



OGUK

WORKFORCE INSIGHT 2020



WORKFORCE INSIGHT 2020

Foreword	3
COVID-19 Snapshot	4
Coronavirus Job Retention Scheme	8
2019 Overview	10
Core and Non-Core Workers	12
Workers and Industry Activity	13
Residential Locations	14
Nationalities	15
Gender	16
Age	17
Top Ten Disciplines	19
Employment and Skills	20
Diversity and Inclusion	22
On The Horizon	24



Our vision is to ensure the UK Continental Shelf becomes the most attractive mature oil and gas province in the world with which to do business.

Read all our industry reports at www.oilandgasuk.co.uk/publications

Foreword

For an industry only just beginning to emerge from one of the most prolonged downturns in its history, the economic impact of the coronavirus pandemic on the UK's offshore oil and gas industry has been particularly stark.

Earlier this year OGUK's Business Outlook report warned that up to 30,000 jobs could be lost in the sector if no action is taken, with tentative reports from media and trade unions indicating that over 8,000 people may have already lost their positions.

As our 2020 Workforce Insight shows, securing the essential role of the UK's offshore oil and gas industry both in meeting as much of the country's demand from domestic resources and as a linchpin in the transition to a lower-carbon economy, is critical for jobs and the development of new skills in our energy communities.

This annual report considers changes to the offshore workforce in 2019, which continued to stabilise prior to the emergence of COVID-19 at the beginning of this year. The report also reflects on some of the immediate issues posed by both the pandemic and the subsequent suppression of commodity prices, including the Coronavirus Job Retention Scheme.

In spite of the personal and professional challenges the coronavirus pandemic brought on all industries, companies and people, our key workers ensured our critical industry never stopped operating.

It is worth noting that the statistics laid out in this report do not reflect the considerable onshore workforce located across the UK. At the time of writing, the continued health, social and economic impact of the pandemic remains unclear, with the country set to face changing restrictions as it moves through the winter months. As a result of this fluid environment, estimates of total employment figures and geographical distribution are not

available and therefore won't be included in this report. It is expected this will be available in Q1 2021.

As the report notes, gender representation remains a concern across the sector, and OGUK continues to support the D&I Task Group in working to address this and all other aspects of diversity; OGUK will launch the first workforce sentiment survey on diversity and inclusion shortly. The findings of this are also anticipated in early 2021.

Continued close working with governments and regulators is essential if the skills and talents of our people can be fully deployed across the energy industry to deliver Roadmap 2035, our blueprint for the transition to net zero.

A North Sea Transition Deal, supported by the UK and Scottish governments, can act as a catalyst for an economic recovery which yields a lower carbon future, and in so doing will provide certainty on the sustainability of the sector in difficult times for all industries, companies and people.

This industry has the essential expertise to help the UK meet its climate ambitions and provide affordable energy for households and families. As our report shows, with targeted support this changing sector will continue to play a key role in our economy while securing jobs and developing the skills needed to deliver our low-carbon future.



Dr Alix Thom
Workforce Engagement & Skills Manager, OGUK

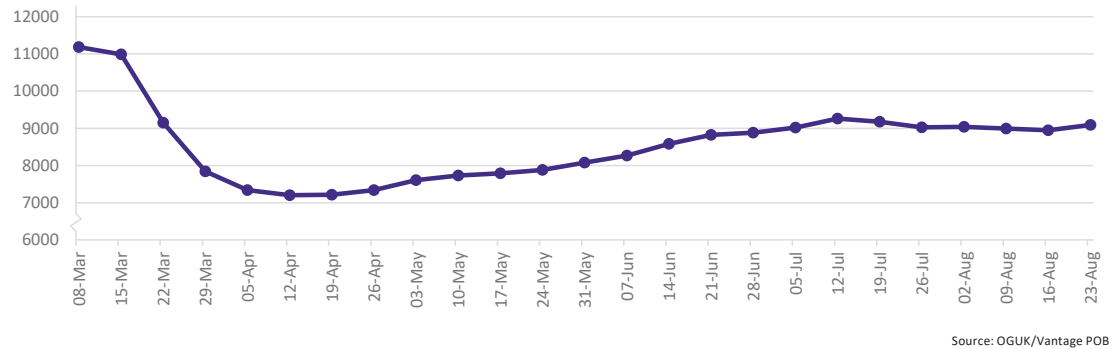
COVID-19 Snapshot

The information in this report mainly relates to 2019 and relies on data from that year, prior to the current pandemic and the dramatic fall in commodity prices. In this section, we have taken a snapshot of the offshore workforce on 8 March, when the spread of the coronavirus was increasing, and on 12 April, the week when the lowest average number of personnel on board (POB) was recorded.

This graph shows the offshore POB week by week from the date of lockdown until the time of writing. Since the lowest point in April, there has been some recovery in POB, but it remains below the pre-lockdown level. OGUK believes that the testing of all offshore workers for COVID-19, and not just those presenting with symptoms, will be key to enabling more workers to return.

The triple blows of COVID-19 and the fall in oil and gas prices have inevitably resulted in significant job losses in the sector with the reduction in commodity prices exacerbating the constraints in mobilising personnel arising from the pandemic. OGUK has estimated that the sector could see as many as 30,000 jobs lost from the sector as non-essential work is deferred and projects under threat of cancellation. OGUK is working with its members through the OGUK Recovery Group and the Oil and Gas Authority (OGA) to stimulate activity to protect jobs and is also working to accelerate progress in energy transition.

Figure 1: Average Weekly Offshore POB



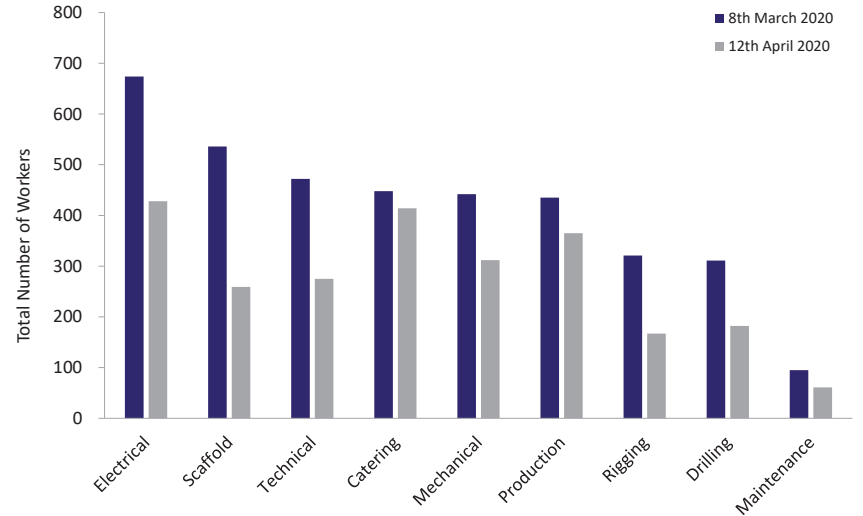
COVID-19 Snapshot continued

The data here show that, with the exception of catering and production, all of the largest discipline groups were significantly impacted in the month under review, with drilling and engineering construction trades (electrical, scaffolding, rigging) particularly hard hit.

This reflects the deferral of non-essential maintenance activity and the significant collapse in drilling and plugging and abandonment work, explained in more detail in OGUK's Business Outlook series.¹

The graph also shows that catering/services figures held up as operators recognised the importance of their role in safely supporting the offshore workforce during COVID-19.

Figure 2: Effect of Lockdown on Top Disciplines



Source: Vantage POB

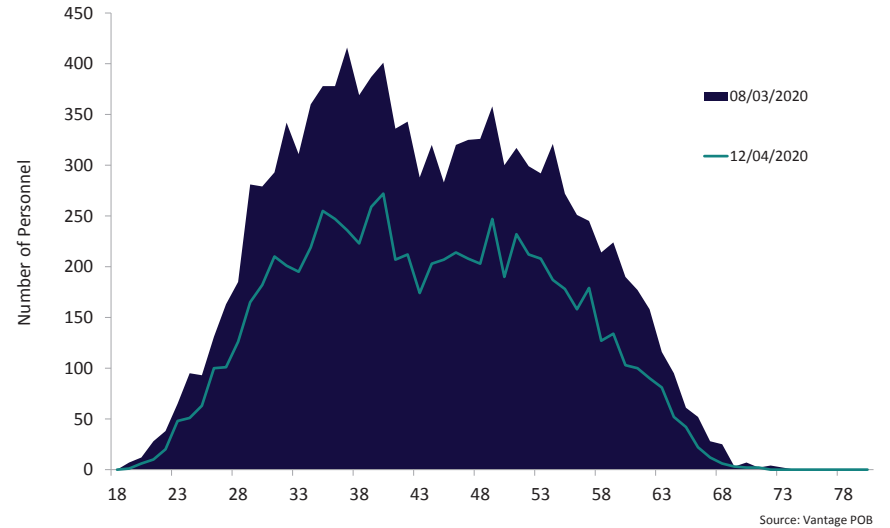
¹www.oilandgasuk.co.uk/product/business-outlook-report/

COVID-19 Snapshot continued

Changes in the overall age profile of the offshore workforce are documented later in this report (see p. 17). Recent POB data were also reviewed to explore whether a specific age group or groups had been more adversely impacted by the restrictions.

Analysis of the figures show that the impact was evenly spread across all age ranges and no group was more adversely affected.

Figure 3: Age Profile of Offshore Personnel, 8 March versus 12 April



Age Range	18-29	Per cent	30-44	Per cent	45-59	Per cent	60+	Per cent
8th March 2020	1,098	9.5%	5,201	45.0%	4,347	37.6%	920	8.0%
12th April 2020	691	9.4%	3,295	44.6%	2,884	39.1%	515	7.0%

COVID-19 Snapshot continued

Looking at nationality, analysis shows the number of offshore workers from the EU (excluding UK) fell from 649 to 307, equivalent to 53 per cent. The number of people from outside the EU and UK showed a less dramatic reduction of 42 per cent, from 459 to 266. This compares with a reduction in the UK workforce of 35 per cent, from 10,458 to 6,812. It is probable that the difference in impact reflects the challenges of traveling during this period.

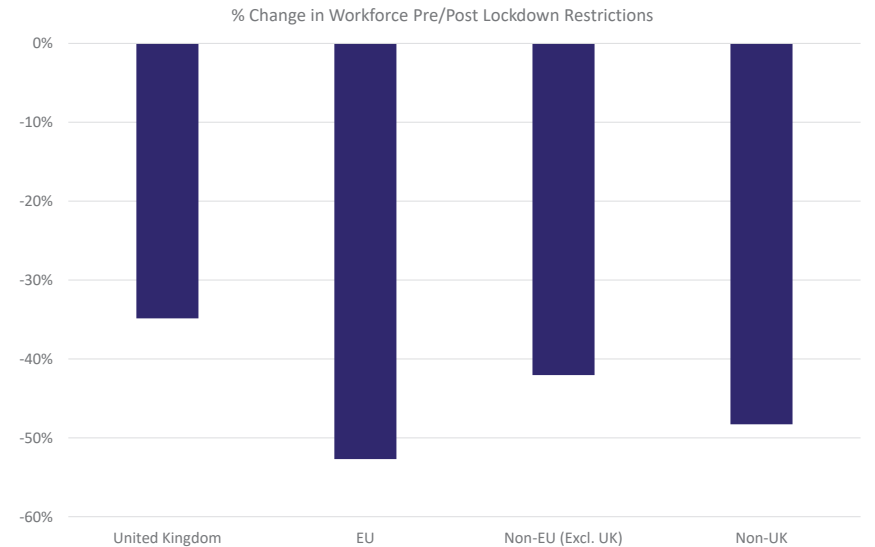
By working with the relevant health authorities and other key stakeholders, OGUK was able to make the case that offshore workers were regarded as falling within quarantine exemptions in the regulations:

'The regulations include [an exemption] for a worker who is required to undertake or commence work within the period which they would, but for the regulations, have had to self-isolate, in connection with:

- activities on or in relation to an offshore installation,
- activities on or in relation to upstream petroleum infrastructure,
- critical safety work on an offshore installation or well being decommissioned or preserved pending demolition or reuse, or
- activities for the provision of workers, goods, materials or equipment or other essential services required to support the safe operation of the activities referred to in paragraphs (a) to (c).²

² www.legislation.gov.uk/ssi/2020/169

Figure 4: UK Workforce Change During Lockdown Restrictions



Source: Vantage POB

Coronavirus Job Retention Scheme

The Coronavirus Job Retention Scheme (CJRS) — commonly referred to as the furlough scheme — was welcomed by all industries, including oil and gas. However, after the announcement of the scheme on 20 March and prior to additional guidance being issued, there was confusion amongst many companies regarding their eligibility. The CJRS is intended to tackle COVID-related effects to employment, while many saw the primary driver for reduced activity in the North Sea as over-supply and poor commodity prices as a result of COVID. This meant that some in industry have not used the scheme, fearing the risk of having the money reclaimed from them should this prove to be the case.

The reality of the COVID impact combined with the commodity price impact means that, particularly in drilling or decommissioning, firms have empty order books and member sentiment indicates that recovery is likely to take several years.

Furthermore, there is a misconception that there are no costs to employers for workers on furlough prior to 1 August; this is not the case, and OGUK members have spent millions of pounds to keep people on the payroll as long as they can. With that bleak horizon, it was unrealistic to expect companies to be able to retain all workers on their payroll indefinitely.

CJRS Snapshot Survey

In mid-June, OGUK surveyed its members regarding use of the CJRS. Of the 65 companies that responded (19 operators and 46 companies in the supply chain) 36 companies said that they were using the scheme, three of which were operators. The average percentage of the workforce on furlough was between 25–35 per cent, but as the table below shows, the figures for at least ten companies were somewhat higher, with five companies indicating more than 60 per cent of their workforce was on furlough.

Percentage of Workforce	Number of Companies
0-9	4
10-19	9
20-29	9
30-39	4
40-49	4
50-59	1
60+	5

83 per cent of those companies using the CJRS said that they would continue to do so after changes were implemented from 1 August, though most chose not to say how many people would be retained on furlough after this date. Of those using the Scheme, 39 per cent said they would have to make redundancies when changes to the Scheme were applied.

CJRS Comments from Members

OGUK and its members welcomed the introduction of the CJRS and continue to press for ongoing support for employees. It is important, however, to recognise that the Scheme is not a panacea and has not been able to resolve the difficulties caused by the continued fragility of commodity prices, as comments from our survey show.

"The furlough scheme is not the answer medium term; work stimulation is the answer."

"Work volumes for 2020 are clearly now significantly down and it is time to act."

"We are going through a redundancy process, but this is not due to a change in the furlough scheme."

"As the scheme ends in October a tough decision may need to be made before September based on forecasted workload through to 2021."

"The residual costs of retaining people on furlough make it untenable in the long run."

"We have had staff on rotas... hence around 40% have been on furlough at some stage since March."

"Redundancies are driven by longer term shift in market conditions/activity."

"Cannot keep funding the increasing employment costs... when overall there is still a vast reduction in workload and demand forecast through to at least 2021."

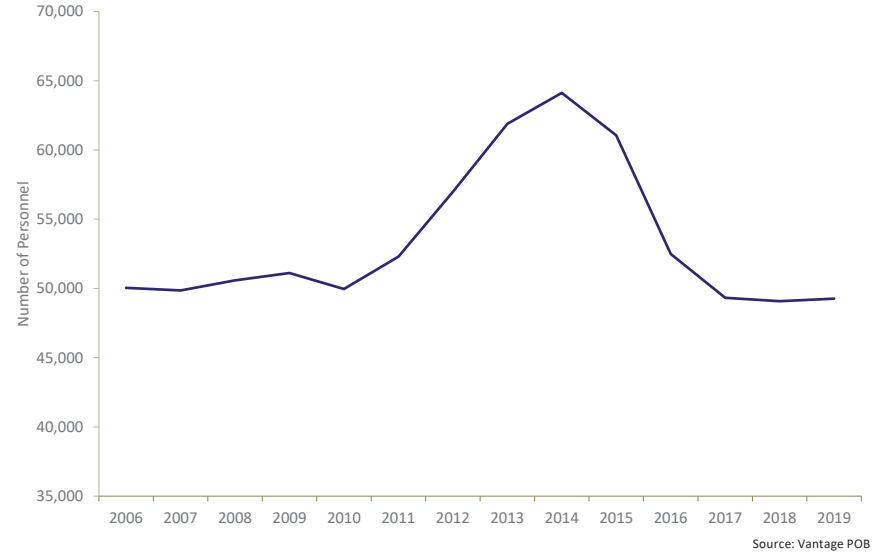
"As demand will now not be recoverable during the 2020 work season, we need to make a permanent reduction to our workforce accordingly."

2019 Overview

In 2019, the stabilisation in the total numbers of those travelling offshore continued, showing a small increase to 49,268. This is in line with figures for 2006–10.

The reflects the stabilisation in expenditure over the last few years, and is in line with with trends prior to the exceptional expenditure seen during 2012–14.

Figure 5: Total Number of Offshore Workers



2019 Overview continued

The geographical distribution across the UKCS was unchanged from the previous year, other than in west of Shetland which saw a minor increase from 3 per cent to 4 per cent of the distribution.

The distribution of the offshore workforce has shown remarkable stability, even during periods of increased capex. The high proportion of workers in the Central North Sea reflects the proportion of infrastructure and production in that area. A quarter of those who traveled offshore worked in multiple sectors, indicating a sizable proportion are not assigned to a single asset.

Figure 6: Geographical Distribution of the Offshore Workforce on the UKCS*

West of Shetland		
	Total	% of Total Workforce
2010	1,508	3%
2014	1,704	3%
2018	1,708	3%
2019	1,991	4%

Morecambe Bay (incl. East Irish Sea)		
	Total	% of Total Workforce
2010	844	2%
2014	1,261	2%
2018	1,078	2%
2019	1,011	2%

Multiple Sectors		
	Total	% of Total Workforce
2010	12,122	24%
2014	15,235	24%
2018	12,502	25%
2019	12,238	25%



Northern North Sea		
	Total	% of Total Workforce
2010	7,341	15%
2014	8,482	13%
2018	5,177	11%
2019	5,464	11%

Central North Sea		
	Total	% of Total Workforce
2010	23,142	46%
2014	31,408	49%
2018	24,082	49%
2019	23,840	49%

Southern North Sea		
	Total	% of Total Workforce
2010	4,919	10%
2014	6,023	9%
2018	4,532	9%
2019	4,436	9%

*The percentage figures for some years may not add up to 100% due to rounding.

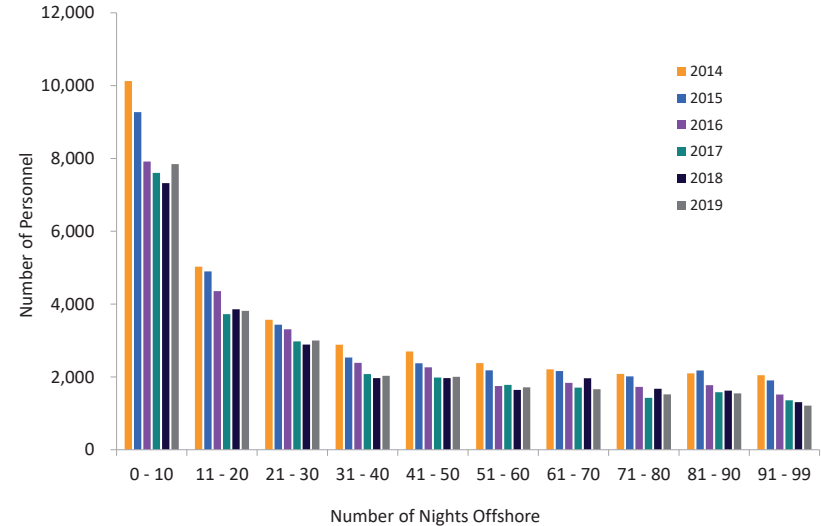
Core and Non-Core Workers

To get a more accurate picture of the offshore workforce, the total number of people travelling offshore is divided into core (those who spend more than 100 nights offshore in a year) and non-core. The core workforce are therefore those who work offshore full time, as opposed to others who may be regular travellers or occasional visitors to perform specific pieces of work.

The core workforce remained steady in 2019 with an increase of 55 to 22,922. However, we know that offshore POB figures were impacted immediately after the pandemic lockdown was declared, as examined earlier in this report (see p. 4).

The stabilisation in the offshore population reflects the stabilisation in activity and production and is back in line with the longer term trend before the period of exceptional investment in 2010–14.

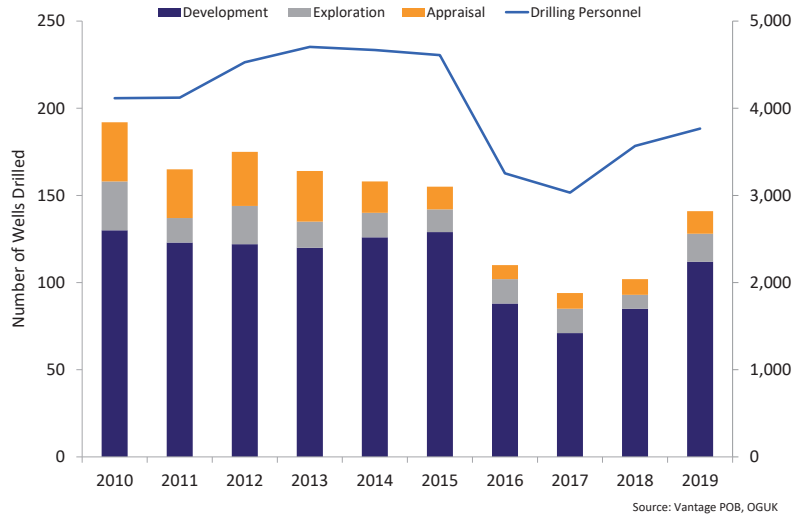
Figure 7: Number of Nights Spent Offshore



Source: Vantaae POB

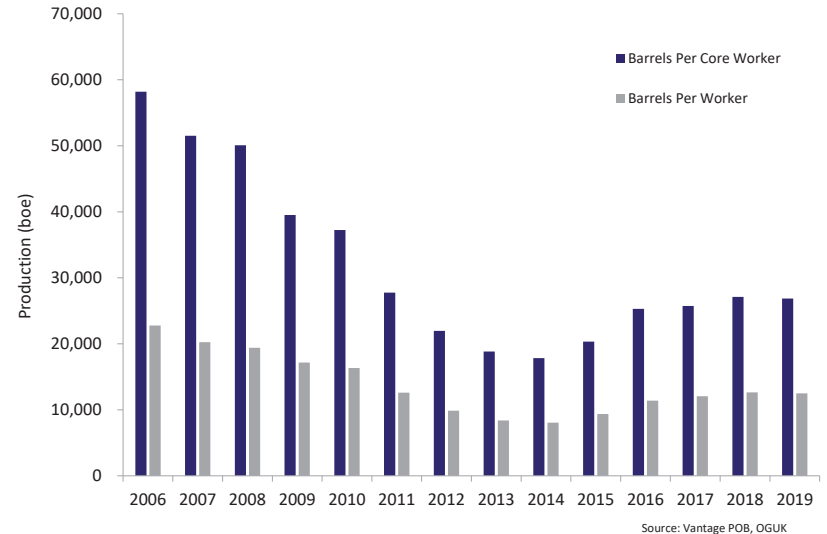
Workers and Industry Activity

Figure 8: Number of Drilling Personnel versus Drilling Activity



The figure above reflects the welcome increase in drilling activity in 2019, albeit activity remained below 2015 levels. However the increase in drilling activity seen in 2019 has been followed with a marked reduction in activity this year due to the operational impact of covid and related fall in commodity prices.

Figure 9: Production Per Worker



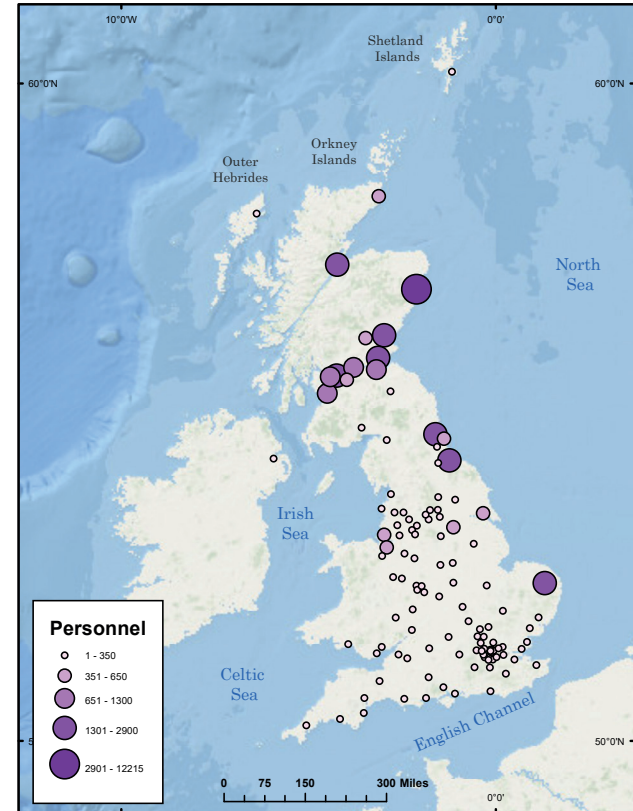
As predicted in last year’s report, the number of barrels produced per offshore worker remained steady at 26,850 boe for core workers and 12,496 for all workers (i.e. core and non-core). This reflects a period of stable production following a period of production decline. The achievement of 80 per cent production efficiency this year has been an important factor.

Residential Locations

As in previous years, the map shows that the offshore workforce is literally spread across the country from the Shetland Islands to Cornwall, with the largest residential areas being the north east of Scotland, north east of England and the Central Belt, followed by the Norwich area. Seventeen per cent of the total had addresses outside the UK.

The current pandemic highlighted again that a number of offshore workers live outside the UK, as it raised some challenges in mobilising personnel when lockdown first began. However, OGUK successfully made the case for offshore workers to be in the key worker category, enabling them to travel to and within the UK to mobilise.

Figure 10: Residential Locations of Offshore Workers



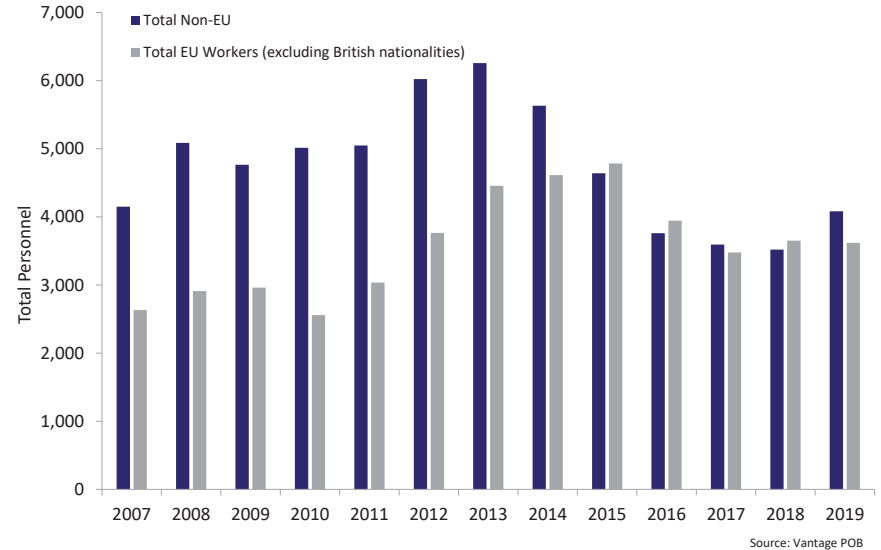
Source: OGUK, Vantage POB

Nationalities

Of the total that travelled offshore in 2019, there was a slight increase of one percentage point in the total of EU (excluding British) and non-EU workers, rising to 15.7 per cent compared with 14.6 per cent in 2018. This was the highest since 2014 (16 per cent) but still below the peak seen in 2013 (17.3 per cent).

When we compare EU and non-EU figures, we see that the increase is made up of non-EU personnel (8.3 per cent), as the percentage of EU nationalities travelling offshore remained at 7.4 per cent. Since reporting began in 2007, the proportion of non-UK staff travelling offshore has been in the range of 13.6 per cent (2007) to 17.3 per cent (2013).

Figure 11: EU versus Non-EU Nationalities in the Offshore Workforce



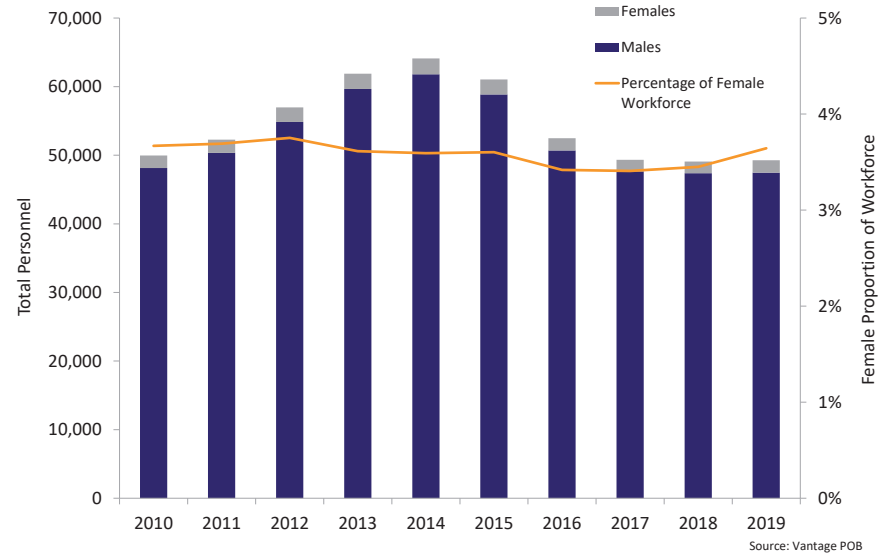
Gender

Female representation in the offshore workforce remains small and further action will be required to address this. Representation grew by 0.2 per cent in 2019 — the second year-on-year increase — but at 3.6 per cent (1,795) representation amongst the total offshore workforce is still below the highest figure of 3.8 per cent seen in 2012.

Despite continued efforts year on year, this figure remains stubbornly constant. One reason for this is the lack of an increase in the number of female applicants. If we look at the Oil and Gas Technical Apprentice Programme (OGTAP) as an example - a 20-year-old scheme sponsored by 17 participating companies — of 785 applicants this year, only 39 (5 per cent) were women and 16 of those 39 then withdrew at the first stage of the recruitment process.

Efforts to increase all measures of diversity, not just gender, are a key focus for the sector and will be referred to later in the report.

Figure 12: Number of Male and Female Workers



Age

For a number of years, this report has tracked the age profile of the offshore workforce and the data has discounted the often-made assertion that the offshore workforce is an ageing one. The age profile graph (Figure 14) shows a normal distribution with a higher number at the lower end, particularly circa 25–40. Last year's report showed the highest average age since reporting began, but was still only 42.5, up less than two years of age since 2014. Data from 2019 show the average age of all offshore travellers to be 43.2.

What the data do show, however, is that the 18–29 cohort has seen the largest decline since the last downturn began in 2015. The proportion of the total offshore workforce in this range has almost halved, while other age ranges have increased slightly.

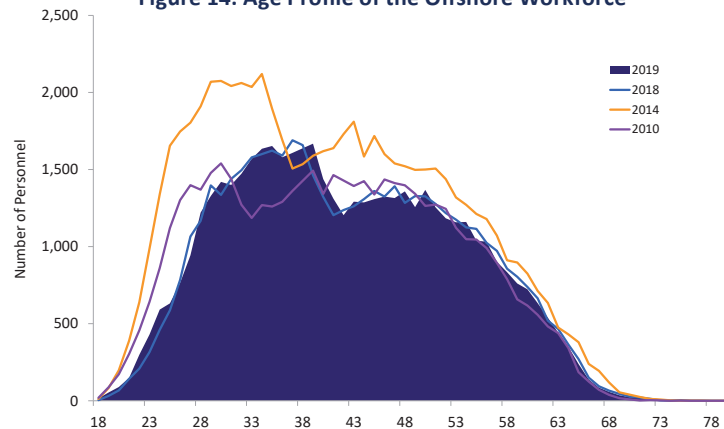
This does not mean that young people are not attracted to or joining the industry but reflects the stabilisation in workforce numbers following a period of exceptional investment during which those in the industry have grown older. The number of applicants to the OGTA scheme shows that, despite ongoing challenges, the industry continues to attract new entrants, with almost 800 applications received earlier this year.

If we look at the core offshore workforce, the difference is less dramatic, though again the 18–29 group showed a reduction between 2018–19 of one-fifth, from 2,287 to 1,826. Other ranges were stable and the over-60 age group increased by 339 people, equivalent to 1.5 percentage points.

Figure 13: Offshore Workforce by Age Groups

Age Range	18-29	Per cent	30-44	Per cent	45-59	Per cent	60+	Per cent
2010	9,213	18.4%	20,594	41.2%	17,258	34.5%	2,894	5.8%
2012	11,060	19.4%	23,545	41.3%	18,850	33.1%	3,527	6.2%
2014	12,836	20.0%	26,937	42.0%	20,184	31.5%	4,156	6.5%
2016	6,743	12.9%	23,016	43.9%	18,499	35.3%	4,227	8.1%
2017	6,801	13.8%	21,923	44.4%	17,333	35.1%	3,272	6.6%
2018	6,232	12.7%	21,811	44.4%	17,585	35.8%	3,449	7.0%
2019	5,191	10.5%	22,220	45.1%	17,782	36.1%	4,075	8.3%

Figure 14: Age Profile of the Offshore Workforce



Source: Vantage POB

Age continued

The average age of the core workforce was 44.1, a slight increase on 43.3 in the previous year, while for non-core workers, the average age was 42.4, again up from the previous year when it was 41.8.

Figure 15: Age Profile of Core Workforce versus Non-Core Workforce

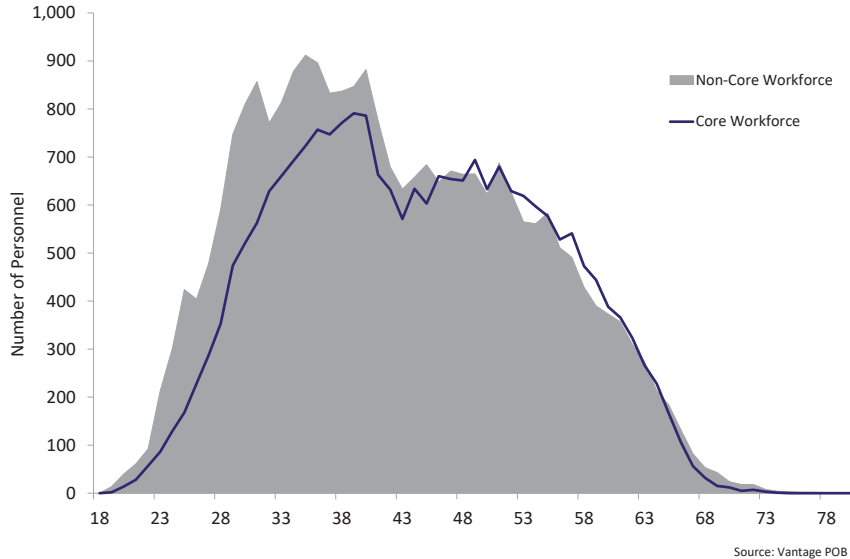
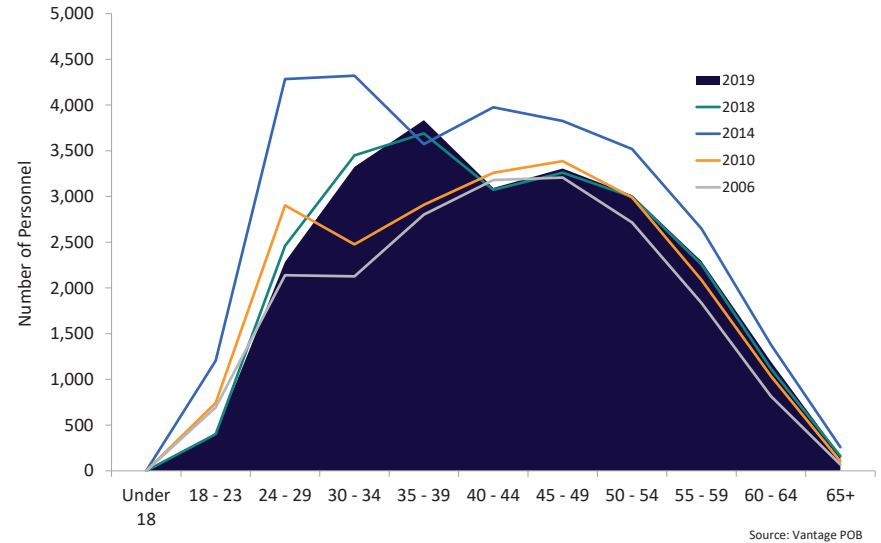


Figure 16: Core Workforce, 2006–19

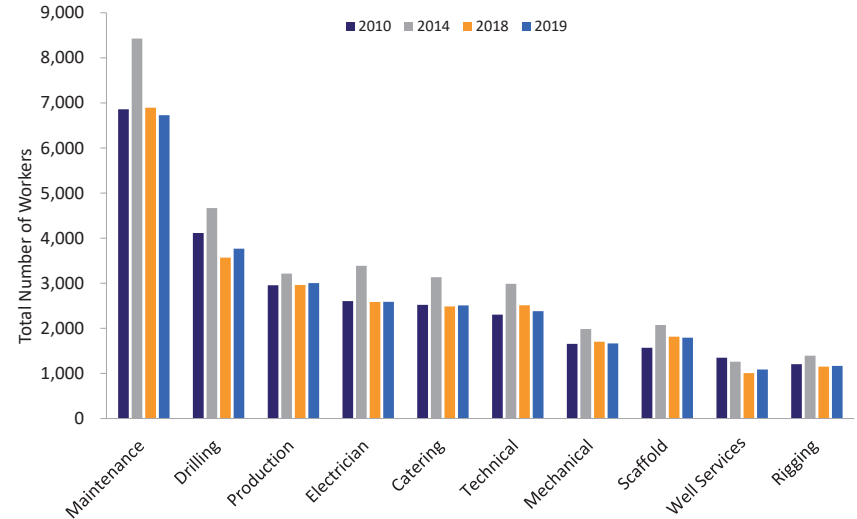


Top Ten Disciplines

The top ten disciplines, as can be defined from the Vantage system, have remained unchanged since 2010, as has the distribution of the workforce between those disciplines, as shown in the graph to the right.

To see the effects of the pandemic on specific jobs, alongside the immediate impact on the overall offshore workforce, please refer to the earlier portion of this report (p. 5).

Figure 17: Offshore Employment by Top 10 Disciplines



Source: Vantage POB

Employment and Skills

ROADMAP 2035

A blueprint
for net-zero

Roadmap 2035 sets out a plan for our industry's role in a fair, inclusive and sustainable transition to a low-carbon future. The plan will enable the industry to provide the UK with secure and affordable energy while using its skills and expertise to support the UK's green recovery in response to the devastating COVID-19 pandemic.

The five key themes, underpinned by a framework of 60 key actions, are:

Supporting net zero

- Reducing our emissions from production by 50 per cent by 2030 and 90 per cent by 2040
- Support for and development of key emerging industries like CCUS and hydrogen

Helping meet the UK's need for energy and industrial products

- As we transition to a lower carbon economy, oil and gas will continue to be an essential part of our energy mix; meeting that need from domestic sources reduces our reliance on imports and brings the benefits of economic contribution through taxation and providing skilled employment for tens of thousands of people

Technology and innovation

- By 2035 the sector will be a leader in low carbon technologies; the focus on technology and innovation is set to deliver over £10 billion in economic value to the UK

Growing the economy and exports

- The UK oil and gas industry has contributed over £350 billion to the economy since operations began
- Successful delivery of Roadmap 2035 will help ensure the industry continues to add billions of pounds to the UK economy
- Roadmap 2035 looks to support the UK supply chain in increasing exports from the diversified sector to £20 billion per year and increase the number of supply chain firms that are exporting by 50%

Developing people and skills

- Support up to 130,000 jobs in the diversified oil and gas workforce, including 40,000 new entrants
- Develop a diverse workforce with transferable skills, supported by an inclusive culture
- Be recognised as a global leader in carbon management skills

Employment and Skills continued

Last year's Workforce Dynamics Report³ prepared by Robert Gordon University and published by OPITO anticipates that if Roadmap 2035 is successful, the sector will need 40,000 new entrants by 2035, 10,000 of which will be working in roles that don't currently exist. Many of these will not be specific to oil and gas, e.g. data analytics. It should be noted these 40,000 will offset the anticipated reduction of circa 80,000 from natural attrition.

This report prompted the creation of the Energy Skills Alliance (ESA), a cross-energy alliance of trade associations, skills bodies, governments and academia. The Alliance's purpose is to create an integrated all-energy career proposition for a net-zero industry in the UK. This is key to delivery of the Roadmap 2035 action to have the UK recognised as a global leader in carbon management skills.

Identifying and securing the skills needed to effect a just transition and meet the commitments of Roadmap 2035 are critical. It can be argued that the work of one of the four groups set up by the ESA, The Future Skills and Demand group, will underpin the work of the three other groups (Integrated STEM Programme, All Energy Training and Standards, and Developing an All Energy Apprenticeship) as this group will be producing a cross-energy skills demand picture, not just in terms of numbers but also job families and skillsets required.

It is already recognised that there is a high degree of transferability and the group will look at areas of overlap. However, new technologies such as CCUS and hydrogen are yet to be defined and identifying the distinction between these and existing job families will be vital to determining new skills required, how to develop them and agreeing energy industry-wide standards and qualifications. Mapping routes for these skills and the supply chain will form a key portion of OGUK's work as part of the North Sea Transition Deal.

There is no doubt the agenda for the ESA is ambitious. It will be further defined as work progresses and offers a great opportunity to harness the resources and ideas of so many organisations in support of a common goal, a just transition to a low-carbon future as embodied in Roadmap 2035.



roadmap2035.co.uk

³ <https://www.opito.com/policy-and-research/research/ukcs-workforce-dynamics-review>

Diversity and Inclusion

Gender pay gap reporting and the Black Lives Matter (BLM) movement have continued to raise awareness of the social and moral arguments for improving diversity, adding to the powerful business case that statistics already make.

However, in measuring visible signs of diversity, we often miss the invisible differences and the importance of inclusion which is critical to performance, as well as enriching the experience of work. The BLM discussion has itself triggered a debate on the use of the term BAME (Black, Asian and Minority Ethnic) with many covered by that term objecting to being labelled with a term that does not recognise intersectionality, that not all non-white people are the same. Those within a particular category, let's say women, are not homogeneous; for example, the experiences of and opportunities for a middle-class white woman, compared with a working-class woman of colour, are not the same just because they are both women. This begins to get to the nub of the complexity of diversity and inclusion.

It is easy to see why industry (and not just oil and gas) focuses on measuring gender, ethnicity or sexuality. As they say, 'What gets measured gets done,' and measuring allows changes to be tracked and influenced. But true diversity is far more nuanced, and there is little point in increasing the figures if the people concerned feel tokens, at best, or excluded and oppressed at worst. That is why focussing on inclusion is so important, and that comes down to culture.

In focussing on one aspect or another, we look at diversity through a single, narrow lens whereas true diversity involves every individual being valued for who they are and what they bring, regardless of the obvious protected characteristics.

Consider the table overleaf, which scratches the surface at identifying all the possible facets of diversity. If we consider the most familiar aspects, the six protected characteristics, then even in those there are innumerable variables.





Diversity and Inclusion

	Protected Characteristic	Gender	Race	Sexuality	Disability	Religion	Age
Additional Characteristics		Male Female Other	18 categories in census	LGBTQ+	Visible Invisible Physical Non-physical	Christian Muslim Hindu Judaism Buddhism Belief	
Social mobility	School Accent Housing Access to resources						
Neurodiversity	Autism Dyslexia, ADHD, Dispraxia						
Caring responsibilities	None Elderly Sick children						

Overlay these characteristics with things like cognitive diversity, social mobility and caring responsibilities and the difficulties of measuring true diversity become apparent, as does the importance of inclusion – that the onus should be on creating inclusive work cultures where everyone can safely bring their whole self (or as much as they want to bring) to work. Interestingly, research published in the Harvard Business Review (*'Teams solve problems faster when they're more cognitively diverse'*, March 2017⁴) concluded

⁴ <https://hbr.org/2017/03/teams-solve-problems-faster-when-theyre-more-cognitively-diverse>

that teams were more successful at solving problems when they were cognitively diverse than when they were diverse in terms of age, ethnicity and gender.

Later this year, OGUK will be reporting the results of a workforce survey looking at perceptions of work which will enable an inclusivity index to be developed and signpost areas where we, as an industry, can do better.

On The Horizon

To say 2020 is a year like no other is both an understatement and already a cliché. In a bid to ease pressure on employers, the government removed the obligation on companies with more than 250 employees to report gender pay gap figures this year and therefore OGUK is unable to present the third set of data to ascertain what change has taken place.

Last year's report flagged the likely introduction of ethnicity pay gap reporting; that has not happened to date but the growth of the Black Lives Matter movement has been accompanied by more calls to introduce this as soon as possible.

In a surprise move, the government took the decision to postpone the implementation of the off-payroll working changes (known as IR35) until April 2021. However having prepared for implementation this year, some but not all companies have completed and communicated their status determinations and proceeded on that basis anyway.

This year is the first in which all publicly listed companies with more than 250 employees must report the ratio between the total remuneration of their CEO and the full-time equivalent remuneration of UK employees on the 25th, 50th and 75th percentile. As this is to be reported in companies' annual reports and not on a fixed date as with gender pay, results are not yet available but are sure to stimulate considerable debate.

With all of this imminent, as well as the continued impact of COVID, low commodity prices, potential changes arising from Brexit, implementation of off-payroll working and a new immigration system, the employment landscape continues to be challenging. However, as this report shows, securing and retaining diverse and talented people remains essential as our changing industry steps up to support the UK's journey towards a lower-carbon future.




OGUK



oilandgasuk.co.uk

info@oilandgasuk.co.uk

 [@oilandgasuk](https://twitter.com/oilandgasuk)

 [Oil & Gas UK](https://www.linkedin.com/company/oil-and-gas-uk)