✓ CO2 facility construction
Health, Safety & Environment (HSE)	✓	✓	✓ Process safety for H2	✓ CO2 handling safety, monitoring

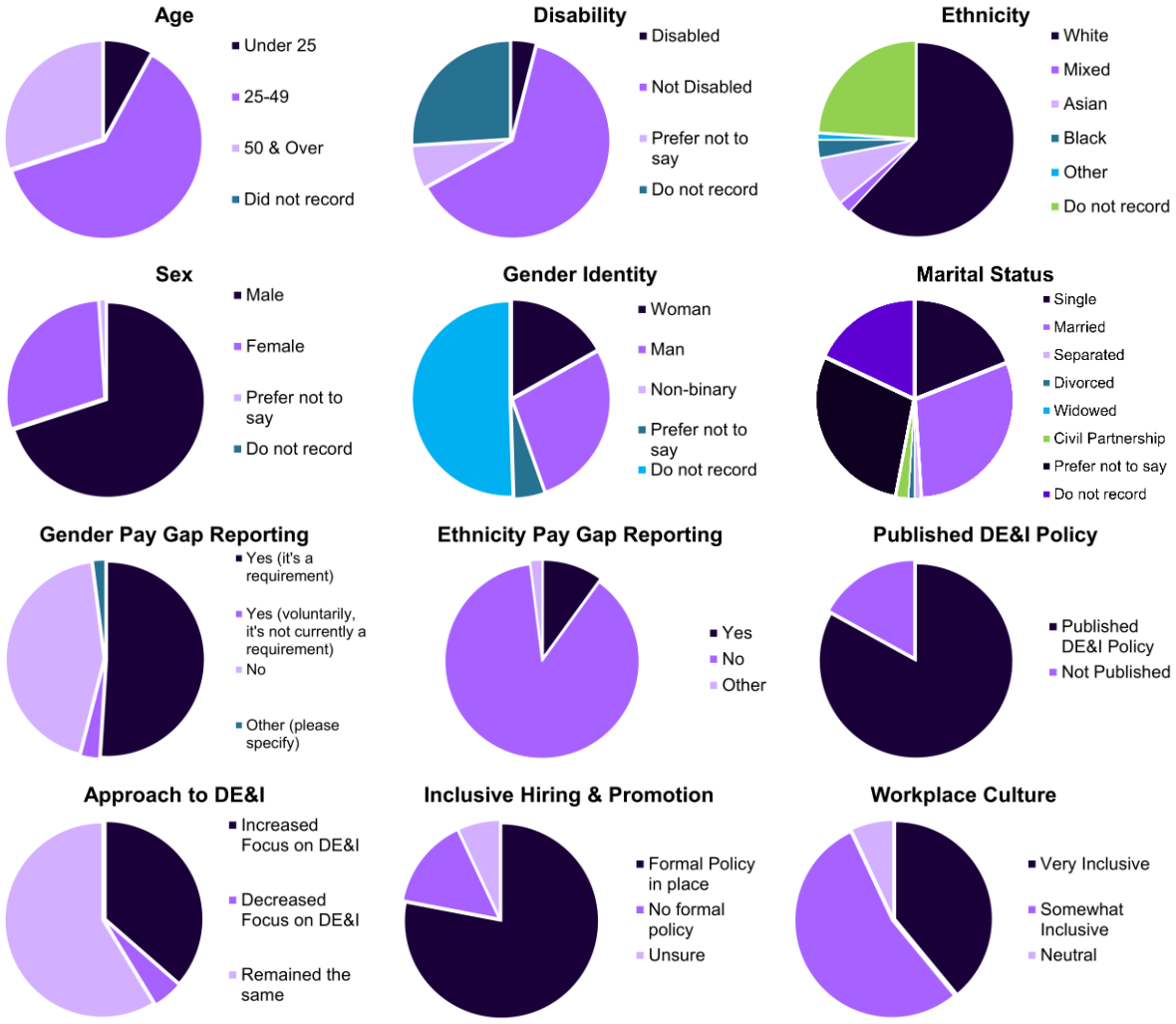
3.5 Diversity, Equity & Inclusion: Progress and Challenges

As a core part of our drive to improve D&I across the sector, OEUK's Employer D&I Survey was launched in 2022 to identify the composition of the energy workforce and establish a baseline for sex, ethnicity, age, disability and sexuality. To encourage uptake in the 2025 Employer survey, the OEUK D&I task group developed a new toolkit "Inclusive Insights: Unveiling the Power of Diversity & Inclusion Data", to provide support to employers on how to begin collecting D&I data.

Key Insights:

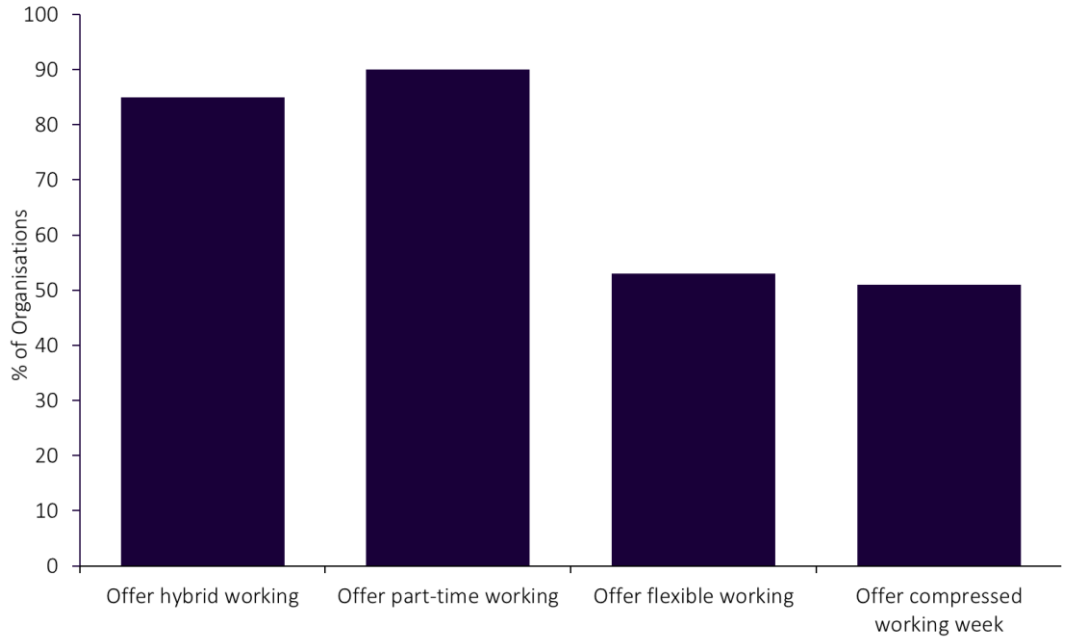
- Survey Participation: Participation in the OEUK DE&I Employer Survey increased significantly in 2025, with data representing 40% of the energy workforce.
- Representation: Among OEUK members surveyed for 2025, overall representation is 70% male and 30% female; on boards and leadership teams, the ratio is 78% male to 22% female.
- Flexible Working: 85% of employers offer hybrid working, 90% offer part-time, 53% offer flexible working, and 51% offer compressed working weeks.

Figure 6A-L – DE&I Survey results



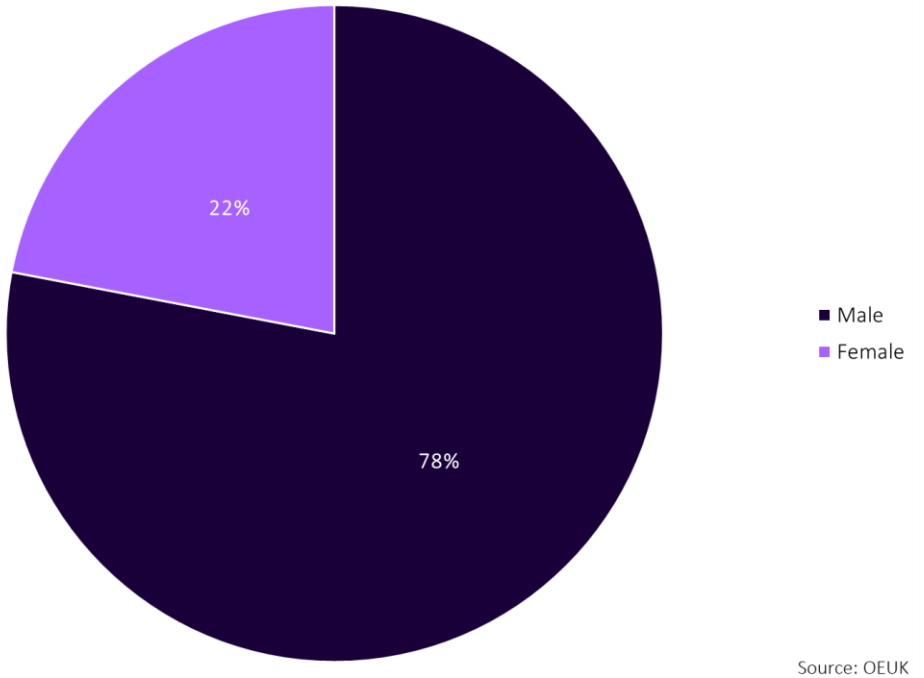
Source: OEUK

Figure 7 - Flexible working offerings



Source: OEUK

Figure 8 - Gender composition of companies Leadership Team / Board of Directors



Source: OEUK

3.6 Regional and Community Impact

Key Insights:

- **Anchoring Local Economies:** Energy jobs are vital to local economies, especially in regions like Aberdeen and the North-East of Scotland.
- **Community Stability:** The sector's offshore workforce is highly concentrated in Scotland, with nearly half of offshore workforce residing in the Aberdeen(shire) area.

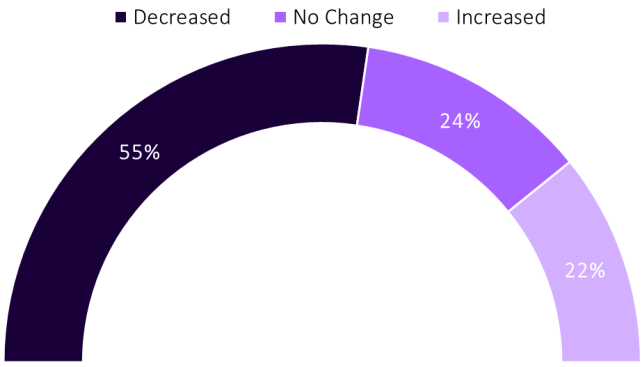
3.7 Job Losses, OEUK Pulse Survey

OEUK conducted a Pulse survey in October 2025, to quantify the impact of the fiscal regime on UK's offshore energy firms staff headcount in the past year.

Key Insights

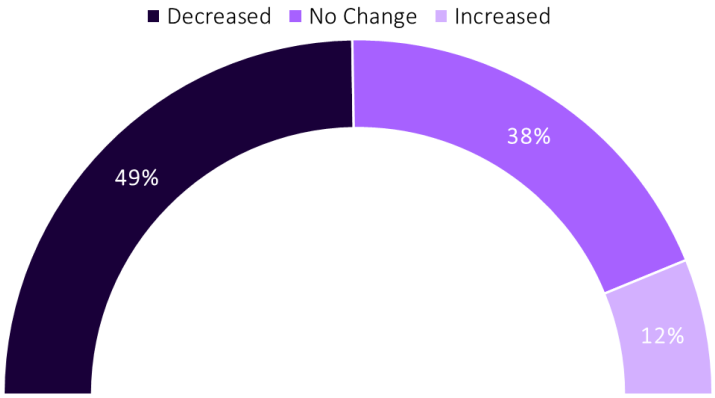
- **Job Losses - Staff:** More than half (55%) of the UK's offshore energy sector employers have reduced their staff headcount in the past year.
- **Job Losses - Contractors:** Just under half (49% of the UK's offshore energy sector employers have reduced their contractor headcount in the past year.
- **Outlook over next 12 months:** Nearly half (45%) of surveyed companies expecting to cut jobs further over the next 12 months if the current policy environment continues.
- **Primary Reasons**: The primary reasons given for reducing or freezing recruitment includes reduction in project pipelines, impact of the EPL on investment certainty and cost pressures

Figure 9 - Over the last 12 months have you increased or reduced your UK staff headcount



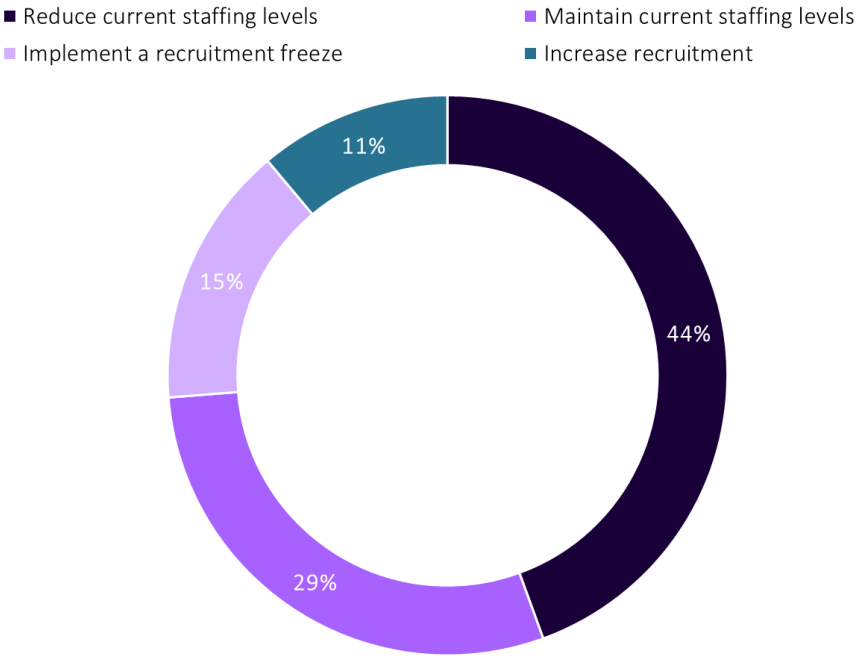
Source: OEUK

Figure 10 - Over the past 12 months have you had to increase or reduce your UK contractor headcount



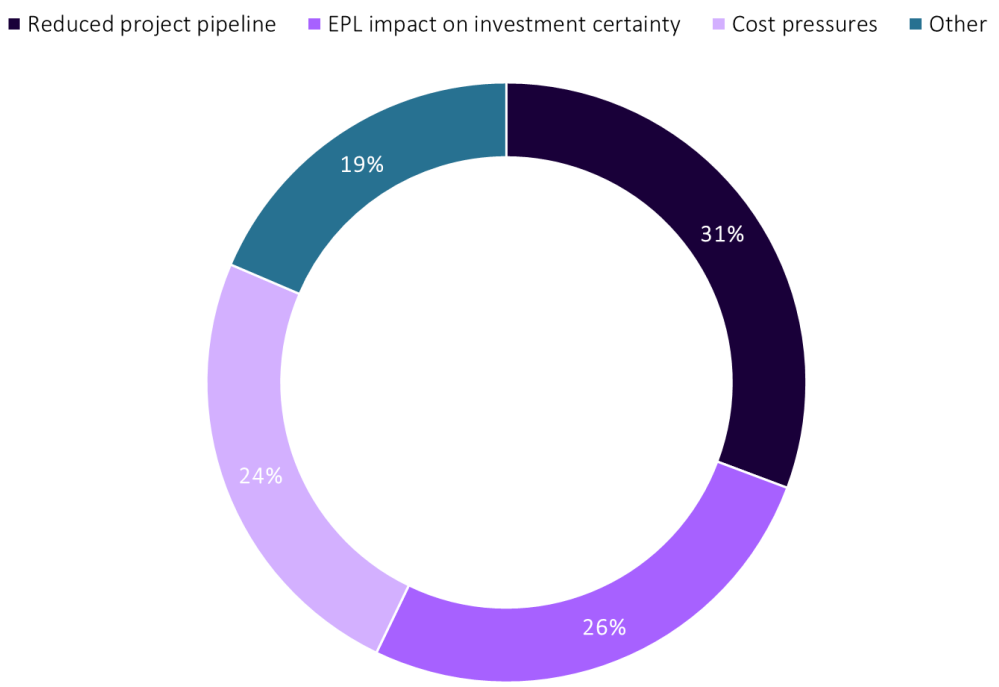
Source: OEUK

Figure 11 - Looking ahead over the next 12 months, if the current environment remains in the UK do you expect to



Source: OEUK

Figure 12 - If you are reducing or freezing your headcount, what is the primary reason



Source: OEUK

4 The Current Landscape: Opportunities and Challenges

The UK's offshore energy sector stands at a defining moment. As the nation pursues net zero, energy security, and economic resilience, the scale and complexity of the transformation ahead present both unprecedented opportunities and significant challenges for our integrated energy workforce, our communities, and our economy.

Over the past six decades, the UK's offshore energy industry has powered homes, businesses, and transport, establishing itself as a global leader in innovation and engineering. Today, the sector supports over 150,000 jobs, contributes more than £25 billion annually to the economy, and underpins the industrial capability of regions across the country, especially in Scotland and North-East England.

Yet, the landscape is changing rapidly. The Clean Energy Jobs Plan sets out an ambitious vision: to deliver net zero greenhouse gas emissions, strengthen energy security, and create high, quality employment by expanding and upskilling the UK's energy workforce. This means not only scaling up renewables like offshore wind, hydrogen, and carbon capture, but also retaining and growing the vital expertise within oil & gas.

4.1 The opportunity is clear:

- With the right policies and investment, the UK can achieve a net addition of jobs, growing the integrated energy workforce from 154,000 today to 212,000 by 2030, with continued growth in oil & gas playing a central role.
- The integrated energy workforce is highly skilled and adaptable, with around 90% of oil & gas competencies transferable to emerging energy fields.
- Regional pilots and local net zero hubs, such as those in Aberdeen, are demonstrating how job growth can be distributed and responsive to community needs.

4.2 But the challenges are real:

- More than half (55%) of the UK's offshore energy sector employers have reduced their staff headcount in the past year, with nearly half (45%) of surveyed companies expecting to cut jobs further over the next 12 months if the current policy environment continues.
- Policy uncertainty, fiscal instability, and a lack of confidence in the UK outlook have led 90% of supply chain companies to seek growth abroad, risking further job losses and undermining national energy security.
- The expansion into low carbon energy is not a simple replacement of oil & gas jobs; it requires a coordinated approach to energy workforce mobility, skills transfer, and investment in new talent.
- Without a stable framework that supports all parts of the energy system, the UK risks losing experienced professionals, deterring new entrants, and weakening the supply chain that anchors local economies.

5 Growing Jobs: Expanding the Energy Workforce for Net Zero

The UK's journey to net zero is not just an environmental imperative, it is a once-in-a-generation opportunity to grow and transform the nation's energy workforce. With the right policies and investment, the UK can create tens of thousands of new, high, value jobs across the integrated energy workforce while strengthening energy security and supporting local communities.

5.1 Net Job Creation: A New Era for Offshore Energy Sector

RGU's modelling shows that the UK can achieve net zero and energy security by **growing, not shrinking, its oil & gas sector alongside renewables**. With a stable policy and investment environment, the energy workforce could rise from 154,000 today to over 225,000 by 2030. This expansion represents a net addition of jobs, not just a one-for-one, transition between sectors. Continued growth in oil & gas remains a cornerstone of this vision, working in tandem with renewables to build a resilient, innovative energy system.

Key Drivers of Job Growth Include:

- **Unlocking Private Investment:** Stable fiscal and regulatory frameworks are essential to attract investment across the energy mix, especially in emerging areas like hydrogen, CCS, and offshore wind.
- **Expanding Project Pipelines:** Renewed exploration and production licences, alongside ambitious renewables targets, will drive demand for skilled workers across all offshore energy sectors.
- **Regional Growth:** Local net zero hubs and regional pilots, such as the Aberdeen(shire) Oil and Gas Transition Training Fund, ensure skills funding and reskilling opportunities are distributed and responsive to community needs.

5.2 Energy Workforce Planning: Aligning Skills Initiatives with Real Job Opportunities

A core challenge facing the UK offshore energy sector is not simply a lack of modelling tools, but an insufficient shared understanding across government, industry, and the wider skills system of what jobs and skills are needed, when, and who is best suited to fill those roles. Without this clarity, even the most well, intentioned training and reskilling initiatives may not deliver secure employment for participants, and valuable public investment may not achieve its full potential.

5.2.1 The Need for Collaboration and Targeted Planning

To ensure that government investment delivers maximum value for individuals, communities, and the sector it is essential that government, industry, and training providers work together to align skills initiatives with real, time-bound job opportunities. Energy workforce demand modelling - when directly linked to the project delivery pipeline - can help identify where and when jobs will be created, so that training and upskilling are targeted, timely, and effective.

Welcoming Government Support: Lessons from NE Scotland

The regional skills pilot in North-East Scotland, backed by government funding, shows the benefits of energy workforce development, with many workers gaining offshore wind training. However, due to the small number of available opportunities, many trainees remain unable to secure employment in the wind sector and risk their certifications expiring, which could waste scarce and valuable government funds and also undermining confidence in the energy expansion and the value of upskilling.

5.2.2 Skills Transfer and Energy Workforce Mobility

The UK's energy workforce is highly skilled and adaptable. Approximately 90% of oil & gas competencies can be applied to renewables, hydrogen, and CCS. This versatility is essential for addressing future energy workforce requirements. Initiatives such as the Energy Skills Passport, Connected Competence, and the ECITB/GWO Cross Skilling Programme are making it easier for workers to move between employers and sectors without the need for unnecessary retesting.

5.2.3 Regional Opportunity: Anchoring Growth in Communities

It is essential that the advantages of energy workforce growth are experienced throughout the UK. Regional pilots and local net zero hubs, especially in Scotland and the North-East England, are showing how job creation can be spread out and adapted to reflect local strengths. These efforts support community stability, secure economic benefits locally, and ensure that progress towards net zero is both fair and inclusive.

5.3 Priorities for Growing Jobs

To ensure that job creation remains central to the UK's energy transition, government, industry, and partners must work together to unlock investment, accelerate project delivery, and build the conditions for energy workforce growth. By aligning policy, planning, and skills development, we can turn opportunity into employment and ensure that every region benefits from the expansion of the offshore energy sector. To realise this opportunity, OEUK calls for:

- **Reformation of Energy Profits Levy (EPL)** Replace the temporary Energy Profits Levy (EPL) with a permanent profits-based mechanism to restore investor confidence, unlock investment, safeguard jobs, and underpin economic contributions from growing offshore energy sector
- **Accelerated project approvals** and streamlined consenting to align with energy workforce training and deployment cycles.
- **Support for domestic supply chains** and policies that incentivise operators, developers and Tier 1 contractors to prioritise UK-based suppliers and local talent.
- **Investment in energy workforce mobility tools** and regional skills hubs to ensure the right people are in the right place at the right time.

With the right policies, collaborative action, and a focus on an integrated energy workforce, the UK can add tens of thousands of jobs, support local communities, and lead the world in clean energy - without leaving any individual or region behind.

6 Good Jobs: Securing Quality, Security, and Opportunity Across the Energy Workforce

A thriving UK offshore energy sector depends not just on the number of jobs, but on the quality of those jobs. “Good jobs” are those that offer security, fair pay, inclusivity, and long-term prospects, anchoring communities, supporting families, and attracting the next generation of talent.

The UK oil & gas sector has - over decades - set the benchmark for good employment practice, establishing high standards of fair pay, secure employment, constructive industrial relations, and workforce engagement. These standards - embodied in frameworks such as the Energy Services Agreement and the OEUK Workforce Charter - are the result of extensive experience and collaboration between employers, workforce representatives, and trade unions. As the energy expansion accelerates, it is essential that these proven practices are not only preserved but actively adopted and expanded across all new offshore energy sectors.

6.1 What Makes a Good Job in Energy?

- Security and Stability: A good job provides dependable employment, clear contractual terms, and protection from unjust dismissal. The forthcoming Employment Rights Bill will further strengthen these protections, introducing day-one rights for sick pay, parental leave, and flexible working, as well as new safeguards against unfair dismissal and “fire and rehire” practices.
- Competitive Pay and Benefits: A good job offers fair and competitive remuneration, alongside structured benefits and, where applicable, performance-related bonuses. While oil & gas roles continue to lead in pay and incentives, others are working to close these gaps. Ensuring consistent, equitable pay is essential in attracting and retaining skilled individuals across all offshore energy sectors. The use of structured pay agreements can help address some of these disparities.
- Inclusivity and Diversity: A good job is open to all, regardless of background or personal characteristics. Progress in reducing pay disparity and increasing energy workforce diversity is important, as is ongoing commitment to inclusive recruitment, promotion, and organisational culture. This creates environments where everyone can thrive and advance.
- Long-Term Prospects and Progression: Good jobs provide clear opportunities for career development, supported by training, upskilling, and recognition of transferable skills. Programmes that enable individuals to move between roles or industries like, the APTUS Apprenticeship Scheme, the Energy Skills Passport, and ECITB Cross-Sector training programs help ensure ongoing employability and adaptability in a changing world.
- Safe and Fair Working Conditions: High standards of health, safety, and wellbeing are non-negotiable. Frameworks such as OEUK’s Workforce Charter set consistent employment standards across the sector, supporting fair treatment, safe workplaces, and constructive industrial relations.

6.2 Establishing 'Good Jobs' in the UK Offshore Energy Sector

Establishing "Good Jobs" across the UK integrated energy workforce requires a commitment to fair pay, clear progression, and equitable treatment. The oil & gas sector offers valuable lessons in this regard, with its well-defined pay agreements and mature frameworks that have contributed to higher salaries and better job security for technical and craft roles. Similarly, the nuclear industry benefits from structured pay arrangements, fostering consistency and transparency, though bonuses and uplifts remain limited outside flagship projects such as Hinkley Point C. These established practices have set a benchmark for job quality, serving as a model for other sectors seeking to elevate employment standards.

In contrast, wind, hydrogen, and CCS sectors have yet to fully adopt structured pay agreements, resulting in lower remuneration and less consistent conditions. The UK Government's proposed Employment Rights Bill, which promotes Trade Union recognition, presents a significant opportunity to address these gaps. By encouraging collective bargaining and fair employment practices, emerging sectors can build robust frameworks that support both workers and employers. As job demand rises, driven by the expansion across energies and integrated energy workforce initiatives, there is the opportunity and potential to harmonise pay and conditions, ensuring that roles in wind, hydrogen, and CCS become equally attractive and secure.

To further support the growth of quality employment in these emerging sectors, it is crucial to accelerate project approvals in the renewable industry. Streamlining consent and planning processes will enable more projects to move forward swiftly, directly increasing the number of jobs available in wind, hydrogen, and CCS. This approach will not only broaden opportunities for skilled workers but also contribute to delivering the UK's net zero ambitions at pace. By prioritising timely project approvals, alongside fair pay and robust employment frameworks, the sector can foster an energy workforce where every job offers quality, stability, and opportunity, supporting the UK's broader ambitions for an inclusive and resilient energy future.

6.3 The Role of Industry Frameworks and Practices in Delivering Good Jobs

Industry-wide agreements and charters are central to embedding good jobs across the sector:

- Energy Services Agreement (ESA): Standardises terms and pay, supports stable industrial relations, and facilitates regular forums for employers, unions, and employee representatives. Solution focused problem-solving discussions, with an upfront desire to reach a fair and sustainable way forward
- OEUK Workforce Charter: Sets out commitments to fair treatment, safety, and career progression. Created by industry, the workforce and trade union, building on best practice established in oil & gas, with a strong focus on sharing and adapting these standards to be applicable across all energy roles, removing duplication and potential confusion.
- DEI Charter: Developed by an OEUK Special Interest Group, makes diversity, equity, and inclusion key business priorities. It urges organisations to eliminate recruitment and development obstacles, help underrepresented groups advance and continually review policies to maintain inclusivity.

- **Flexible and Modern Work Practices:** The sector is increasingly adopting hybrid, part-time, flexible, and compressed workweek options, which are essential for work-life balance and valued by today's energy workforce. Flexible arrangements like remote work, flexible hours, and job-sharing help women and caregivers participate fully in the offshore energy sector, support career returnees, lower employment barriers, and attract diverse talent. Embracing flexibility enables employers to create a more inclusive, resilient, and accessible energy workforce.
- **Upskilling and Mobility:** Tools like the Energy Skills Passport and cross-skilling programs (e.g., Oil & Gas to Wind Cross-Skill Pilot) enable workers to move between roles in different energy sectors. Equipping employees with transferable skills and recognised qualifications makes it easier for employers to find and deploy talent where needed, while supporting individual career growth and sector adaptability. These programs strengthen energy workforce resilience, bridge gaps caused by shifting industry demands, and provide structured paths for those re-entering the sector after breaks. By prioritising ongoing learning and mobility, employers can attract a skilled, diverse energy workforce ready to support the UK's net zero goals and meet future challenges.

6.4 Priorities for Good Jobs

To ensure that high-quality employment is at the heart of the UK's integrated energy future, it is vital that government, industry, and key partners collectively commit to the following priorities:

- **Uphold and extend high employment standards** through frameworks like the ESA and Workforce Charter. The ESA plays a crucial role by standardising terms and conditions, supports stable industrial relations and provides regular forums for collaboratively problem solving. The Workforce Charter promotes fair treatment, safe working environments and career progression.
- **Invest in training, upskilling, and cross-sector mobility** to support career progression and adaptability. Such as the Energy Skills Passport and ECITB Cross Skilling programme.
- **Address pay disparities** and ensure competitive, fair remuneration across all offshore energy sectors.
- **Foster inclusive, diverse workplaces** where everyone can thrive.
- **Support domestic supply chains** and local job creation, maximising economic value for UK communities.

By embedding these proven practices across the integrated energy workforce, the UK can ensure that every energy job, whether in oil & gas, renewables, hydrogen, or CCS, delivers quality, security, and opportunity for all.

"Diversity is the fact of difference. Equity is about systems and fairness. Inclusion, however, is about choice. It is about behaviour. It is about whether we create an environment where every person, regardless of background, can contribute fully, innovate freely, and progress without hidden barriers.

Put simply: diversity brings talent into the room, equity gives it a seat at the table, but inclusion ensures it has a voice. Without that voice, the full benefits of DEI are never realised."

Mark Freed from Men for Inclusion

7 Guarding Jobs: Protecting Roles and Preserving Expertise

The UK's offshore energy sector stands at a pivotal crossroads. As the industry moves towards a low carbon future, it is essential not only to create new opportunities but also to **guard existing jobs** and preserve the legacy expertise that underpins the nation's energy security and economic resilience.

7.1 Why Guarding Jobs Matters

- **Economic and Social Stability:** The offshore energy sector supports over 150,000 jobs and contributes more than £25 billion annually to the UK economy. Many communities, especially in Scotland and the North-East England, are deeply reliant on these roles for prosperity and social cohesion.
- **Transferable Skills:** Around 90% of the competencies in oil & gas workers are transferable to wind, hydrogen, and CCS. Preserving these jobs ensures that critical expertise is retained and can be redeployed as the sector evolves.
- **Managed Transition:** Means no-one is left behind. Guarding jobs is about ensuring that workers in traditional energy sectors are supported, retrained, and given clear pathways into emerging roles, rather than facing redundancy or economic inactivity.

7.2 Current Risks to Jobs

- **Policy Uncertainty and Investment Decline:** Recent government policies, including the EPL, have created uncertainty, leading to reduced investment and a shrinking project pipeline. This trend is exacerbated by the decommissioning of North Sea assets and the lack of new domestic projects.
- **Job Losses and Offshoring:** Data from trade unions and OEUK's pulse survey indicate that 55% of companies have reduced staff headcount in the past year, with many skilled workers seeking opportunities abroad or becoming economically inactive. Nearly half (45%) of surveyed companies expecting to cut jobs further over the next 12 months if the current policy environment continues.
- **Supply Chain Vulnerability:** A recent Robert Gordon University's Energy Transition Institute (ETI) report 'Striking the Balance' (2025) highlighted that the UK offshore energy sector is predominantly supply chain based, with around 90% of jobs located in supply chain companies rather than operators. Many of these supply chain companies are now looking overseas for growth. This threatens the UK's ability to retain high value jobs and risks hollowing out the domestic skills base.

7.3 The Impact on People and Communities

- **Redundancies and Mergers:** The sector is facing significant disruption marked by redundancies, mergers, and business exits. Examples of recent mergers include Ithaca Energy & ENI UK, Repsol Resources UK & Neo Energy and currently, the Shell UK & Equinor UK Joint Venture, Adura, which is ongoing at time of publication. Indications show that energy workforce numbers are declining more sharply than in previous years - OEUK will publish fresh data on this trend by the end of 2025.
- **Regional Disparities:** While 73% of offshore workers live in the UK, and nearly half reside in the Aberdeen(shire) area, job losses disproportionately affect regions where there is a high population of workers, risking long-term economic decline.
- **Demographic Shifts:** The average age of offshore workers remains at 44, but there is a notable increase in older workers (65+), indicating that people are staying employed longer, potentially creating fewer opportunities for younger entrants.

7.4 Priorities to Guard Jobs

To safeguard the energy workforce during this period of transition, we have outlined below the key priorities for industry and government. These actions focus on protecting existing roles, preserving critical legacy expertise, and ensuring that workers receive the support they need to navigate change effectively. Actions for key stakeholder groups are set out on pages 9-11.

- **Policy Reform and Stability:** replace the temporary Energy Profits Levy (EPL) with a permanent, profits-based mechanism to restore investor confidence and the long-term competitiveness of the UK's offshore oil & gas industry. Ensure that energy policy recognises the integrated nature of the energy mix, supporting both oil and gas and renewables as part of a balanced energy mix.
- **Support Energy Workforce Mobility and Reskilling**: invest in tools like the Energy Skills Passport and cross-sector training initiatives to enable seamless movement between roles and sectors. To enable a truly mobile and resilient energy workforce, governments must ensure that training and reskilling initiatives are directly linked to real employment opportunities. This means aligning skills provision with approved projects and regional demand, so that workers can transition seamlessly into roles where their expertise is needed most. OEUK's Industrial Strategy White paper calls for a joined-up approach: strategy and funding must connect through to reskilling and culminate in gainful employment. We urge policymakers to embed this principle into energy workforce planning frameworks and to expand transition training funds, strengthen regional skills hubs and support tools such as the Energy Skills Passport to make cross-sector mobility a reality.
- **Strengthen Domestic Supply Chains:** prioritise UK-based suppliers in procurement and project delivery to maximise local job creation and economic value. Encourage operators and developers to consider UK Tier 1 companies and local suppliers, supporting regional economies and sustaining employment.
- **Data Driven Energy Workforce Planning:** embed robust energy workforce demand modelling into sector delivery plans to anticipate risks, manage energy workforce changes, and inform

policy decisions. Collaborate with trade unions, industry, and government to monitor job losses, redeployment, and the impact of asset decommissioning.

Guarding jobs is not about resisting change, it is about managing it responsibly. By protecting current roles, preserving legacy expertise, and providing support for workers, the UK can ensure that its energy workforce remains resilient, agile, and ready to deliver a secure, homegrown energy future. This approach will not only safeguard livelihoods but also underpin the nation's journey to net zero, ensuring that no community or individual is left behind.

8 Case Studies: Regional Growth, Skills Transfer, and New Entrants

Regional Growth: Aberdeen as a Skills and Innovation Hub

Aberdeen stands at the forefront of the UK's energy transition, serving as a prime example of how regional investment and collaboration can drive both economic growth and energy workforce renewal. The launch of the Energy Transition Skills Hub (ETSH) in Aberdeen, founded by ETZ Ltd, Shell UK, and North-East Scotland College, with support from the Scottish Government's Just Transition Fund and UK Government funding, demonstrates the power of public, private partnership. This state-of-the-art facility, transformed from a disused dairy, now delivers industry, aligned training in welding, engineering, offshore wind, hydrogen, electric vehicles, and CCS. With flexible teaching spaces and cutting-edge equipment, the hub ensures learners gain practical, job-ready skills tailored to employer needs. Aberdeen joins Fife and Pembrokeshire as regional skills centres, collectively supporting around 5,000 learners across the UK. These hubs are essential for creating a well-trained energy transition workforce and unlocking regional growth prospects.

Shell UK's broader commitment is evident in initiatives like Girls in Energy, which inspires young women to pursue STEM careers, and the Shell Engineering Scheme, which has equipped over 250 young people with in-demand skills since 2002. By investing in people, partnerships, and place, Shell UK is helping to build a resilient, future-ready workforce, one that can help unlock long-term economic growth while supporting a just and inclusive energy transition.

New Entrants: Apprenticeships and Early Careers

Foundation Apprenticeships and the **APTUS Apprenticeship Scheme** are vital entry points for new talent, bridging the gap between education and employment. The pilot **Foundation Apprenticeship Energy Pathway at Portlethen Academy,** developed by Aberdeenshire Council, OEUK, and Carjon NRG, provides early exposure to energy sector careers for school pupils. The programme combines classroom study with workplace placements, fostering skills like collaboration and critical thinking. Early results show strong learner engagement and highlight the importance of recruiting qualified technical educators to support programme delivery.

The APTUS Apprenticeship Scheme- managed by OPITO and ECITB - offers a nearly four-year pathway blending college-based learning and on-the-job training. Apprentices train in core disciplines such as process operations, mechanical maintenance, instrumentation & control, and electrical maintenance. The scheme supports workforce renewal, addresses skills shortages, and contributes to the UK's net zero and energy security goals, while also strengthening regional economies by offering high, quality training and employment pathways in local communities.

"I have really enjoyed the course so far, particularly the practical elements where we have been building windmills. This is the sector I am keen to work in when I leave school, so this has been an enjoyable addition to my timetable." Jarvie Sharp

"I am really enjoying the course so far, especially when we are making stuff. Building a windmill has been the highlight so far." Pakeeya Khrucasungnern.

Oil & Gas to Wind Cross-skill paves the way for just transition

The UK's energy workforce is increasingly mobile, with over 80–90% of competencies in oil & gas being transferable to renewables, hydrogen, and CCS. This flexibility is crucial for retaining expertise and supporting emerging industries. **The Oil & Gas to Wind Cross Skills pilot**, developed by the Engineering Construction Industry Training Board (ECITB), Global Wind Organisation (GWO), and ORE Catapult, exemplifies this approach. The programme enables experienced technicians to move fluidly between oil & gas and offshore wind sectors, equipping them with the necessary training to become Wind Turbine Maintenance Technicians. Two cohorts have launched at North-East Scotland College and Forth Valley College, with the fully funded six- week programme supporting the UK's energy diversification goals and addressing the forecast shortfall of over 4,500 skilled operations and maintenance roles in wind by 2030.

A related case study is the career transition of **Scott McNeil, Project Manager at Seaway 7**, who moved from oil & gas to offshore wind. Seaway 7, a wholly-owned subsidiary of Subsea 7, specialises in offshore wind infrastructure and has played a key role in the Dogger Bank Foundation Installation Project, the world's largest offshore wind farm. This transition demonstrates the significant skill overlap between sectors and the feasibility of workforce mobility, supported by tools like the Energy Skills Passport, targeted training, and industry engagement.

A pilot programme in Grangemouth and Aberdeen enabled 15 oil & gas workers, including former mechanical technicians, to shift into wind sector roles. Developed by ECITB with GWO and ORE Catapult, it supported transitions across oil, gas, and wind industries. The initiative recognised existing skills, offered targeted technical training, and included wind-specific instruction and turbine familiarisation. Most participants will immediately begin work on wind assets. ECITB and the Scottish Government funded the training for all involved.

"The training and support provided were instrumental in helping me secure a role with GE Vernova, where I will be joining the team as a lead electrical commissioning technician at Dogger Bank – the world's largest offshore wind farm. "This programme has been a genuinely transformative step in my career." Niall Gibb was one of the learners at Grangemouth:

Supporting the Energy Workforce via AI

Moblyze, based in Aberdeen, is transforming the way talent meets opportunity in the UK offshore energy sector by championing "Energy Expansion" rather than solely focusing on an "Energy Transition". The company's AI-powered mobile app, available free to energy workers, brings together all job opportunities in oil & gas and renewables on a single platform. This enables users to search, apply, and upskill for new roles efficiently, with tailored training pathways for renewables ensuring that skills stay current and future ready. For employers, Moblyze provides a digital marketplace to recruit highly skilled candidates, check real-time availability, and harness transferable skills across projects. This streamlined approach reduces recruitment costs by 50% and shortens hiring times by 90%, whilst supporting secure employment and advancing net zero objectives. Through intelligent energy workforce deployment, Moblyze is committed to building a just, resilient, and adaptable "all-energy" workforce for Scotland and beyond.

Flotation Energy – Why Inclusion Matters

At **Flotation Energy**, people and culture are central to the business, with diversity, equity, and inclusion (DE&I) as a core pillar. After examining approaches both within and beyond the energy sector, the company chose a distinctive, people-first strategy focused on authenticity. Recognising its status as a small but growing global organisation, Flotation Energy established FUSION—a network of 14 volunteer 'culture carriers', representing 10% of the workforce. The FUSION Charter commits to fostering a safe, inclusive environment where everyone can be their authentic self, reflecting the company's values and supporting its unique culture.

DE&I is embedded in Flotation Energy's objectives. The company is accountable to its Board, shareholders, and partners, but measures success not by quotas, but by employee authenticity. A recent survey found that 95% of staff feel able to be themselves at work, demonstrating that the culture is both genuine and measurable, and providing a benchmark for future progress.

Find out more on the https://flotationenergy.com/our-culture/ and watch the https://flotationenergy.com/our-culture/.

Supporting the Integrated Energy Workforce

Careers Fair

OEUK participated in the **OGV Group Recruitment Fair** held on 27 March 2025 at the Sandman Signature Aberdeen Hotel & Spa. This event brought together employers and job seekers, offering networking opportunities and insights into recruitment in the energy sector.

OEUK specifically curated a Skills Support area, partnering with Zia Savel, OPITO, Robert Gordon University, University of Aberdeen, AXIS Network, Connected Competence, North-East Scotland College and Energy Transition Zone (representing National Energy Skills Accelerator (NESA)) to provide attendees with additional information to support their journey in upskilling, retraining or exploring new opportunities in the evolving energy sector.

Skills & Education Programme at SPE Offshore Europe 2025

Held from 2–5 September 2025 at P&J Live, Aberdeen, this programme was designed to inspire young people and connect emerging talent with opportunities in the offshore energy sector. OEUK collaborated with:

- bp, OPITO, and Aberdeen Hydrogen Energy Limited
- Techfest and Developing the Young Workforce North-East (DYWNE) for curriculum, aligned school programmes

Programme Features:

- STEM Activity Zone: Hands, on challenges and demonstrations
- Future Talent Hub & Theatre: Talks on career pathways and recruitment
- Guided Schools Tours: Visits to themed hubs and exhibition stands

This initiative engaged around 300 school pupils, students, and career changers, aiming to ignite curiosity and showcase the offshore energy sector's diverse career paths.

OPITO – Anticipating Workforce Demand Through Modelling

CCS is rapidly expanding within the energy transition, but workforce planning often fails to keep pace. OPITO, working alongside industry, developed a model-based approach to forecast workforce needs ahead of live data, providing early insight into required roles, skills, and safety standards. Using data from an integrated energy company and examining both greenfield and brownfield projects (2025–2028), demonstrates the value of early workforce modelling. The aim is to promote data sharing and clarify the implications for training, safety, and readiness across the sector.

Why Early Modelling Matters

- Strategic foresight: Modelling project archetypes reveals future workforce surges years in advance.
- Proactive planning: Training and certification can be aligned before project needs arise, preventing shortages.
- Sector-wide impact: Insights apply to CCS projects across various locations.
- Regional focus: Identifying demand clusters helps mitigate bottlenecks and strengthens local supply chains.

Workforce Demand by Project Phase - Analysis of two typical projects uncovered distinct skill requirements over three stages, allowing better alignment of training to project cycle:

- Early Phase (2025 – site prep): Spike in carpenters, labourers, steel fixers, truck drivers, and plant operators.
- Mid Phase (2026–27 – peak construction): Sustained demand for concrete trades; pipefitters and welders peak in Q3 2026; instrumentation/control and scaffolding crews follow in Q4 2026 and Q2 2026, respectively.
- Late Phase (2028 – commissioning & handover): Decline in construction trades, shift to operations and maintenance roles.

Anticipating Shortages and Risks - Modelling workforce trends help to pinpoint periods when certain trades - like concrete specialists, pipefitters, welders, truck drivers, and scaffolders - will be in especially high demand. Identifying these pinch points early enables better planning, such as engaging contractors ahead of time, phasing work, and investing in cross-training, which reduces competition for talent in regions with multiple simultaneous projects.

Safety and Training - Most construction roles will be filled by those with oil & gas backgrounds, familiar with OPITO safety standards. Introducing baseline safety programmes tailored to CCS and extending OPITO's frameworks to construction will help maintain high safety standards and reassure employers of worker readiness.

Conclusion - Analysis of both project types reveals that workforce demand peaks occur in the same trades at similar times, particularly for roles such as welders, scaffolders, and pipefitters. Regional clustering is essential to accurately predict shortages, while enhanced data sharing will further improve workforce modelling. This strategic, data-driven approach enables better alignment of training with project cycles and ensures that cumulative workforce needs are met. By mapping roles, proactively identifying pinch points, and embedding safety standards from the outset, the industry can secure the right skills when needed, supporting a resilient and sustainable future for key trades.

9 Next Steps: OEUK Action Plan for 2026

OEUK has several, well-established forums and workgroups in support of strategic priorities in employment & skills, workforce engagement and industrial relations, these are summarised on the page following. Where appropriate, OEUK publishes guidance documents and toolkits to share good practice, which can be found on our website. As the UK energy sector stands at a pivotal moment, OEUK is committed to turning insight into action. Building on the evidence, case studies, and strategic priorities set out in this report, OEUK will take the following steps in 2026 to ensure the energy workforce is equipped to deliver a secure, sustainable, and homegrown energy future:

9.1 Champion Energy Workforce Mobility and Skills Transfer

- **Expand the Energy Skills Passport:** OEUK will work with partners to broaden the Energy Skills Passport, making it the industry standard for recognising and transferring skills across an integrated energy workforce.
- **Scale Cross-Sector Training:** We will support the rollout of cross, skilling programmes, such as the Oil & Gas to Wind Cross Skills pilot, to enable more workers to move seamlessly between sectors.

9.2 Strengthen Regional Skills Hubs and Local Talent Pipelines

- **Invest in Regional Skills Hubs:** OEUK will continue to support and promote regional centres like the Energy Transition Skills Hub in Aberdeen, ensuring they are resourced to deliver industry, aligned training and support local economic growth.
- **Promote Apprenticeships and Early Careers:** We will work with industry and education partners to expand Foundation Apprenticeships, the APTUS Scheme, and other entry routes, ensuring a steady flow of new talent into the sector.

9.3 Drive Inclusion, Diversity, and Energy Workforce Renewal

- **Enhance DE&I Initiatives:** OEUK will provide new guidance and resources to help members meet evolving diversity, equity, and inclusion requirements, and will continue to monitor and report on energy workforce demographics and pay gaps.
- **Provide Targeted Support:** We will champion initiatives to ensure that no worker or region is left behind, including focused assistance for those impacted by sector changes and a commitment to promoting inclusive recruitment and upskilling opportunities.

9.4 Lead on Workforce Data, Planning, and Policy Advocacy

- **Modernise Energy Workforce Data:** OEUK will collaborate with government and industry to improve energy workforce data collection, modelling, and forecasting, ensuring policy and investment decisions are grounded in robust evidence.

- **Advocate for Stable Policy and Investment:** We will continue to make the case for a balanced, long-term energy policy that supports domestic supply chains, encourages investment, and provides certainty for employers and workers.

9.5 Foster Collaboration Across Industry, Government, and Academia

- **Convene Stakeholders:** OEUK will bring together employers, unions, educators, and policymakers through forums, working groups, and events to share best practice, align on skills needs, and coordinate action.
- **Monitor Progress and Share Impact:** We will track progress against our energy workforce strategy, publish regular updates, and share case studies to highlight what works and where further action is needed.

By taking these steps, OEUK will help ensure the UK's energy workforce remains resilient, adaptable, and ready to deliver a net zero future, anchoring economic value in our communities and creating opportunity for all.

9.6 OEUK Member Engagements – Employment & Skills, Industrial Relations & Workforce Engagement

OEUK member groups linked to the Employment & Skills Forum are collaborative networks designed to share insights, influence policy, and address energy workforce challenges across the offshore energy sector. They operate through special interest groups and working groups which are formed as needed to tackle specific issues such as diversity and inclusion, skills development, and legislative changes. These groups provide a platform for knowledge exchange, consultation responses, and best-practice sharing, ensuring members can collectively shape strategies that support employment and skills priorities.

Table 2 OEUK Member Engagements

OEUK Member Group	Objective	Attendees
FRANC OCG	Maintain communication, between trade unions and industry leaders and identify areas where the OEUK FRANC and OCG can work together to address issues or influence key stakeholders.	Offshore Co-ordinating Group[1] representatives and OEUK's FRANC[2]
Employment & Skills Forum	Share good practice, engage with members on employment & skills topics	Senior HR leaders

[1] The Offshore Co-ordinating Group (OCG) is a Union Formation comprising Nautilus, the RMT, GMB, Unite and BALPA. The OCG aims to ensure that trade unions contribute positively to achieving the objectives of the UK government of maximising the economic recovery of oil and gas from the UKCS while meeting net-zero emissions obligations

[2] OEUK's Finance, Remuneration & Nominations Committee (FRANC) comprises the OEUK Board Officers, i.e. the Co-Chairs, the Advisory Council Co-Chairs and the Honorary Treasurer.

OEUK Member Group	Objective	Attendees
ESA Workforce Engagement Forum	Increase employee voice across the scope of the Energy Services Agreement	ESA signatory employer and trade union representatives, ESA employing company workforce nominated/elected employee representatives, ESA trade union nominated/elected workforce representatives
ESA Signatories Meeting	Provides stewardship of the Energy Services Agreement	ESA Signatories
Employment & Skills Workforce Engagement Group	Share good practice in energy workforce engagement	Senior HR leaders
DE&I Special Interest Group Steering Committee	Drive diversity, equity & inclusion across the UK offshore energy sector, enabling representation & allyship and proving leadership guidance for the wider special interest group.	Operational leaders and DE&I specialists
DE&I Special Interest Group	As per the steering committee, with tasks on promotion and resource sharing across a wider community within offshore energy sector.	DE&I specialists and champions, HR & People & Culture Leaders, Senior Industry Leaders, and anyone with an interest in DE&I.
Employment Rights Bill Working Group	Develop a unified industry position, review and respond to consultations, identity key challenges and unintended consequences	HR professionals, employment law professionals.

Working together, we are a driving force of the UK's energy security and net zero ambitions. Our innovative companies, people and communities add value to the UK economy.

Join us today and help strengthen the UK offshore energy industry and your business.

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