North Sea Transition Deal

Integrated People and Skills Strategy

May 2022

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Foreword

From John McDonald, CEO of OPITO

The future is happening now. Our just transition to a net zero UK energy industry and a climate resilient economy is underway and accelerating.

Moving rapidly to that secure, sustainable and safe integrated energy system requires us to maximise the agility and adaptability of our workforce. That means supporting them with the right skills, training and standards to thrive in the net zero era.

Balancing net zero with energy security is a huge and exciting opportunity rather than an unachievable goal but only if we put our people front and centre.

Our multi-disciplinary workforce will play a crucial role in delivering the goals of the North Sea Transition Deal (NSTD), turning its ambition into reality, and allowing us to maintain our position among the world's leaders in net zero energy.

The energy system of the future will look very different to what's gone before. To prepare our workforce we need a far-sighted skills strategy, embracing technological innovation, that anticipates the needs of tomorrow and does not merely address those of today.

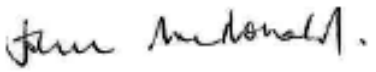
Success means understanding future demand and nurturing the vital jobs, skills and capabilities that will be required. Ensuring transferability of skills across the entire energy sector will be paramount. Success means supporting our existing workforce to retrain, reskill and repurpose while inspiring and exciting the next generation of energy workers.

Success means identifying the required actions for every stage of the integrated energy career journey and mapping the clearest and most effective pathways to get there. That is how we create the skills platform that will future-proof our talent pipeline.

This Integrated People and Skills Strategy highlights the opportunities of a just and managed transition for the workforce, the industry and governments. It provides direction, identifies strategic priorities and through a series of action plans, sets out how and when the Strategy will be delivered.

It is designed to fulfil the people and skills commitments agreed in the NSTD and also sets out a series of wider activities to support an integrated approach to people and skills across the offshore energy industry.

It builds on the ambition of the Energy Skills Alliance (ESA) in delivering an all-energy career proposition. In doing so, it targets our collective expertise and investment effectively to deliver the energy that the UK wants and needs.



John McDonald
CEO
OPITO

Foreword

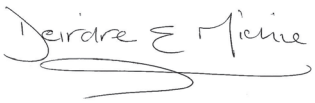
From Deirdre Michie, CEO, Offshore Energies UK

The North Sea Transition Deal (NSTD) is a ground-breaking partnership between industry and the UK Government, which looks to harness the skills and capabilities of the sector in delivering a homegrown energy transition, while maintaining energy security.

The UK's transitioning offshore oil and gas sector remains key to the country's economy, providing tens of thousands of jobs and supporting our security of energy supply, while underpinning and helping to drive forward the UK's net-zero ambitions. The publication of this Integrated People and Skills Strategy shows our industry in action, providing clarity for our workforce to transition their skills together and meeting the needs of the People and Skills commitment in the NSTD.

This is a time of challenging change for our sector and indeed society as a whole. But it is also one that offers significant opportunities that can be realised if we work together, joining up across industry, governments and society as a whole, moving forward with pace and purpose, clear strategies and deliverable plans to deliver the net zero economy that we are all committed to.

I really hope that everyone working in this industry will be excited by the direction that the sector is moving in and can see that there is and will continue to be a clear role for their skills and experience across all the energies that the UK will need today and for decades to come. I also believe that our pathway will ensure we continue to attract and retain the highly skilled and motivated people that have been and will continue to be key to the transitioning sector's resilience, success and ability to adapt to ensure the ongoing production of net zero energies.



Deirdre Michie
CEO
Offshore Energies UK

Foreword

From Rt Hon Greg Hands Minster for Minister of State for Business Energy and Clean Growth

One year on from publishing the ambitious North Sea Transition Deal, and shortly following our new British Energy Security Strategy, the Government warmly welcomes this Integrated People and Skills Strategy which delivers one of the core commitments of the Deal.

The Integrated People and Skills Strategy sets out clearly how the oil and gas sector, and specifically its workforce, will be transformed by the energy transition as we strive to develop more secure and cleaner domestic energy production. Ensuring that skills and capabilities can be redeployed to benefit the UK's decarbonisation efforts is a key component to realising the energy transition. The Government recognises that the oil and gas workforce will need to be at the heart of this transition as they have the transferable skills and capabilities to make it a reality.

I would like to thank John McDonald and all those from across the energy sector for their significant time, contributions and expertise in developing this important strategy. We know that collaboration across the whole energy sector is going to be critical to facilitate the movement of workers across the energy sector. We feel excited to see how the planned skills passport develops in time and are encouraged by the ambition and the progress made so far. These efforts will, undoubtedly, ensure that we can facilitate the development of a flexible energy workforce to the benefit of the UK's energy sector.

I am pleased to see how quickly the commitments in the Deal are being delivered and will take effect across the energy sector, particularly this report, which has a direct impact on workers as the energy transition takes place over the coming years.

Greg Hands
Minster for Minister of State for Business
Energy and Clean Growth

Foreword

From Michael Matheson Cabinet Secretary for Net Zero, Energy and Transport

In Scotland, we recognise the important role that the oil and gas sector plays in our economy, and the bright future which lies ahead for a revitalised North Sea in supporting a net zero energy system.

That is why Scotland's focus is now on achieving the fastest possible just transition for the oil and gas sector – we need to ensure our planning for a managed transition to net zero maximises the economic and social opportunities while recognising the impact on the workforce and communities who are at the heart of this transition.

Our oil and gas infrastructure and highly skilled workforce have long been at the forefront of energy innovation. That is why we are committed to a just transition that supports those currently employed in oil and gas to take advantage of the employment opportunities of net zero energy. The transition from oil and gas cannot and must not put around 70,000 workers into unemployment.

As we move to lower carbon technologies, the offshore energy workforce mix will change significantly in the next 10 years, with roles in decarbonised energies expected to increase, especially in offshore wind, marine renewables, carbon capture utilisation and storage and hydrogen. The transition to net zero is an opportunity that the sector's workforce is well placed to embrace with potential to create high quality new jobs for current and future workers.

The Integrated People and Skills Strategy is very much welcomed and plays a fundamental role in highlighting the opportunities as we work together towards net zero. Over 90% of the UK's oil and gas workforce have medium to high skills transferability and are well positioned to work in adjacent energy sectors. In Scotland the skills and experience have developed in oil and gas and position us perfectly to take advantage of the new industries that are our future.

The Scottish Government's commitment to a manageable and just transition is demonstrated through the publication and implementation of the Climate Emergency Skills Action Plan. The workstreams and outputs set out in the Integrated People and Skills Strategy align closely with this approach and the kind of opportunities this government is seeking to achieve.

We must continue to work collaboratively to ensure the managed transition of skills and experience in a way that protects and sustains key Scottish energy jobs and enables the sector to retain and attract the talent required; whilst ensuring that our workforce is equipped with the knowledge and skills needed to engage with the benefits of a net zero transition and that no-one is left behind.

Michael Matheson
Cabinet Secretary for Net Zero
Energy and Transport

Introduction

An integrated offshore energy workforce

The North Sea Transition Deal (NSTD), launched in March 2021, highlighted some of the crucial steps needed to ensure that the oil and gas industry can retain and attract skilled people while supporting a managed transition towards low carbon and renewable energy.

Since then, the United Nation's COP26 Climate Summit in Glasgow has emphasised the need to address climate change as a matter of urgency, by moving more rapidly towards a net zero carbon economy based on sustainable energy.

As the UK offshore energy industry transitions and transforms between now and 2030, there is a very real risk that people could be left behind if they are not supported in adapting and enhancing their skills to meet the needs of the net zero economy. The purpose of this Strategy is to identify the action necessary to enable the workforce to thrive now, and in the future.

The scope of this Strategy forms an integral part of the NSTD. While its focus is the oil and gas workforce, it has been developed for the UK offshore energy industry and its four main sectors – oil and gas, offshore wind, carbon capture and storage, and hydrogen.

It includes technicians, skilled craftspeople and administrators, those working across the whole supply chain, in areas such as project management, engineering, construction, manufacturing and business support.

Given the breadth and highly interconnected nature of the offshore energy industry, this Strategy necessarily takes a broad view. It refers to several areas that may appear beyond its expected scope and remit of the NSTD but are nonetheless of critical importance. Therefore, the forecasted numbers presented in this document, include all people and skills in offshore and onshore roles that support offshore energy production. The numbers do not include any people or skills associated with onshore energy distribution or energy usage in the home. They include direct and indirect employment but exclude any induced people or skills numbers.

Building on more than 60 relevant research studies, strategies and forecasts, and consolidating insights from industry stakeholders, this Integrated People and Skills Strategy highlights the opportunities and barriers that exist.

It proposes a series of strategic priorities to help achieve a just and managed transition for the existing oil and gas workforce, ensuring attraction and retention of future talent, and creating a diverse, integrated offshore energy workforce.

Alongside this Strategy, a series of action plans will be published, describing how the goals and strategic priorities in this document will be delivered. This integrated approach meets the need to both set out the strategic direction and priorities through the Integrated People and Skills Strategy, and then translate this into tangible, timebound actions through the five Action Plans. This will create the right focus and drive tangible results that the industry needs to deliver the managed transition for the workforce.

The first action plan has been published in conjunction with this Strategy – it is focused on Aligning Offshore Energy Standards. The further four Action Plans will be rolled out over the coming months.

Integrated People and Skills Strategy

Clear action plans

UK offshore energy industry

Current context

The net zero transition will be one of the dominant labour market trends of the next 30 years. One in five workers in the UK – around 6.3 million people[1] – can expect to see demand for their skills increase or decrease over that period as a consequence of this major shift.

The impact on the oil and gas sector will be significant. A carefully managed transition will ensure that the key skillsets which these workers possess can be deployed to unlock lower carbon sectors as the journey to net zero gathers pace.

In 2017, the oil and gas industry supported 302,000 jobs, of which 170,000 were direct and indirect roles, with 132,000 associated with wider welfare multiplier effects from the sector[2]. In 2021, the industry supported 118,400 direct and indirect jobs[3].

Pivoting to lead on carbon capture, usage, and storage (CCUS), floating offshore wind, and the hydrogen economy, represents a "huge opportunity"[4] for the UK's oil and gas industry, and the availability of the skills and expertise required to unlock these industries is critical to achieve net zero.

OPITO estimates that the offshore energy industry will require 130,000 people to realise this vision. With 80,000 workers set to retire or leave the sector by 2035, if not sooner, this will require the recruitment of more than 100,000 people to offset natural attrition and support the growth in the broader energy diversification.

The ***North Sea Transition Deal*** envisages supporting 40,000 direct and indirect supply chain roles in decarbonising UKCS production and in the CCUS and hydrogen sectors. Meanwhile, Policy Exchange forecasts a net increase of 40,000 jobs connected to the North Sea energy industry by 2050 across offshore wind, hydrogen and CCUS[5].

This aligns with the conclusions of the UK ***Net Zero Strategy***, which highlights the many skills in the oil and gas workforce that are transferable to clean growth industries. The Green Jobs Taskforce, in its independent report, recommends that by investing in the decarbonisation of industry, the UK Government can increase productivity and competitiveness, protecting jobs and local economies, and supporting its levelling up agenda. Finally, the UK-wide Strategy is supported and complemented by the specific devolved skills policies of the four nations. For example, the Climate Emergency Skills Action Plan for Scotland (CESAP) identifies a series of priority areas focused on employers, education and individuals that will help Scotland capitalise on job opportunities emerging from the net-zero transition.

Additional jobs growth will occur in energy sectors beyond the NSTD's direct scope. These include the UK's new nuclear build programmes at Hinkley and Sizewell and onshore renewables such as solar, battery and onshore wind. The UK renewable industry's plan to bring onstream an additional 30GW of onshore wind capacity by 2030 could support up to 27,000 jobs[6]. The growing prevalence of heat-pumps and electric vehicles will also contribute to the significant increase in demand and competition for skilled mechanical and electrical engineers.

> **"Many of the skills in the oil and gas workforce are transferable to clean growth industries."**

> **"40,000 new jobs connected to the North Sea energy industry by 2050 across offshore wind, hydrogen and CCUS."**

1 Just Transition Jobs Tracker, Grantham Institute, London School of Economics, 2021
2 Workforce Dynamics Review, OPITO, 2017
3 Economic Report, OGUK, 2021
4 Roadmap 2035, OGUK, 2019
5 The Future of the North Sea, Policy Exchange, 2020
6 RenewableUK Onshore Wind Prospectus October 2021

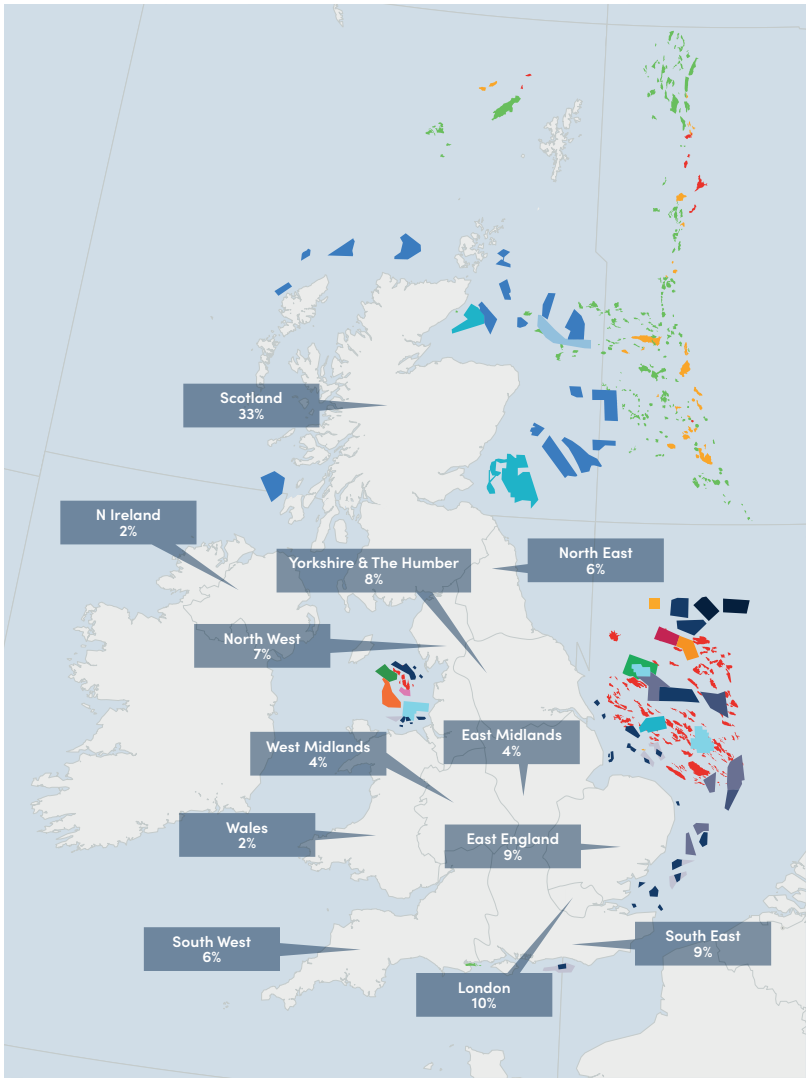
Today

The current people and skills landscape

148,500 people are currently employed in the UK offshore energy sector. Within this, the oil and gas industry supports 118,400 direct and indirect workers.

The UK has a rich portfolio of offshore projects, located predominantly off the country's east coast. Scotland accounts for around one third of the UK's current offshore energy workforce, while the rest are widely spread across England, Wales and Northern Ireland.

"90% of the UK's oil and gas workforce have skills transferability to adjacent energy sectors."



CES Scotwind Offers

TCE Offshore Wind Leasing round 4 Preferred Projects

- 1-RWE Renewables, 1,500 MW Capacity
- 2-RWE Renewables, 1,500 MW Capacity
- 3-Green Investment Group, Total 1,500 MW Capacity
- 4-Consortium of EnBW and BP, 1,500 MW Capacity
- 5-Offshore Wind Limited, a Joint Venture between Cobra Instalaciones y Servicios, S. A. and Flotation Energy plc, 480 MW Capacity
- 6-Consortium of EnBW and BP, 1,500 MW Capacity

OGA Offshore Fields

- Condensate Field
- Gas Field
- Oil Field

OGA Gas Storage and Carbon Capture Storage Licences

TCE Offshore Wind Farms

- Government Support on Offer
- Active/In Operation
- Under Construction
- Consented
- In Planning
- Pre-planning Application

Offshore Carbon Capture and Storage Site Agreements (England, Wales & NI), The Crown Estate

Oil & gas fields and wind farm areas, including ScotWind. Showing regional employment share.

Tomorrow

Future people and skills demand

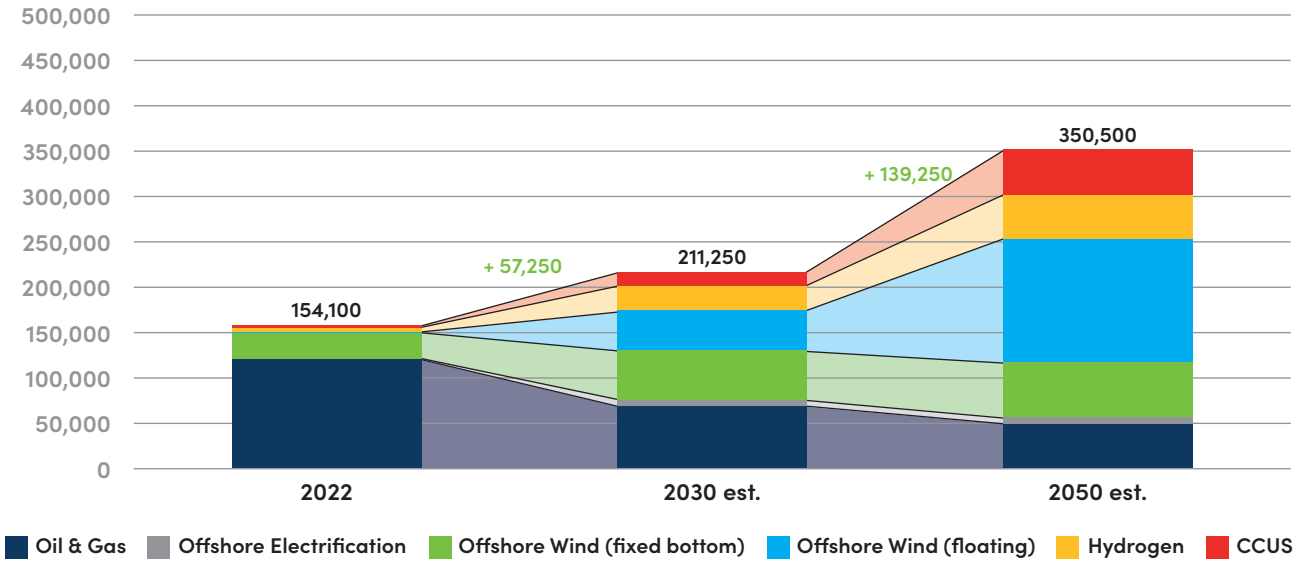
The jobs forecasts used in this Strategy are based on a compilation of recent industry research studies published by RenewableUK, Hydrogen UK, Robert Gordon University, and the Offshore Renewable Energy Catapult's Floating Offshore Wind Centre of Excellence.

These forecasts show that the offshore energy sectors could support up to 350,000 jobs by 2050, an increase of around 196,400 on today. It is worth noting that forecasts, especially for the offshore workforce, start to show meaningful growth from 2025 onwards.

These include skills required across all business areas, from engineering and fabrication to procurement and people management, to leadership and new digital skills, for example, in automation, and include all workforce roles, both offshore and onshore at terminals and fabrication facilities, and onshore professional, engineering, and support roles.

Offshore energy sectors

2022 to 2050 Jobs Estimates by Sector – Direct & Indirect Employment



Sources

SECTOR	2021/22	2021/22 SOURCE	2030 est.	2030 SOURCE	2050 est.	2050 SOURCE
Oil & Gas	**119,000**	*OEUK Economic Report 2021*	**70,000**	*RGU Workforce Transferability May 2021*	**50,000**	*Opergy estimate*
Offshore Electrification***	**100**	*RGU Energy Transition Inst.*	**5,000**	*RGU Energy Transition Inst.*	**tba**	*n/a*
Offshore Wind* (fixed bottom)	**31,000**	*OWIC Skills Intelligence Report – April 2022*	**56,000**	*OWIC Skills Intelligence Report – April 2022*	**62,500**	*Opergy estimate*
Offshore Wind* (floating)	**500**	*OWIC Skills Intelligence Report – April 2022*	**41,000**	*OWIC Skills Intelligence Report – April 2022*	**133,000**	*OREC Floating Wind CoE – People & Skills Report – April 2022*
Hydrogen/*****	**1,200 – 2,500**	*RGU Energy Transition Inst./ Opergy estimate*	**13,500 – 29,250**	*RGU Energy Transition Inst./ Hydrogen UK Central Scenario**/Opergy*	**50,000**	*Opergy estimate*
CCUS***	**700 – 1,000**	*RGU Energy Transition Inst./ Opergy estimate*	**5,500 – 10,000**	*RGU Energy Transition Inst./ BEIS Net Zero Strategy*	**50,000**	*BEIS Net Zero Strategy*
	154,100		**211,250**		**350,500**	

* Offshore Wind jobs figures have been provided by RenewableUK and OREC, based on workforce modelling delivered by Opergy in Q1 2022.

** Hydrogen figures (higher range estimates) are derived from Hydrogen UK's 'Hydrogen in the UK: Moving from Strategy to Delivery Report' (November 2021). Using its Central Scenario of 58,500 jobs by 2030, and assumptions on the overall split between upstream (40%), mid-stream (20%), downstream (40%), we have assumed all of the upstream and half of the midstream, recognizing additional processing or blending requirements for hydrogen.

*** Offshore electrification, hydrogen (lower range estimate) and CCUS forecasts are provided or supported by Robert Gordon University's Energy Transition Institute.

Opportunity

Sustainable jobs and skills for generations

The opportunity to create new jobs and skills in the rapidly changing UK offshore energy industry is significant and there is a high degree of skills transferability between the oil and gas sector and other offshore energy sectors.

There is potential with the emergence of a new generation of multi-disciplinary workers to develop a more flexible, productive and mobile workforce. The Energy Skills Alliance (ESA), an influential cross-industry group comprising leaders from across the entire UK energy sector, along with trade unions, academia and government, is instrumental in transforming the opportunity into a workforce-centric reality.

At the same time, the case for investing in the development of offshore energy people and skills is compelling and many companies are already supporting their workforce to move between the different energy sectors (see case studies on page 14). It is critical for the UK's energy security, the affordability of energy for UK homes and businesses, and the prosperity of communities.

The rapid acceleration in the development of offshore wind, following the recent ScotWind leasing round and forthcoming rounds in England and Wales, will create significant demand for people, particularly in technical and engineering disciplines.

The major challenges for the industry in this period are: attracting enough people to meet this demand from growing sectors; sustaining critical ongoing oil and gas activities; and ensuring that the skilled workforce is retained in the sector until there are sufficient new low-carbon energy projects to employ them.

The use of technologies will be key to future success. The creation of a future talent marketplace, transcending current organisational boundaries to span the whole energy ecosystem, will be vital in changing organisational cultures. This will enable the sharing of talent and skillsets to collectively deliver the energy transition, for example, by using tools such as artificial intelligence to match individuals to opportunities.

An integrated technology solution across people and skills could support the workforce with a range of connection opportunities such as finding projects and securing contract work. Technologies can also support safety standards by harnessing the potential of the metaverse (a digital representation of people, places, and things) to enable individuals to demonstrate and develop competence and skills in virtual safety critical environments.

> **"The opportunity to create new jobs and skills in the UK offshore energy industry is significant."**

> **"The biggest challenge will be to attract enough people to meet the demand expected from growing sectors."**

Oil and gas

It is estimated that 90% of the existing UK oil and gas workforce have medium to high level skills transferability[1], with over half of the existing oil and gas workforce open to considering a move into offshore wind or renewables generally. 38% see decommissioning as their preferred destination. In all instances, this would be on the basis that they receive appropriate education and training.

However, their skills will continue to be vital within the oil and gas sector to support ongoing hydrocarbon development, production and decommissioning. A carefully managed transition is therefore essential to make sure that the skillsets these workers possess can be retained to maintain oil and gas activities while unlocking low carbon sectors on a path towards net zero.

Offshore wind

Growth in the offshore wind sector could support up to 90,000 jobs according to the UK Government's Energy Security Strategy, as it targets 50GW of capacity by 2030. Roles will be required at all stages of the project lifecycle, in design, manufacturing, construction, installation, operations and maintenance.

Employment demand will be strongest for consenting skills, mechanical and electrical disciplines, and for engineers both onshore and offshore. With the UK Government increasing the target from 1GW to 5GW by 2030, floating offshore wind offers another potential pathway for workers in the oil and gas industry, for example, in fabrication, subsea and in the design and operation of floating platforms, moorings and cable solutions.

Carbon capture, usage, and storage

According to the UK Net Zero Strategy, CCUS could support up to 50,000 jobs by 2030, as the UK Government targets four CCUS clusters, capturing and permanently storing 20-30MtCO_2 per year in the UK subsurface offshore, including 9MtCO_2/a of industrial capture, and 5MtCO_2/a of engineered greenhouse gas removals (GGRs).

The transport and storage elements of CCUS are well-suited to the specialist technical expertise and skills of the UK oil and gas workforce. The deployment of CCUS will be focused on industrial clusters, located initially on the UK coast, with clear access to offshore subsurface storage sites. Cluster decarbonisation using CCUS provides a spectrum of current CO_2 emitters with a range of pathways to net zero: decarbonising industrial CO_2 sources (such as iron and steel, fertilisers); enabling low-carbon dispatchable power generation; facilitating low-carbon hydrogen production; and enabling GGRs.

By combining carbon capture with bioenergy sources (BECCS) or capturing CO_2 directly from the atmosphere (DAC), the UK can deliver high-quality, permanent CO_2 removals from the atmosphere – crucial to achieving net zero.

Hydrogen

Hydrogen production could support tens of thousands of direct and indirect jobs by 2030. Britain's Energy Security Strategy published in April 2022 increases the government's target to 10GW of low carbon hydrogen, half of which is anticipated to be electrolytic, by 2030. The Scottish Government's draft Hydrogen Action Plan, published in November 2021, already has an existing target of 5GW of hydrogen capacity by 2030 and 25GW by 2045.

Based on several different scenarios, Hydrogen UK forecasts up to 29,700 direct and indirect jobs under a low scenario (7GW); 58,500 under a central scenario (14GW); and 96,800 jobs under a high scenario (22GW). The hydrogen job figures in this Strategy have been calculated assuming 40% upstream and 10% midstream, therefore 50% of the overall job creation figure.

Project management, process engineering, repurposing of infrastructure, and gas safety are some of the key skills required to support the growing hydrogen sector. The oil and gas workforce possesses many of these skills. The need to better understand future technical skills needs and safety standards will be critical to ensuring access to a skilled workforce as the sector grows and matures.

UK offshore energy system by 2030 (per annum)

Oil and gas	**Production:** 200 million barrels
Wind	**Capacity:** 50GW
Hydrogen	**Production:** 10GW
CCUS	**Capture & storage:** 20-30mt CO_2

Case Studies

Case Study One

Geophysicist Luis McArthur supported the development of some of the UK's critical energy infrastructure during more than 20 years working within the oil and gas industry.

Now he's harnessing that expertise to help deliver renewable energy projects which could play a critical role in the UK meeting its net zero commitments.

As Survey Manager for TotalEnergies Offshore Renewables he's conducting geophysical, geotechnical and environmental surveys of the seabed, assessing the suitability of areas for offshore wind infrastructure.

By pivoting his career and moving into a renewables role, Luis has enhanced his skillset to support the rapid acceleration of offshore wind projects.

Immersing himself in the renewables industry has given him renewed confidence in his career path and allowed him to contribute to the industry's efforts to navigate the challenges of an evolving integrated energy sector.

Case Study Two

Joining bp in 2013 as an environmental science graduate, Lucy Harper knew she wanted to play a role in overcoming the challenges of the energy transition.

Now she credits her experience working on major oil and gas projects for helping her gain the operational knowledge, skills, and expertise to contribute to the development of the UK's expanding offshore wind network.

She's currently applying her experience to help bp realise the potential of offshore wind in the Irish Sea, working as consents manager on the company's Mona and Morgan projects.

It has taken focus and dedication for Lucy to fully get to grips with her new role in bp's offshore wind energy business, but it's a learning experience that has been fueled with positive professional growth.

Challenges

Tackling the key issues

Today, the offshore energy industry operates as four distinct sectors – oil and gas, offshore wind, CCUS and hydrogen – each at a different stage of maturity.

On people and skills, there is a clear need for more collaboration, joined up thinking and action. Education and training is a devolved matter across the four nations and while there are several benefits to this model, it nevertheless results in disparate qualifications and training frameworks, differences in regulation, and separate funding streams across the UK.

While the opportunity to create a growing and thriving offshore energy workforce is clear, extensive engagement with industry, government, trade unions and other relevant stakeholders has identified several key challenges that require action. These challenges and the associated actions form the basis of the roadmap within this Integrated People and Skills Strategy. The sections that follow describe what needs to be done, the leadership required and the timescales for delivery. When developing the Strategy and supporting Action Plans, the emphasis has been on short-term actions. Those actions introduced over the next two to three years will have the desired long-term impacts. Therefore, this Strategy focuses on getting the right actions early to have the greatest impact.

Aligning offshore energy standards

There are multiple safety and technical standards frameworks across the sectors of the UK offshore energy sector. The current lack of recognition of standards between the relevant organisations creates barriers that are inhibiting people from pursuing opportunities across the offshore energy industry.

Meeting future skills demand

Workforce demand forecasts are likely to outstrip potential supply over the next decade with strong competition from other offshore regions and from other industrial sectors. There is no integrated 'proposition' for the offshore energy sector to attract future skills. Further, a fragmented approach to the delivery of apprenticeships and, with over 3,000 STEM delivery bodies, there is duplication and dilution of effort.

Defining workforce skills

Career pathways between the offshore energy sectors are currently unclear and fragmented. There is a lack of integration and options that would enable transferability and the identification of re-skilling opportunities.

Championing diversity and inclusion

While the industry is taking measures to improve diversity and inclusion, further work is required to improve representation of under-represented groups and gather robust data and intelligence to support informed decision-making.

Improving people and skills data and intelligence

There is currently a lack of robust and comparable workforce- and skills-related data across the offshore energy sectors. The areas of future workforce demand forecasting, and diversity and inclusion measurement and monitoring to enable targeted action, present key challenges.

Aligning offshore energy standards

Context

There are multiple safety and technical standards and frameworks across the different sectors of the UK offshore energy industry. The current lack of recognition among these frameworks creates barriers that inhibit people from pursuing opportunities across the offshore energy industry. This will affect, for example, those currently working in the oil and gas sector, who may want to work in the offshore wind or hydrogen sectors.

While nuances and differences in terms of sub-sector risk profiles must be acknowledged, there are core similarities present when considering the workforce operating in and transitioning between the various parts of the energy sector. Emergency response frameworks – both onshore and offshore, and which extend and encompass basic training, specialist training, technical training and tiered competence assessment methodologies – are well established across the oil and gas sector and have applicability across both hydrogen and CCUS areas.

It is evident that the opportunity for transition without significant re-training, re-investment or duplication exists, and that is what current mapping initiatives aim to define. This work involves numerous sector skills organisations and serves to demonstrate and articulate full pathways available for the workforce to move easily across the various sub-sets of the energy sector. It will also yield the creation of new standards where gaps are identified. This will streamline transition, but also keep the safety and competence of the workforce at its core.

There is currently no single industry body addressing all the standards required to enable an aligned approach to offshore energy safety and technical training. This is primarily a coordination challenge for the industry rather than an issue for the regulator, which takes a pragmatic approach based on the risk concept of "as low as is reasonably practical", or ALARP.

Both oil and gas and offshore wind have established frameworks and standards libraries for offshore safety. Hydrogen and CCUS workforce standards are in development, aligned to the growth of these new technology sectors.

In oil and gas, OPITO is responsible for developing and maintaining the portfolio of standards. In offshore wind, offshore safety standards are available from multiple bodies including the Engineering Construction Industry Training Board (ECITB), the Global Wind Organisation (GWO), International Marine Contractors Association (IMCA), and the Merchant Navy Training Board (MNTB). These are complemented by G+, the Global Offshore Wind Health and Safety Organisation, which brings together the offshore wind industry to pursue shared goals and outcomes.

Similarly for the onshore wind sector, Safety On provides guidance and an industry forum in support of best practice. Both are run in partnership with the Energy Institute, which provides the secretariat and supports its work.

OPITO is in regular dialogue with relevant safety stakeholders from both the offshore and onshore wind industry, trade organisations and the HSE in the interests of bringing further best practice and the development of new standards derived from both oil and gas and the wind industry. While this work is focused on the UK, an opportunity exists for this collaboration to have global reach as international markets follow in the footsteps of the UK Government's model for development.

2030 Goal

Workforce mobility is enabled through an aligned offshore energy training standards framework

Strategic priorities

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
1	**Create a coalition of standards bodies to map, align and mutually recognise offshore energy safety and technical training standards**	OPITO	Industry, supported by trade unions and represented through the standards bodies	Q3 2022 *80% complete*

The commitment to work collaboratively across the offshore energy industry is essential to remove barriers to workforce transition. This commitment is an early and important part of the Integrated People and Skills Strategy to establish the alignment of standards across the individual offshore energy sectors. This approach will help identify short-term opportunities to make cross-sector standards mapping visible and to lead, develop and implement change.

Cogent, ECITB, GWO, IMCA, MNTB, and OPITO are agreeing a clear, progressive memorandum of understanding (MOU) to create mutually recognised offshore energy training standards. This group of standards bodies has begun a collaborative effort to align all safety, technical and operational standards. Working with members of the Energy Skills Alliance (ESA), the development of mutually recognised offshore energy standards is underway, ensuring alignment with relevant global benchmarks. The process of standards mapping will identify equivalent technical qualifications and training for the job roles which are likely to be commonly utilised across sectors. It will also aid signposting to where additional technical training is required in order to facilitate movement between sectors.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
2	**Develop an integrated framework of offshore energy safety and technical training standards built on recognition, which is simple, flexible, visible, and equitable and avoids duplication of training wherever possible**	OPITO	Trade unions and industry, represented through the standards bodies	Q4 2022 *50% complete*

The objective of this work is to reach agreement on the recognition of previously completed technical qualifications and training programmes in order to avoid any unnecessary duplication of technical training for the workforce. Creating mutual recognition of skills and standards for critical safety, operational and technical roles between the various offshore energy sectors is crucial to enable workforce mobility. This recommendation creates the process and agreement with industry and standards bodies on how the recognition will work, with a view to making the process as simple and efficient as possible for the workforce.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
3	**Implement a digital solution that enables skilled workers to move easily across sectors, creating a more mobile and flexible workforce**	OPITO	Industry, represented through the standards bodies	Q4 2023 *20% complete*

Introducing a digital solution will enable the workforce to access the potential roles and career pathways available to them in other sectors. It will also identify the additional training and standards required to make the transition into a new role in a different sector. This will be a significant enabler for the workforce transition, particularly in the case of the contractor community.

NSTD Commitment

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
4	**Develop a plan to extend existing training standards to emerging sectors such as hydrogen and CCUS to achieve high levels of safety, operational and technical performance**	**ESA**	All relevant ESA members	Q4 2025

The UK has amassed significant experience and expertise in offshore energy over the past five decades, which creates a distinctive competitive advantage in new growth sectors such as CCUS and hydrogen. Developing a clear plan to transfer knowledge, training and standards from oil and gas and offshore wind to these new sectors will help the UK to accelerate its growth and enable the existing offshore energy workforce to take advantage of opportunities in CCUS and hydrogen.

Further detail on how these strategic priorities are being delivered is provided within the Aligning Offshore Energy Standards Action Plan which has been published in conjunction with this Strategy.

Meeting future skills demand

Context

Workforce demand forecasts are likely to outstrip potential supply over the next decade. At present, there is no integrated or single 'proposition' for the offshore energy sector in attracting future skills. Challenges remain in the recruitment and retention of skilled, experienced workers in the face of strong competition from other offshore regions around the world and from other industrial sectors.

There is a fragmented approach to the delivery of apprenticeships, with variations across the four nations of the UK on accessing Apprentice Levy funding and other support. On STEM nationally, the landscape is crowded with over 3,000 STEM delivery bodies and little effective coordination, leading to duplication of effort. However, apprenticeships alone cannot hope to meet the substantial demand for future skills requirements. Developing various alternative pathways and entry routes will be essential in responding rapidly, flexibly and at scale to the energy sector's evolving needs.

Attracting and meeting future skills demand will require an unprecedented level of collaboration and coordination across the offshore energy sectors. With a potential increase of 108,000 new jobs by 2030, and more than 100,000 new jobs between 2030 and 2040, future skills requirements have the potential to outstrip available supply.

2030 Goal

The offshore energy sector is able to attract and retain the people it needs to succeed

Strategic priorities

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
5	**Develop offshore energy vocational education pathways covering apprenticeships, T-Levels and national vocational qualifications**	**ESA**	All energy standards bodies	Q4 2023

To unify and provide a cohesive solution to the fragmented apprenticeship landscape, a group of bodies, led by OPITO, is developing an offshore energy apprenticeship programme. This serves to integrate – not replace – existing technician apprenticeship frameworks and provide modular, bridging pathways into emerging energy areas. Key focus areas have been identified including hydrogen, CCUS, and offshore wind. These qualifications will help upskill both new entrants to the energy industry and those currently at mid-to-late career stage in oil and gas who require additional awareness across low-carbon technologies.

Programme content is being developed and will shortly be credit-rated to provide appropriate credence and assurances to the employer base. Additionally, a comprehensive series of test phases to ensure the suitability of the content is now underway with a supportive college network across the UK.

NSTD Commitment

Meeting future demand will require thinking beyond the established routes of apprenticeships and T-levels to consider other, innovative ways of taking people to competence. OPITO is in the process of reviewing Scottish Modern Apprenticeships to ensure that they continue to meet industry requirements. At the same time, it is also assessing the level of apprenticeship standards in England required to support the offshore energy industry.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
6	**Map and support a more integrated approach to graduate and post-graduate attraction, including internships, and work experience placements**	ESA	All relevant ESA members and academia	Q3 2023 and then ongoing/ annually aligned to start of academic year

Organisation graduate programmes, ranging from internships and work placements, to structured graduate development programmes, are a vital component in supporting academic education and skills development, and complementing vocational pathways. They are often left to individual companies to design and implement, with few opportunities for industry or sector collaboration.

Graduate and post-graduate development can often be part of developing wider research, development, and innovation skills, which will become increasingly vital with the rapid pace of change within the offshore energy industry.

This action will map available graduate and post-graduate development programmes across the offshore energy industry, including surveying industry to build a picture of company-level initiatives including university partnerships.

This will inform a series of best practice guides for industry and academia on developing future graduate and post-graduate talent development programmes, and exploring collaboration opportunities, working at industry, sector, and company levels.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
7	**Further develop and promote the My Energy Future STEM programme, including the creation of an employee value proposition for the offshore energy industry**	OPITO	All ESA members	Q4 2022 and then ongoing

As rapid change continues within the offshore energy industry, it needs to create a 'united story' aimed at educators, young people, parents and guardians, and influencers, encouraging a rich, diverse, agile, and inclusive pool of talent that serves the whole offshore energy sector.

Creating an employee value proposition for the offshore energy workforce, that identifies and responds to the changing values and needs of the industry, will underpin a successful and just transition for its most valuable commodity - its people.

My Energy Future is designed to inspire and inform a new generation of energy people. It is a digital programme that brings to life the world of energy with fascinating facts and dynamic animations, providing powerful career insights from 'energy influencers' on their journey so far and their aspirations for the future. Its goal is to share the stories of passionate people who are working every day to transform the energy sector and help make net zero a reality.

To date, nearly 30,000 users have visited the My Energy Future website and it's a growing community, connecting and creating conversations among 13-18-year-olds and young people already working in the energy industry about the exciting careers in energy. Future priorities for My Energy Future include:

1. **Funding and support:** The first phase of My Energy Future was funded by OPITO. Funding and support from organisations across the offshore energy industry is being sought to take the programme to the next level.
2. **New energy influencer content:** The scale of the My Energy Future programme will be expanded with a range of new content from energy influencers representing the breadth and diversity of the offshore energy industry.

NSTD Commitment

3. **Live events:** A series of My Energy Future Live events will be developed and delivered over the next three years with the aim of extending the programme across the UK.

4. **Digital development:** Continued investment in the development of the My Energy Future website and digital platforms will drive its future success and underpin marketing and communication campaigns.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
8	**Map and develop transition pathways to support the attraction and mobility of people from other engineering and technology sectors, including the transition of ex-military personnel**	**ESA**	All ESA members	Q4 2022

Demand forecasts highlight the need for the offshore energy industry to fill thousands of roles over the next decade and beyond. It is vital that the industry attracts people from the widest possible pool, including skilled people from other engineering and technology sectors, and those transitioning from careers in the military.

The offshore energy industry has promoted initiatives in the past to create pathways for people to transfer from other sectors and research with industry leaders highlights a desire to create new programmes in this area to support the attraction and mobility of a diverse and inclusive workforce for the future.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
9	**Support the continued development and implementation of the Centre of Doctoral Training in Geoscience, creating the next generation of academic expertise in the energy transition**	**OEUK**	All ESA members	Q3, 2022

Equipping future generations with the technical skills and expertise to lead the development of a low carbon economy will be vital to the UK's ability to make good on its net zero commitments.

The GeoNetZero Centre for Doctoral Training (CDT) has a pivotal role to play in developing that talent, ensuring the effort required to make this transformational change can be sustained in the decades to come.

It is a natural evolution from the Natural Environment Research Council (NERC) CDT in Oil and Gas, which has produced more than 70 graduates who have now been embedded within the industry and are helping reducing the environmental impact of oil and gas exploration and extraction.

Defining future workforce skills

Context

Career pathways across the offshore energy sectors are unclear and fragmented. There is a lack of integration and options that enable transferability and the identification of re-skilling opportunities.

Given this gap, there is a clear case for identifying and prioritising future skills requirements across technical, digital, safety and business disciplines and to align the contributions from industry, government, and academia.

The UK has a mature and highly-skilled oil and gas workforce; however, this has been in decline, losing around 70,000 jobs over the last five years. In contrast, the offshore wind sector has seen major growth, reaching 31,000 jobs in 2022, with further increases forecast across all skill areas. The hydrogen and CCUS sectors are at a much earlier stage of development with their respective skills frameworks currently in the design phase.

Training and standards are vital, with OPITO, in its UKCS Workforce Dynamics report, stressing the need for closer collaboration between industry and training providers to upskill and reskill the workforce, enhancing technology skills and capabilities across the industry. On-the-job training is likely to play an important role in delivering this aspiration as is the development of an aligned standards framework. Additional funding for training will be required to support the transition.

Towards Net Zero, warns that the tight timeframes of projects being commissioned in the 2020s presents difficulties for recruiting and training the new talent needed to deliver them. It recommends addressing potential skills gaps by retraining the current workforce through accelerated learning programmes and exploiting the similarities between the oil and gas industry, hydrogen and CCUS. Managing the demand profile will be critical so that training and funding is provided at the optimum point in the cycle. In the case of the ScotWind offshore windfarm leasing round, for instance, construction over a three-to-five-year period, will be followed by operations and maintenance.

2030 Goal

The offshore energy industry defines the skilled workforce needed to succeed

Strategic priorities

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
10	**Define clear career pathways across each sector of the industry, making visible the careers opportunities across the offshore energy sector**	**ESA**	All ESA members	Q4 2022 and then ongoing

NSTD Commitment

It has become clear that workers in the various energy sectors, especially oil and gas, are looking for very clear, step-by-step guidance – a pathway or map – on how they can transition from their current sector to another. This strategic priority specifically looks at the creation of clear pathways that outline the steps needed, the bodies to contact and the appropriate training required, to enable this movement.

Work is already underway among standards bodies to identify and map existing qualifications and training for key technical roles within each sector and to provide clear pathways for workers who wish to move from one sector to another, ensuring recognition of previous attainments where relevant, and avoiding duplication of training wherever possible.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
11	**Identify and prioritise future skills requirements across technical, digital, safety, and business disciplines and create alignment across industry, government, and academia**	ESA	All ESA members	Q4 2023

The huge future demand for skills across the energy sectors is rapidly crystallising and driving a common understanding of the need for a co-ordinated approach to measuring the delta between current workforce skills and the forecast of future need, analysing skills gaps, and building cross energy training and standards solutions to fill them.

It is a significant and ongoing task that requires a single co-ordinated approach. Being able to map future needs back to today's technical, digital, safety, and business disciplines is essential if the industry is to achieve its future goals.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
12	**Adopt a digitally-enabled approach to delivering training, development, and life-long learning to enable the workforce to develop cross-industry skills and careers**	ESA	All offshore energy training providers/ academia/ professional bodies	Q4 2025

In its ***Skills Landscape 2019-2025 Route Map***, OPITO details how it will seek to ensure that the workforce can work across energy industries where appropriate, through innovations such as skills mapping and the creation of an aligned offshore energy standards solutions. The Route Map also highlights that virtual reality, augmented reality, and other emerging digital technologies will become commonplace tools for developing workforce skills from 2030 onwards.

In its ***Towards Net Zero*** report, ECITB calls for accelerated learning programmes to retrain the current workforce and cater for skills gaps. This is likely to prove challenging given tight timeframes for projects that get commissioned in the 2020s. It will be difficult to recruit and train new talent in time to deliver these projects on schedule. Hydrogen UK warns of a similar skills gap, noting the UK has a broad base of relevant engineering skills in its workforce, but lacks enough for the net zero transformation.

Championing diversity and inclusion

Context

The oil and gas industry is taking measures to improve diversity and inclusion (D&I). However, further work is required to ensure that workforce composition better reflects society. Building on the oil and gas industry's first extensive baselining exercise, delivered by OEUK in 2021, progress can be achieved through collaboration across the entire energy sector.

The International Energy Agency rates the energy sector as one of the worst performing in the global economy in terms of gender balance, with just a fifth of roles in oil and gas occupied by women. It cites the energy transition as an opportunity to mainstream policies and measures to address gender inequality in energy and related sectors.

Overall, there remains a lack of robust data and intelligence to support informed decision-making; more than 65% of companies in offshore wind do not currently record diversity and inclusion metrics such as gender, ethnicity, sexuality, or disability.

On the issue of diversity, the ***North Sea Transition Deal*** notes that the oil and gas sector has much to do to improve representation of under-represented groups in its workforce so that it better reflects modern UK society. The benefits of doing so include improved talent attraction and retention, greater market competitiveness, and enhanced corporate reputation.

In its ***Green Jobs*** report, the Environment Audit Committee highlights that only 3.1% of environmental professionals identify as ethnic minorities and just 9% of engineers are women, with diversity and inclusion among the key themes it encountered.

The offshore wind industry is making moves to improve its diversity, with the ***Offshore Wind Sector Deal*** setting targets for the number of ethnically diverse workers to grow from 5% today to at least 9% by 2030 (12%, if possible), while it seeks to increase the proportion of women in its workforce to a third by 2030 (40%, if possible)[7].

Benchmarking analysis

Significant progress has been made in mapping D&I data across the offshore energy sector in the UK, especially in offshore wind. However, further work will be required before the industry is able to articulate its current D&I position and future targets.

In offshore wind the recently published annual OWIC People and Skills Survey shows a current gender split of 19% women, 80% men, with non-binary being reported for the first time. Further work is required, working with industry, to collect data on other characteristics including but not limited to ethnicity, sexual orientation, and disability, to help shape and improve measures to increase diversity and inclusion.

There is no current data available on the CCUS and hydrogen sectors since both are still at a very early stage of development. Targets have yet to be set. However, this provides a strong opportunity for the industry to adopt robust policies and practices early on.

7 Industrial Strategy, Offshore Wind Sector Deal, HM Government, 2019

2030 Goal

The offshore energy workforce reflects the diversity of society, is fully inclusive and embraces equality

Strategic priorities

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
13	**Conduct an employer survey to understand the oil and gas sector's current demographics, establish a baseline and publish recommended actions to help improve diversity, with follow-up surveys to be run throughout the decade**	**OEUK**	Oil and gas employers	Q4 2022

To attract and retain diverse talent, the sector needs to ensure it is also an inclusive and appealing place to work and therefore a sustained focus on diversity and inclusion in the workplace will be vital.

As an industry, the oil and gas sector has some way to go in terms of improving representation of underrepresented groups in its workforce and becoming more reflective of modern UK society.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
14	**Create a baseline of data across characteristic groups and benchmark against other sectors**	**ESA**	All relevant ESA members	Q2 2023

Building on the work to date of OEUK, there is a need to create a new baseline of data across all protected characteristic groups, because no such integrated baseline for offshore energy currently exists. Comparisons with other engineering and construction sectors such as nuclear, rail and defence will offer insights to inform future approaches and activities to improve D&I.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
15	**Explore the opportunity to create aligned offshore energy sectors D&I roadmaps highlighting areas where action needs to be focused with required resources, advice and support mechanisms for industry to lead the change**	**ESA**	All relevant ESA members	Q2 2023

Industry should agree a common approach to measuring and promoting diversity and inclusion across all protected characteristic groups. A dedicated offshore energy diversity and inclusion strategy and action plan should be developed, recognising the complexity of diversity and inclusion, and identifying existing best practices. Any action must be underpinned by robust data.

Communicating and promoting positive activity, inspirational individual case studies, and companies demonstrating best practice on diversity and inclusion, are essential components of an integrated D&I plan and approach to attraction, recruitment, and retention activities. Through the work of OEUK's Diversity and Inclusion Task Group, resources will be developed and signposted to help embed good practice in organisations and communicate and promote positive D&I impacts outwards. This must align with My Energy Future to ensure D&I is embedded in the approach and future development of the platform.

Improving skills data intelligence

Context

In the context of people and skills, there is a fundamental lack of consistent and comparable data across the offshore energy sectors.

If this deficit were addressed, it could be the key to unlocking a range of opportunities that would drive targeted interventions to support future and inclusive growth of the workforce, based on strategic and actionable insights backed by robust data and evidence.

In April 2022, OWIC published the results of its most comprehensive survey of people and skills in the UK offshore wind sector. The results revealed a substantial workforce that is set to grow threefold in the next eight years. The granularity of the published data gives a strong indication of the areas that the industry needs to focus on, such as diversity and inclusion, and apprenticeships.

The published results set a benchmark for the offshore industry. Refinements to the methodology will provide even greater insight into the areas where the industry needs to focus its efforts: improving diversity; attraction and retention of talent; training; and cross-sector re-skilling.

The earlier survey, together with the ETI's ***Workforce Transferability Review (May 2021)***, offers valuable insights through the comparison of jobs roles and job families across each of the offshore energy sectors. While some comparative studies have been done at sector level for oil and gas and offshore wind, little has been delivered to date on comparable jobs models for hydrogen and CCUS. Further work is therefore needed to develop and agree a common taxonomy and nomenclature for people and skills data across the offshore energy industry.

2030 Goal

The offshore energy sector has a robust data framework to enable informed decision making

Strategic priorities

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
16	**Agree an integrated approach to people and skills data collection, including common skills and job classifications to support forecasting**	**ESA**	All ESA members	Q4 2022

Developing a common and consistent set of data will be fundamental to accurately forecast and plan for this once-in-a-generation transition. This entails identifying the critical information required to effectively plan the transition and enable both industry and the workforce to understand the scale of the change and opportunity. The action will focus on skills and job classification data collection to create an accurate forecast of the job volume growth and the skills required to support the transition. This will lead to the creation of a common set of data that the industry can trust.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
17	**Develop and introduce a common taxonomy for job roles, and job families to improve sector analysis, and support mobility of skills across sectors**	**ESA**	All ESA members	Q4 2023

This will significantly enhance industry analysis and forecasting, supporting greater mobility of skills across and between sectors. Creating a common taxonomy will support actions 16 and 18 in enabling the industry to make accurate assessments of future jobs and skills demand and align the supply of the right training, skills and ultimately people to support this.

	WHAT	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
18	**Deliver a periodic offshore energy workforce people and skills survey, providing robust data, intelligence and analysis of offshore energy people and skills**	**ESA**	All ESA members	Q4 2023

Capturing robust data on the energy workforce (by age, gender, skills profile and more), and monitoring the growth and effectiveness of proposed interventions, builds on the approach used by RenewableUK for offshore wind. This expands on actions 16 and 17 by conducting a periodic survey to update future job and skills data. It will enable accurate forecasting of an already rapid and large-scale transition which will continue to evolve in both scale and complexity. An effective forecasting capability will provide both a robust forward view and the ability to set targets and ambitions in relation to the transition of the workforce and the future industry.

People and Skills

Summary and roadmap

2030 OUTCOME		STRATEGIC PRIORITY	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
Aligning offshore energy standards **Workforce mobility is enabled through an aligned offshore energy training standards framework**	1	Create a coalition of standards bodies to map, align and mutually recognise offshore energy safety and technical training standards	OPITO	Industry, supported by trade unions and represented through the standards bodies	Q3 2022 *80% complete*
	2	Develop an integrated framework of offshore energy safety and technical training standards built on recognition, which is simple, flexible, visible, and equitable and avoids duplication of training wherever possible	OPITO	Trade unions and industry, represented through the standards bodies	Q4 2022 *50% complete*
	3	Implement a digital solution that enables skilled workers to move easily across sectors, creating a more mobile and flexible workforce	OPITO	Industry, represented through the standards bodies	Q4 2023 *20% complete*
	4	Develop a plan to extend existing training standards to emerging sectors such as hydrogen and CCUS to achieve high levels of safety, operational and technical performance	ESA	All relevant ESA members	Q4 2024
Meeting future skills demand **The offshore energy sector is able to attract and retain the people it needs to succeed**	5	Develop an offshore energy vocational education pathways covering apprenticeships, T-Levels and national vocational qualifications	ESA	All energy standards bodies	Q4 2023
	6	Map and support a more integrated approach to graduate and post-graduate attraction, including internships, and work experience placements	ESA	All relevant ESA members and academia	Q3 2023 and then ongoing/ annually aligned to start of academic year
	7	Further develop and promote the My Energy Future STEM programme, including the creation of an employee value proposition for the offshore energy industry	OPITO	All ESA members	Q4 2022 and then ongoing
	8	Map and develop transition pathways to support the attraction and mobility of people from other engineering and technology sectors, including the transition of ex-military personnel	ESA	All ESA members	Q4 2022
	9	Support the continued development and implementation of the Centre of Doctoral Training in Geoscience, creating the next generation of academic expertise in the energy transition	OEUK	All ESA members	Q3 2022

NSTD Commitment

People and Skills

Summary and roadmap

2030 OUTCOME		STRATEGIC PRIORITY	FACILITATING ORGANISATION	ORGANISATIONS INVOLVED	BY WHEN
Defining workforce skills **The offshore energy industry develops the skilled workforce needed to succeed**	10	Define clear career pathways across each sector of the industry, making visible the careers opportunities across the offshore energy sector	ESA	All ESA members	Q4 2022 and then ongoing
	11	Identify and prioritise future skills requirements across technical, digital, safety, and business disciplines and create alignment across industry, government, and academia	ESA	All ESA members	Q4 2023
	12	Adopt a digitally-enabled approach to delivering training, development, and life-long learning to enable the workforce to develop cross-industry skills and careers	ESA	All offshore energy training providers/ academia/ professional bodies	Q4 2025
Championing diversity and inclusion **The offshore energy workforce reflects the diversity of society, is fully inclusive and embraces equality**	13	Conduct an employer survey to understand the oil and gas sector's current demographics, establish a baseline and publish recommended actions to help improve diversity, with follow-up surveys to be run throughout the decade.	OEUK	Oil and gas employers	Q4 2022
	14	Create a baseline of data across characteristic groups and benchmark against other sectors	ESA	All relevant ESA members	Q2 2023
	15	Explore the opportunity to create aligned offshore energy sectors D&I roadmaps highlighting areas where action needs to be focused with required resources, advice and support mechanisms for industry to lead the change	ESA	All relevant ESA members	Q2 2023
Improving skills data intelligence **The offshore energy industry has a robust data framework to enable informed decision**	16	Agree an integrated approach to people and skills data collection, including common skills and job classifications to support forecasting	ESA	All ESA members	Q4 2022
	17	Develop and introduce a common taxonomy for job roles, and job families to improve sector analysis, and support mobility of skills across sectors	ESA	All ESA members	Q4 2023
	18	Deliver a periodic offshore energy workforce people and skills survey, providing robust data, intelligence and analysis of offshore energy people and skills	ESA	All ESA members	Q4 2023

NSTD Commitment

Engagement

At every stage in the development of this Integrated People and Skills Strategy, broad engagement across the offshore energy industry, the workforce and the companies who employ them, trade unions, governments, trade bodies, academia and other relevant stakeholders, has been a top priority. The insights and guidance of these organisations has been critical in the creation of a strategy which can quickly and successfully be turned into a series of action plans that deliver real change and tangible benefits.

Strong engagement and communication will continue as the Action Plans that flow from this Integrated People and Skills Strategy are published and delivered over the coming months. For example, a series of workforce briefing sessions will take place across the UK from May to July 2022, to make sure people in the offshore energy industry have the opportunity to hear more about the strategy and action plans, and make their voices heard on the key people and skills topics. The Energy Skills Alliance, given its leadership role and broad, industry-wide membership, will also continue to be a source of engagement and communication.

Organisations who've been engaged in the development of the Integrated People and Skills Strategy include:

OEUK
North Sea Transition Authority
RWE
IADC
equinor
UKPIA United Kingdom Petroleum Industry Association
EC ITB
XODUS
renewableUK
Scotland Office
ENERGY SKILLS ALLIANCE
unite
Net Zero Technology Centre Technology Driving Transition
ESP
KCA DEUTAG Operating safely, succeeding globally.
CATAPULT Offshore Renewable Energy
Skills Development Scotland
Scottish Government Riaghaltas na h-Alba gov.scot
UKHFCA
bp
TotalEnergies
Department for Business, Energy & Industrial Strategy
subsea 7
Global Underwater Hub
GWO Global Wind Organisation
cnooc
OW Ocean Winds
Global Energy Group
Petrofac
AkerSolutions
Harbour Energy
SCOTTISHPOWER RENEWABLES
Carbon Capture & Storage Association
COP Copenhagen Offshore Partners
NORTH STAR RENEWABLES
AKER OFFSHORE WIND
Baker Hughes
EXPRO
scottish renewables
stuc
VATTENFALL
Schlumberger
SCOTTISHPOWER
SERICAENERGY
Aquaterra ENERGY
wood.

Leadership and governance

People and skills is a complex landscape with a considerable number of stakeholders: the workforce, colleges and training providers, developers, operators, and supply chain firms, governments, unions and more.

The Integrated People and Skills Strategy is sector and organisation agnostic. Industry leadership will be essential to achieve the necessary collaboration to design, develop and implement the transition.

With the introduction of the NSTD, a governance framework was established to support the delivery and visibility of progress. This Integrated People and Skills Strategy aims to align its objectives with the governance framework to ensure effective integration across the industry and with the other NSTD commitments. The Deal Delivery Group and North Sea Transition Forum will play a vital role in the implementation of governance for the Integrated People and Skills Strategy with support from NSTA and OEUK.

At the operational level, examples of good practice from the Offshore Wind Sector Deal and elsewhere should be followed to put in place a delivery model that a) has industry-led/-sponsored workstreams and b) involves the breadth of sectors and organisations required to succeed. The role of the ESA will be indispensable in shaping and supporting the delivery of the actions recommended in the Integrated People & Skills Strategy.

Glossary

ALARP	As low as reasonably practicable
BAME	Black, Asian, and Minority Ethnic
BECCS	Bioenergy Carbon Capture and Storage
BEIS	Department for Business, Energy, and Industrial Strategy
CCUS	Carbon Capture, Utilisation, and Storage
CESAP	Climate Emergency Skills Action Plan for Scotland
CoE	Centre of Excellence
D&I	Diversity and Inclusion
DAC	Direct Air Capture
ECITB	Engineering Construction Industry Training Board
ESA	Energy Skills Alliance
FOW	Floating Offshore Wind
GGR	Greenhouse Gas Removal
GWO	Global Wind Organisation
HSE	Health and Safety Executive
IMCA	International Marine Contractors Association
MNTB	Merchant Navy Training Board
MOU	Memorandum of Understanding
$MtCO_2$	Million tonnes of Carbon Dioxide
NSTD	North Sea Transition Deal
O&G	Oil and Gas
OEUK	Offshore Energies UK
OREC	Offshore Renewable Energy Catapult
OWIC	Offshore Wind Industry Council
RGU	Robert Gordon University
RUK	RenewableUK
STEM	Science, Technology, Engineering, Mathematics
UKCS	United Kingdom Continental Shelf

North Sea Transition Deal

Integrated People and Skills Strategy