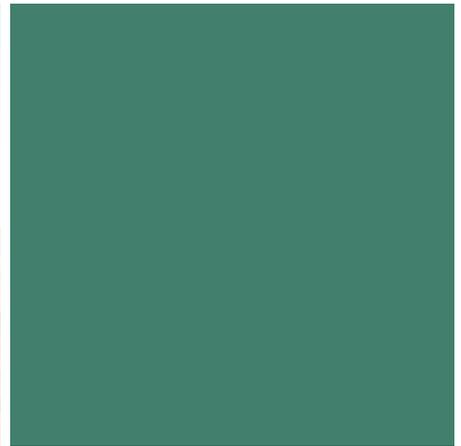


Energy Outlook



2021 Report



OIL & GAS



RENEWABLES



MINING



POWER

Brunel

OILANDGAS
JOBSEARCH



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This year's survey has been drawn from over 22,000 respondents from 191 countries around the world, working in a host of sectors including Oil & Gas, Renewables, Mining and Power.

Key insights

At the start of 2021, the Energy industry continues to find itself in an ever shifting and changing landscape. 2020 was a challenging year for conventional Energy sectors such as Oil & Gas and Mining, while there has been great excitement around the new and innovative developments in Green Energy. With the additional complications caused by COVID-19, the industry has found itself in a position where companies need to think out of the box and reinvent the way they operate, attract and employ their workforce.

Founded on data from over 22,000 Energy industry employees, job seekers, recruiters and companies, the Energy Outlook Report 2021 identifies and illustrates the changes on the horizon and the ways in which companies are adapting to meet these challenges, including the following key insights:

1. Employees & Job Seekers are broadening their horizons

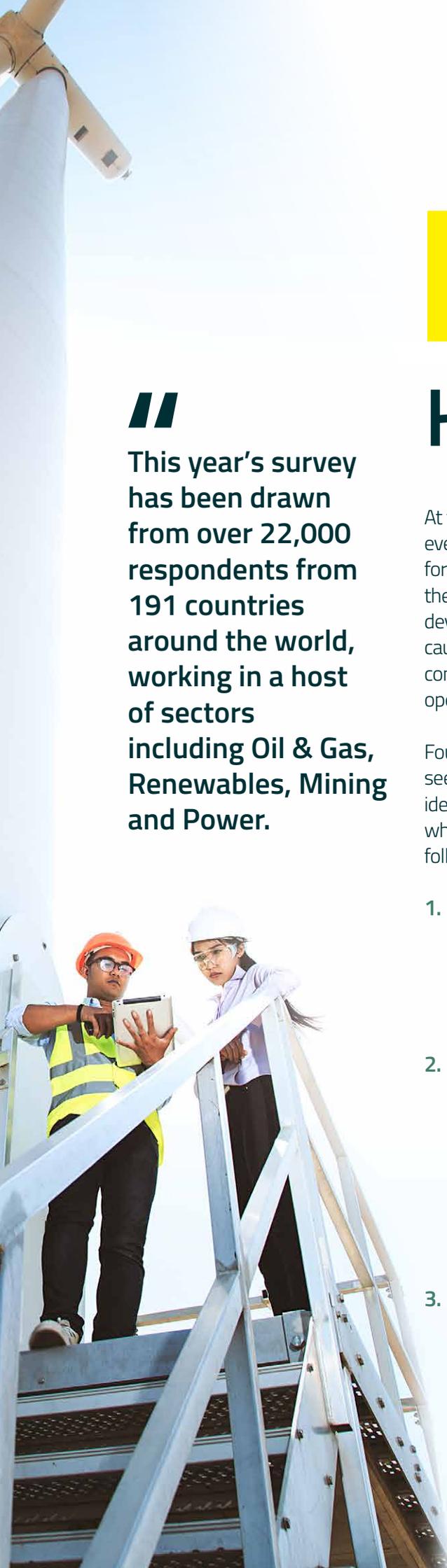
73% of Energy professionals are looking for new opportunities both in their current sector and across the other Energy sectors. This clearly indicates a shift in the mentality of Energy specialists to broaden their horizons and look towards the future.

2. Health & Safety has become increasingly important

Health & Safety has emerged as a key differentiator in the battle for talent, with 61% of specialists stating that strong Health & Safety practices are more imperative than ever when considering a new opportunity. A further 24% of specialists weight it as 'high importance'. Together this is a staggering 85% of Energy specialists clearly communicating the importance of Health & Safety across the Energy industry.

3. Nationalisation/Localisation is a priority

In less than 12 months, recruiters and companies across the Energy industry have almost doubled their goals towards hiring more locals, rising from 10% to 19%. Driven by the challenges of mobility around COVID-19 and (across some Energy sectors) lower budgets, this is a trend that is likely to continue to grow and develop in the future.



Energy Outlook

Successfully navigating such changes and developments will be challenging for companies across each of the Energy sectors, but for those that are able to effectively attract, develop and retain the best talent, business success will follow. To stay ahead of competitors within the industry, companies will need to address the following:

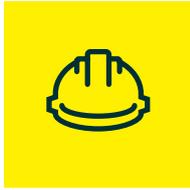
- **Branding and Positioning** – As each of the sectors within the Energy industry evolve (Oil & Gas, Renewables, Mining, Power & Nuclear) it will be essential for companies to understand the market and ensure a clear and positive brand identity. Core values and company culture must be communicated clearly as well as a vision for the future in conjunction with environmental and climate issues.
- **Salaries** – Traditionally, benefits within the Oil & Gas sector for expat specialists were abundant, but in recent years many companies in this sector have been forced to cut costs and lower salaries. In reaction to this, the emerging trend from candidates/specialists is that they are looking for longer term contract stability, relevant benefits and professional development. As a result, companies in all Energy industry sectors need to think beyond salary offerings and provide more comprehensive/relevant benefit packages.
- **Training and Development** – The ambition to secure professional career development continues to grow. Rapid innovation within the Energy industry means employers need to not only attract the best specialists but also offer to develop their talent further in order to retain and compete against their peers in the industry.

The Energy Outlook Report is founded upon three key sections:

1. **Winds of Change** – How the trends across the industry are provoking significant changes and why new generations entering the workforce are demanding greater training and development
2. **Health & Safety** – How trends demonstrate the shift of importance around this subject and the need for improvement as the industry moves forward
3. **Future Outlook** – How the future of the industry is likely to evolve in the coming years



Many established recruitment practices need to be re-examined and restructured to keep up with the changing landscape.



Introduction

2021 A YEAR OF CHANGE

For the last decade, Oilandgasjobsearch.com has published a global survey reviewing the state of energy employment markets and trying to predict their future. Through this lens, we tend to be conservative and sceptical about the speed of change in the industry. But 2020 was the year where every conservative view of our world was challenged.

The dramatic impact that COVID-19 had on the global economy, the changing perspectives and accelerating trends on climate change and energy transition and finally even the change of leadership in the US all point to one direction: change is here to stay. The Energy Outlook Report 2021 will detail the impact of those changes based on more than 22.000 questionnaires collected from jobseekers and recruitment professionals around the world and through extra analysis provided by leading Energy experts and employers.

In our effort to offer new insights to our readers, we embarked on a journey of change ourselves. First off and most importantly, we collaborated with Brunel, a global leader in energy workforce solutions. Brunel challenged us to move with the times and open up our report to look at themes like the energy transition's impact on employment options and skills, the importance of Health & Safety in driving career choices and

employment brands, and gave us strategic insight and expert opinions for every global energy market. Brunel's long-term commitment to the report for the next 3 years will lead to even more improvements in the coming months and years. I would like to thank Brunel's team for their unwavering support.

It would not be fair if I did not congratulate the amazing team in Oilandgasjobsearch.com and our partners that helped shape this report. Elsa, Hari, Gareth and all our partners at 3Gem and Weber Shandwick thank you for all your efforts. On behalf of our team, I wish you a pleasant reading and we are looking forward to meet you and discuss your questions at launch events virtually and physically around the world.

ALEX FOURLIS
MANAGING DIRECTOR OF
OILANDGASJOBSEARCH.COM AND
ENERGYJOBSEARCH.COM

The leading jobsites for the Energy market





THE IMPORTANCE OF INVESTING IN PEOPLE AND TALENT

Today, the Energy industry finds itself in an incredibly exciting position. As we work towards a cleaner and greener future the industry becomes more innovative, combining traditional fuels and resources with fresh ideas and new technology changing the landscape of the industry and how we all live our lives. This leads to multiple opportunities for the current workforce and the workforce of future generations.

Brunel brings 45+ years of experience, knowledge and global capabilities to the table. Our passion for people motivates us to connect, develop and grow the largest network of industry specialists, enabling us to service our clients and play a key role in the future.

Brunel is proud to deliver the Energy Outlook Report 2021 in partnership with Oilandgasjobsearch.com. The insights generated by this report paint a strong picture of the future direction of the industry. The report is based on 22.000+ individual industry specialist voices, providing a global platform to share with the world detailed information, insights and concerns. These are the experts, the individuals that power the industry and the talents capable of making a difference in the years to come.

Following one of the toughest years on record coupled with high ambitions to move the Energy industry forward, we are faced with additional challenges such as declining economies and lower investment levels, travel restrictions and local skill shortages. The Energy Outlook Report educates us on the importance of investing in people and talent, the importance of Health & Safety and compliance in the industry and the importance of empowering local talent.

The 2021 report is key reading for those in the industry, to discuss the contents please do not hesitate to get in contact with us.

JILKO ANDRINGA
CEO BRUNEL
INTERNATIONAL N.V.





Winds of change

Key insights

- Nearly three-quarters (73%) of all employees say they are looking to move jobs
- More than a third (37%) of workers in the Oil & Gas sector are considering migrating to Renewables
- 40% feel that insufficient education and training is the biggest driver of the worsening skills shortage



Winds of Change

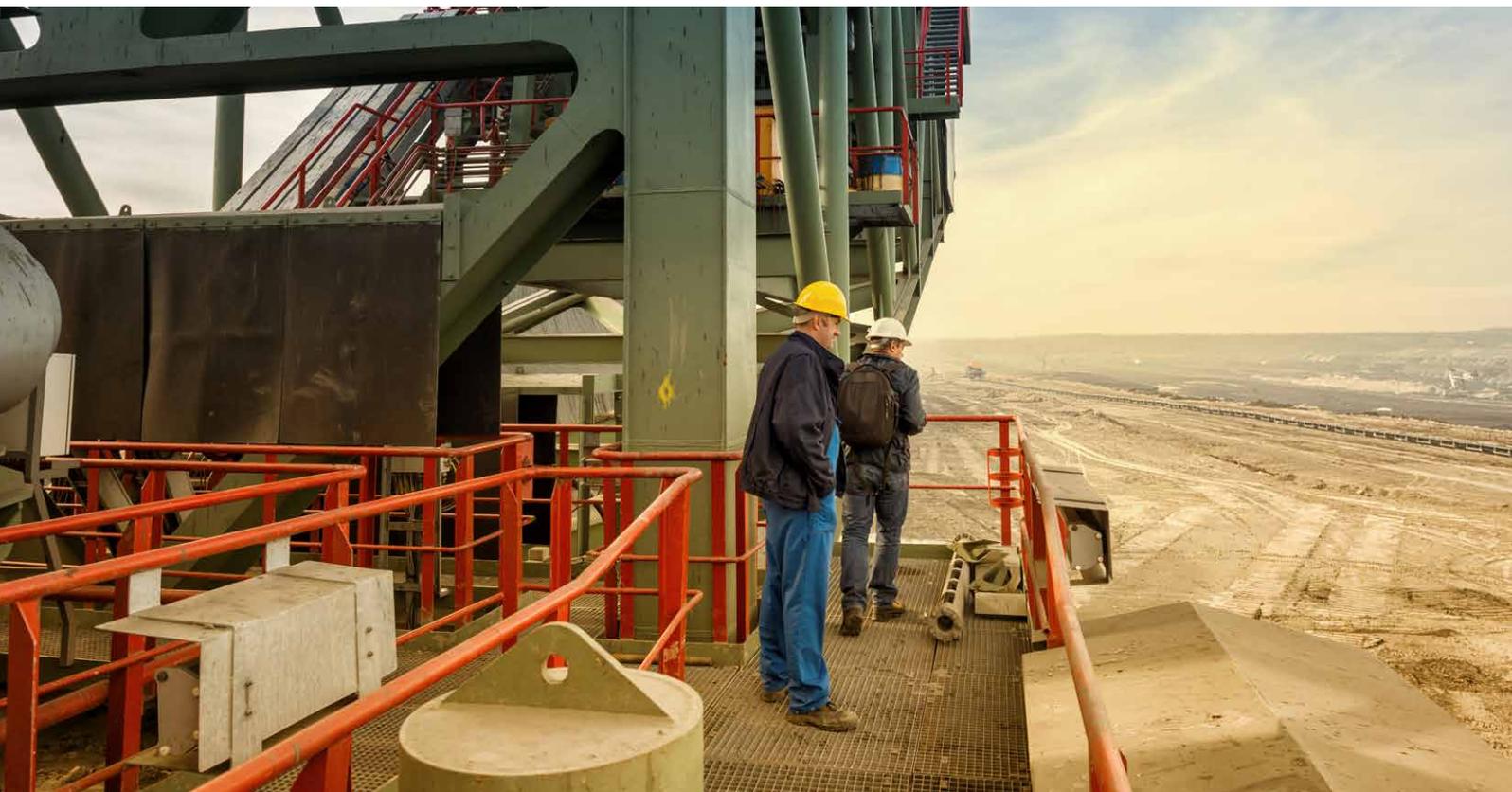
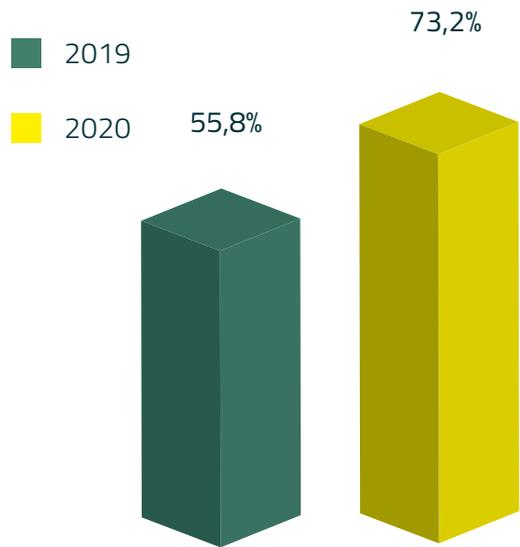


Candidates on the move

The past year has seen an extensive leap in the number of employees looking to move jobs, both within their current sector and more broadly across the Energy industry, going from slightly more than half (56%) in 2019 to nearly three-quarters (73%).

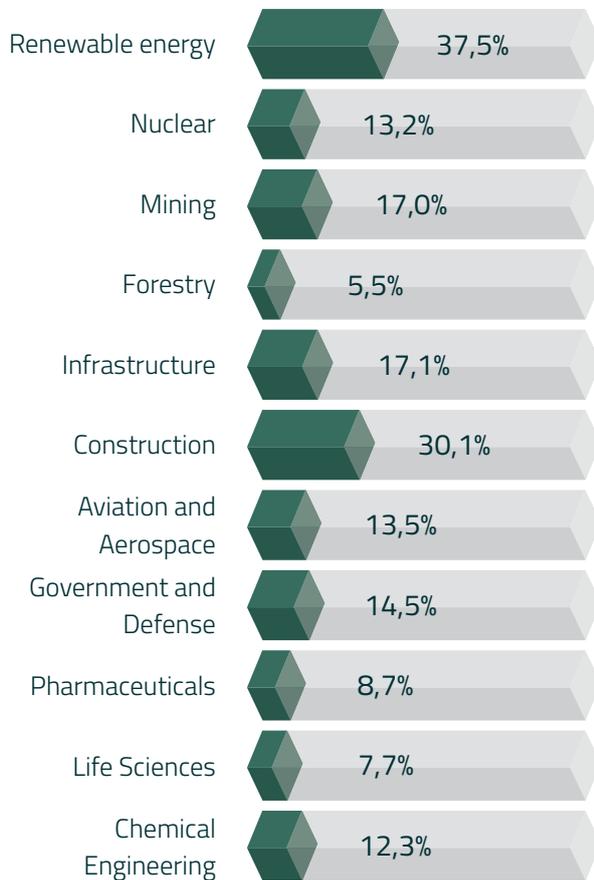
One of the biggest factors for workers seeking new roles is a desire to move towards Green Energy, driven either by aspirations to contribute to a healthier planet or due to fears that conventional Energy roles will become redundant as we move to a lower carbon world. This desire was highlighted by more than a third of jobseekers (37%) identifying Renewables as an area they would consider, including 45% of those working in Mining, a substantial increase on the next highest figure (Construction at 30%).

WORKERS LOOKING TO MOVE OUTSIDE THEIR CURRENT INDUSTRY



Winds of Change

SECTORS WORKERS ARE CONSIDERING*



63% of workers laid off or made redundant this year received zero support or resources to help them find a new role.

This urge to explore other sectors has been underpinned by the fact that a majority (53%) of employees say they feel 'very confident' or 'extremely confident' about finding a new role, despite the impact of the pandemic on the economy, highlighting the good health of the Energy industry as a whole.

The appeal of working in greener sectors is already significant and could continue to grow. In particular, younger workers are attracted by the longer-term, more stable employment options on offer with renewable companies, and the fact that sectors like Solar power or Offshore Wind are at the forefront of technological innovation makes them even more attractive.

On top of this, an increasing percentage of new graduates are highly aware of, and motivated by, the threat of climate change. As a result, working for a renewables company is likely to be seen as more socially and morally desirable.

"63% of workers laid off or made redundant this year received zero support or resources to help them find a new role. As a result, candidates are showing more interest in companies that offer longer-lasting, stable careers, instead of a series of short contracts. This lack of support will impact the industry's ability to rehire members of the workforce, further intensifying the skills shortage."

While conventional Energy companies will still have the edge when it comes to salaries and the number of open roles available, they may find it will take more to compete for highly skilled people. One important solution is to guarantee high-quality training, strong career development programmes, and dedicated benefits to help enhance careers and bridge the gap.

* This graph is highlighting results from a multi select question. As a result, the total response percentage exceeds 100%.

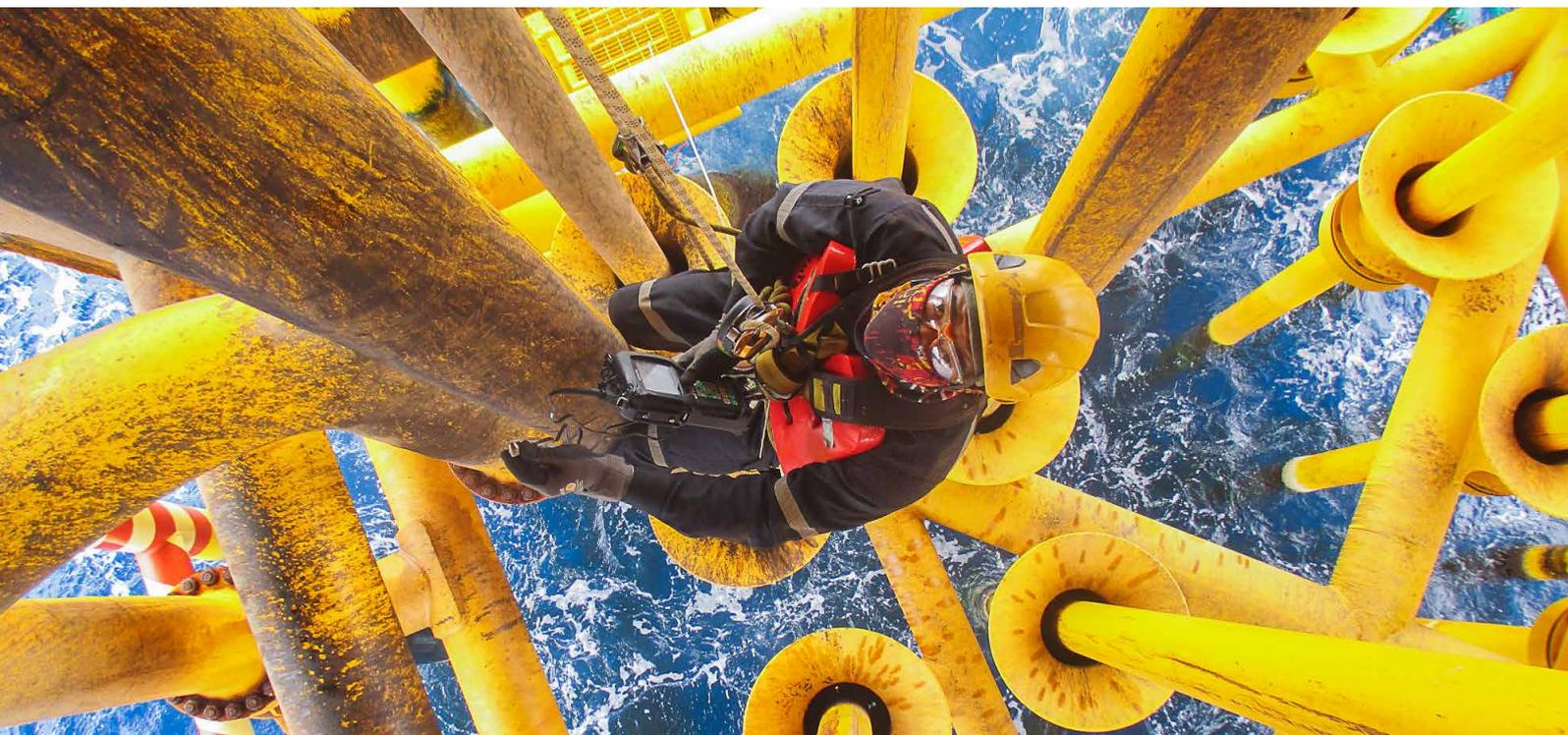
Global mobility slowdown

A second key trend emerging is a slowdown in global mobility, with role location remaining a top concern for employees and jobseekers. A quarter of permanent employees (25%) and a third of contractors (32%) cited location as one of their top three factors when deciding whether to take a job and one in six (17%) specifically stated that they are looking to avoid excess travel, although this was slightly lower in conventional sectors with Oil & Gas at 15% and Mining at 14%.

Whether this slowdown is a temporary issue, driven largely by the pandemic, or an acceleration of existing trends, remains to be seen. However, when asked how they would react if other diseases similar to COVID-19 were to emerge, a large proportion of respondents (58%) – including 53% of active jobseekers – said they would change the types

of opportunities, employers, and locations they would consider. This shift affects not just day-to-day travel, but also the willingness or ability of workers to permanently relocate or take short-term expat contracts due to closed borders between many states – a trend that will most keenly affect the Oil & Gas and Mining sectors.

These changes are being reinforced by employers seeking to reduce travel costs, limit insurance exposure and increase efforts to minimise expat contracts through nationalisation/localisation initiatives. Additionally, in a world where pandemics could become more frequent, reduced travel would almost certainly become the norm as people look to limit their exposure, underlining the importance of such initiatives.

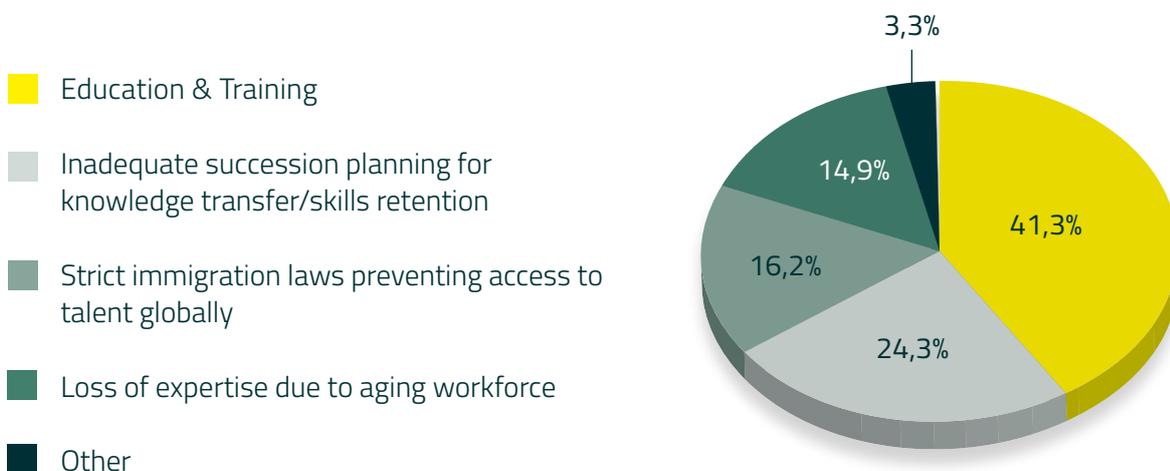


Managing the skills shortage

When asked about the main reasons for the ongoing skills shortage, more than half of recruiters (56%) said that one of the biggest challenges they face is an aging workforce and lack of skilled staff, while two-fifths felt the biggest driver of the skills shortage are cited insufficient education and training (40%). This was close to double the next largest reason,

which was inadequate succession planning and knowledge transfer (24%). Strict immigration laws that prevent companies from sourcing talent globally (16%) and loss of expertise due to retirements (15%) were the other reasons given for the crisis. In addition, less and fewer younger candidates/specialists are entering the industry.

LEADING CAUSES OF SKILLS SHORTAGE IN THE INDUSTRY - ACCORDING TO RECRUITERS AND COMPANIES



“In an aging industry, the Oil & Gas sector is starting to see talent gaps. Many experienced specialists are either looking to retire or developing their skills towards greener energies. With younger workers more concerned about climate change, it’s becoming increasingly challenging to identify and attract the right level of specialists to work on key Oil & Gas projects.

While we’re moving towards greener solutions, the Oil & Gas industry still needs to keep running until such a time that new green technology can meet global Energy demands. This is still a few decades away, so companies need to look at how they can upskill and develop the talent they have. Following a challenging year with a global pandemic, more investments are being made

into localization and nationalization projects to develop a local workforce. This, combined with offering more training and re-evaluating the career benefits, will be key to attracting the right specialists."

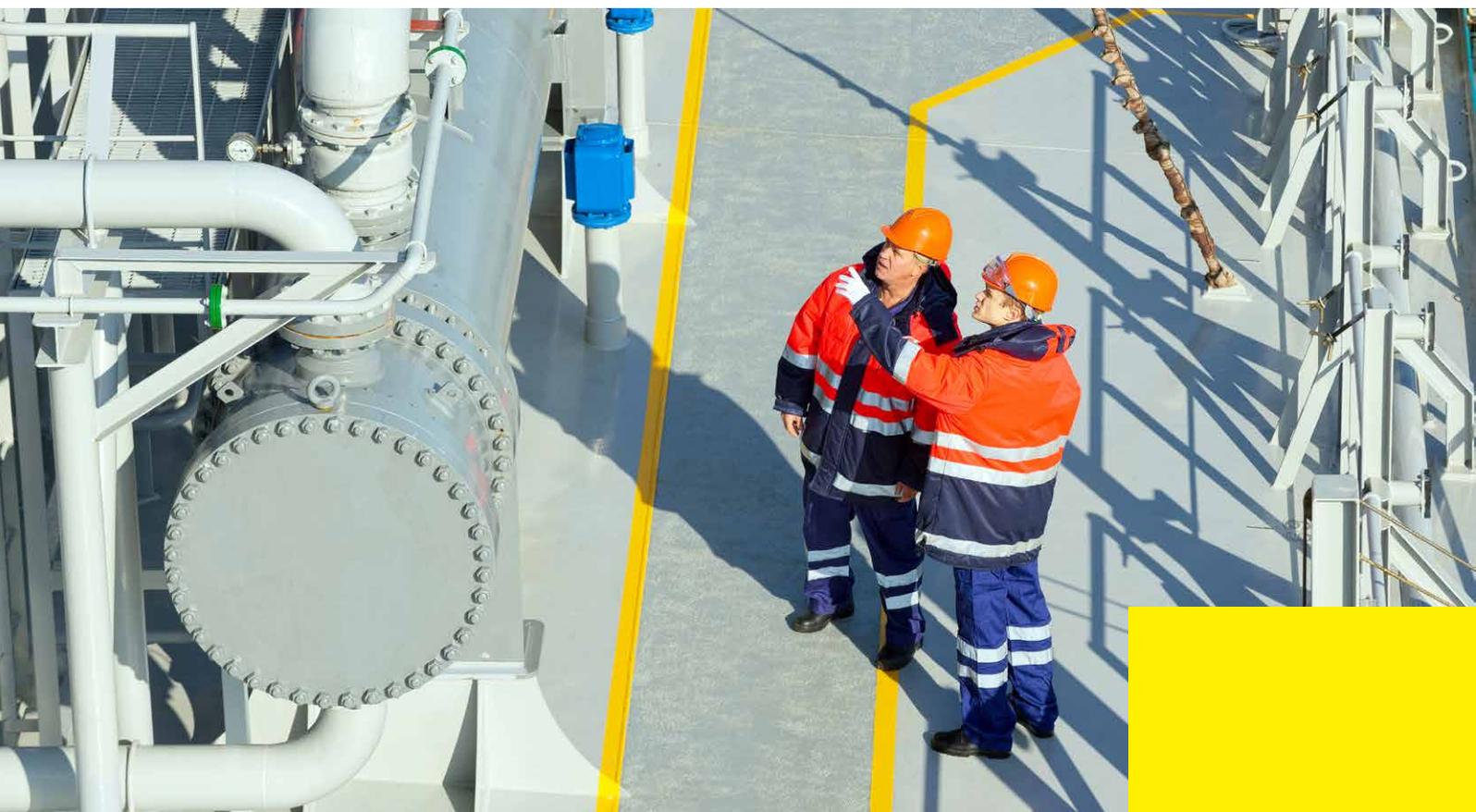
— Jeroen van Drunen, Global Oil & Gas Industry Leader at Brunel

When focussing on the insufficient education and training as a driver of skills shortage, concerns were particularly acute in South America (70%), Australasia (67%), and Africa (49%), indicating that building in additional development work into nationalisation programmes in these geographies could be particularly effective.

It is also noteworthy that concerns around strict immigration laws limiting access to talent were significantly higher in North America than elsewhere in the world, with nearly a quarter citing

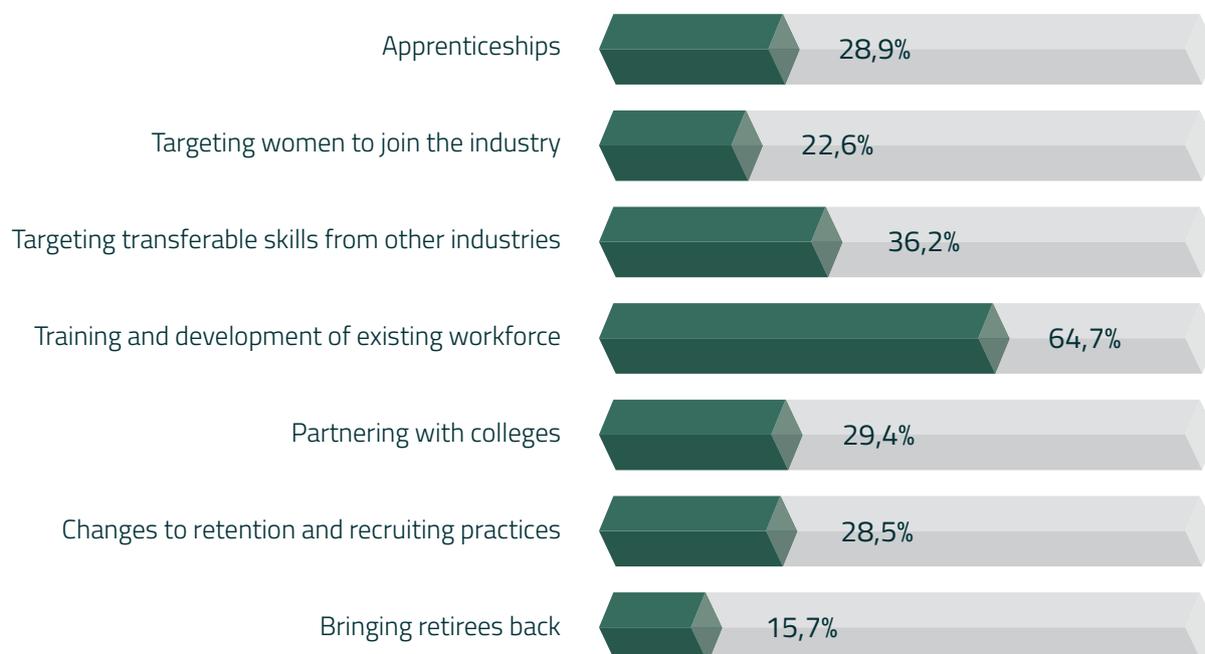
it as a problem (23%). With the political changes in the US and the Biden administration likely to be more pro-immigration (particularly for skilled workers) and pro-green energy projects than its predecessor, it would not be surprising to see these fears eased by the end of 2021.

Overall, the impacts of skills shortages are being felt across the industry, but in particular in fields such as Operations and Maintenance (cited by 27%), Subsea Pipeline Construction (23%) and Health & Safety (21%). As a result, employers are looking at a range of solutions to address the problem, most notably expanding training programmes for their existing workforce (64%), broadening their recruitment processes to target people with transferable skills in other industries (36%), and collaborating with colleges to attract top graduates (29%). In addition, nearly a quarter of companies (22%) have launched initiatives to recruit more women, helping to address the industry's gender imbalance.



Winds of Change

WAYS COMPANIES ARE LOOKING TO OVERCOME THE ONGOING SKILLS GAP*



"I was honored to be named one of the Top 50 Most Powerful Women in Oil & Gas Award from the National Diversity Council in 2020. I have had the opportunity to learn from women working at the most senior levels in our industry. Some have overcome preconceptions about what women can achieve, while others have challenged traditional thinking to find more commercially successful ways of doing business. The entire industry can learn from these accomplished professionals. They are inspiring the next generation. They are proving that a career in Energy has significant opportunities for the best candidates, respecting and appreciating what makes employees different in terms of age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin."

— *Beth Bowen, Managing Director America's at Brunel*

"The companies that thrive during the coming transition will be the ones drawing from the widest possible talent pools. Upskilling existing employees is vital and employers deserve credit for the amounts being invested in training programmes. However, it's clear that there are not enough workers within the industry to meet demand, so companies also need to be creative in how they find and attract talented people from other sectors and industries."

— *Hari Singh, Sales Director at Oilandgasjobsearch.com*

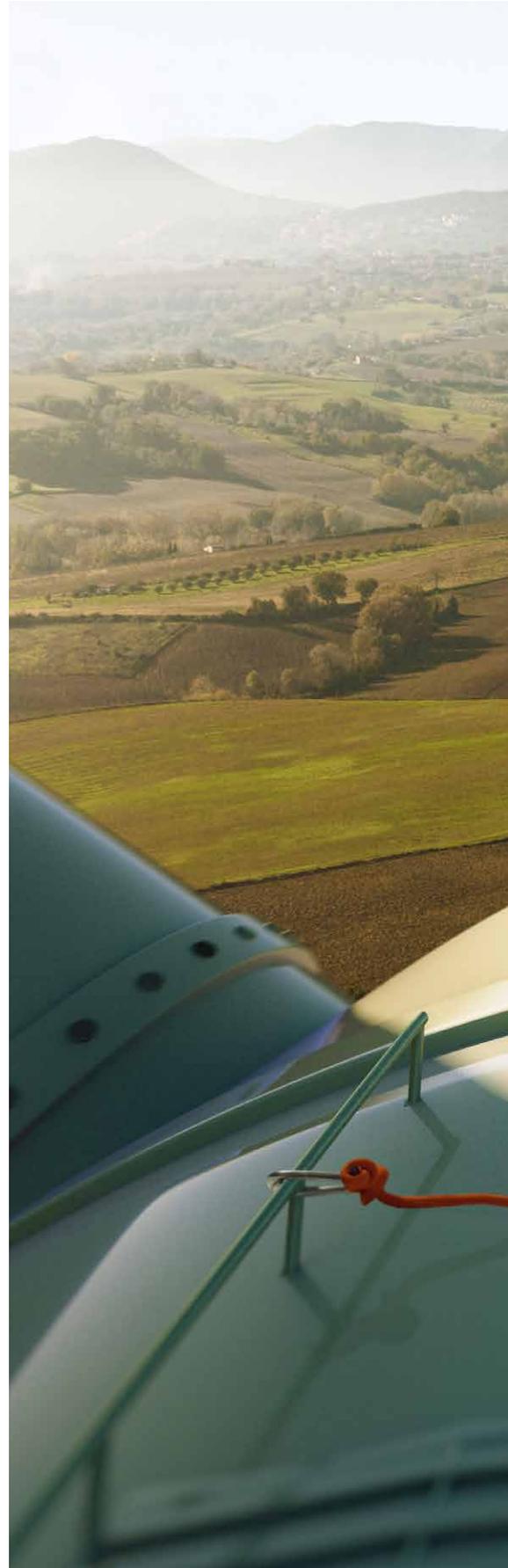
* This graph is highlighting results from a multi select question. As a result, the total response percentage exceeds 100%.



Health & Safety

Key insights

- The number one reason for candidates to turn down an employment opportunity, cited by 50% of respondents, was a company having a poor reputation for Health & Safety
- 32% of employees feel their company needs to invest more in Health & Safety training
- Less than half of all companies (45%) constantly monitor Health & Safety procedures and processes for improvement





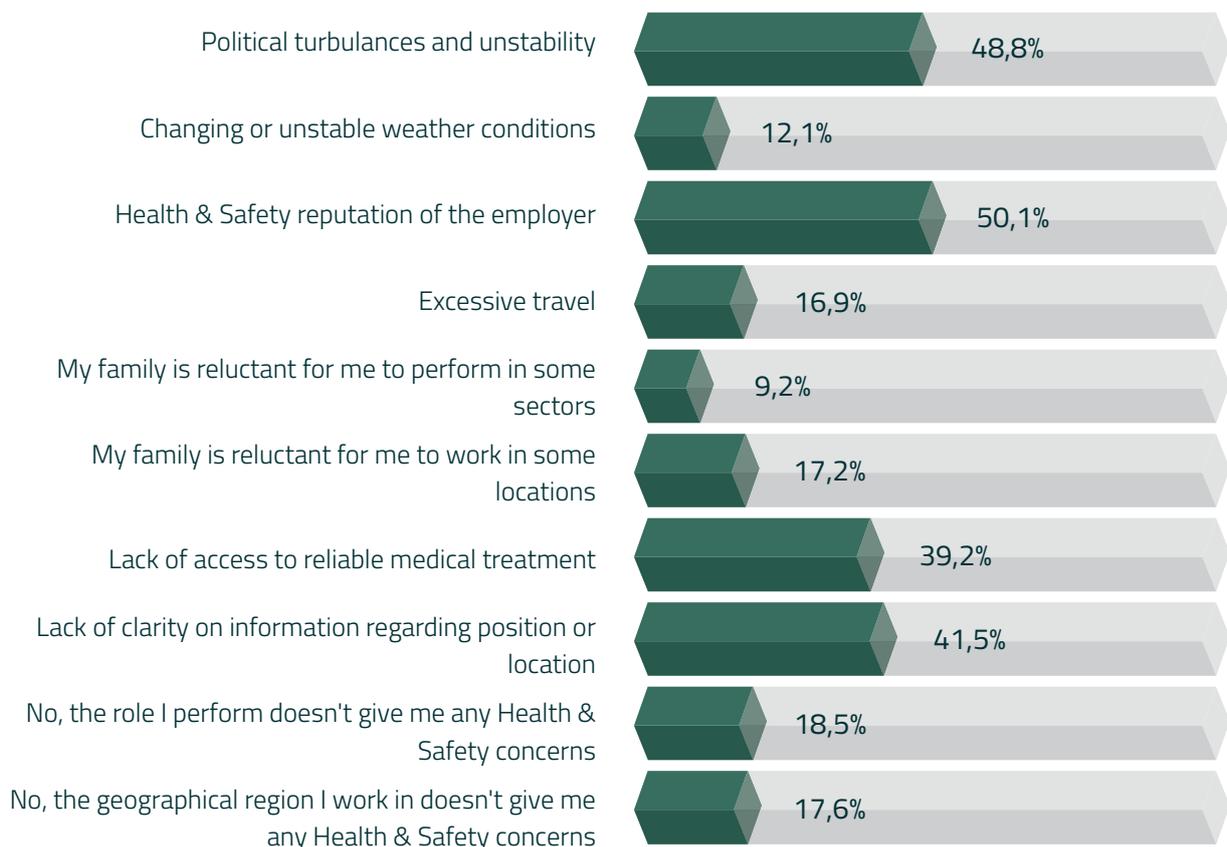
In order to stay ahead of competitors and attract top talent, it's essential for any Energy company to have a strong commitment to Health & Safety at the core of their brand. Although creating and maintaining such a reputation is an on-going process, and can be complicated and challenging, the payoff in terms of better candidate attraction is enormous.

Top priorities for job seekers

With so many skilled workers looking at new opportunities across different sectors, it's important for employers to know what candidates are looking for, and, just as importantly, which issues could be potential deal-breakers.

When asked why they might rule out certain opportunities, the number one reason cited by employees was a company having a poor reputation for Health & Safety (50%), with a further 39% citing lack of access to reliable medical treatment.

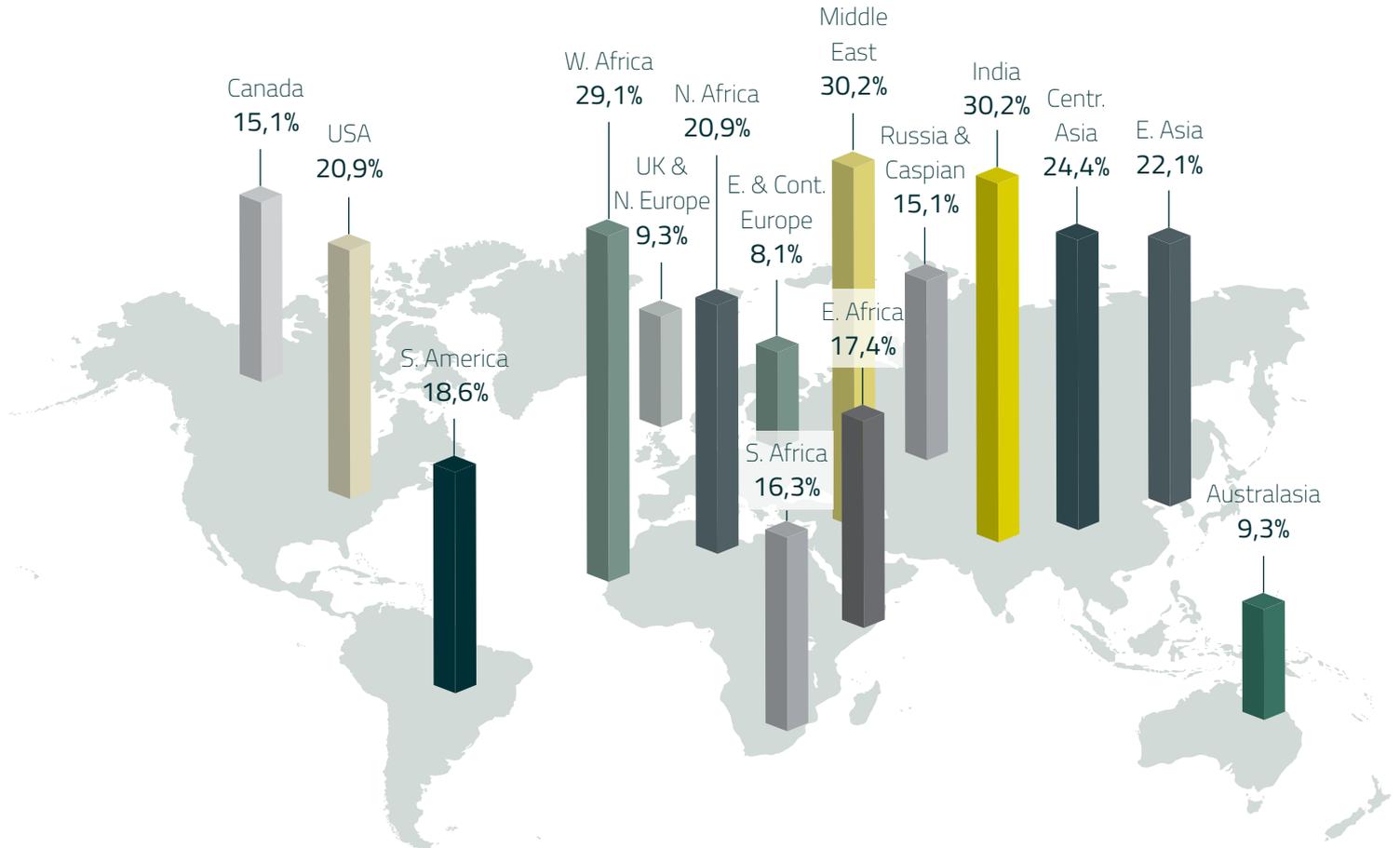
REASONS EMPLOYEES WOULD RULE OUT POTENTIAL OPPORTUNITIES*



* This graph is highlighting results from a multi select question. As a result, the total response percentage exceeds 100%.

Health & Safety

AREAS WITH COMPLIANCE CONCERNS*



Other significant factors that would deter potential applicants were 'political turbulence or instability' (48%) and 'lack of clarity/information regarding position or location' (42%).

Happily, when asked if the Energy industry offered a safe environment, an overwhelming majority (70%) said they felt 'very confident' or 'extremely confident' that this was the case. Even more encouragingly, a similar figure was reported on the business side (68%) when asked if they felt their Health & Safety reputation was a factor when trying to hire new talent, with companies in Africa (79%) and Asia (77%) particularly conscious of the importance of preserving their credentials in this area.

This maps closely to employee expectations as, when asked how relevant Health & Safety

was when looking for a new role, three-fifths (61%) of respondents said it was essential and 85% according it 'high importance'. Notably, workers in Africa (75%) were significantly more concerned than those in Europe (50%) and North America (53%), again corresponding with employers in those regions. Active job seekers were particularly likely to accord Health & Safety heavy importance, with more than one in ten (11%) saying it was their top priority.

There is also significant geographical divergence when it comes to concerns about Health & Safety compliance. Globally, more than a third (36%) have concerns over compliance in one or more regions. The Middle East (30%), India (30%), and West Africa (29%) were the top three cited by workers, while the USA was named by more than one in five (21%).

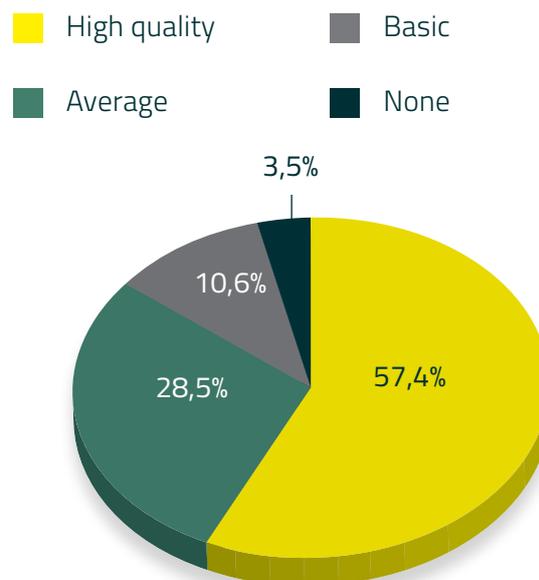
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Training and compliancy

Among respondents who are currently in employment (both permanent and contractors), only 63% say they feel confident about their employer's Health & Safety practices, while only 57% agree that their companies offer high quality Health & Safety training. Most concerning, nearly one in six (13%) reported that their employer offered either 'basic' Health & Safety training, or none at all.

These figures, combined with the fact that a third of those in work (32%) felt that their company needed to invest more in Health & Safety training, clearly shows that there is widespread requisite for businesses to further expand their Health & Safety programmes – especially in Africa and the Middle East where the figures were 51% and 44% respectively.

LEVEL OF HEALTH & SAFETY TRAINING PROVIDED



When asked why they might rule out certain opportunities, the number one reason cited by employees was a company having a poor reputation for Health & Safety (50%), with a further 39% citing lack of access to reliable medical treatment.

Partners and processes

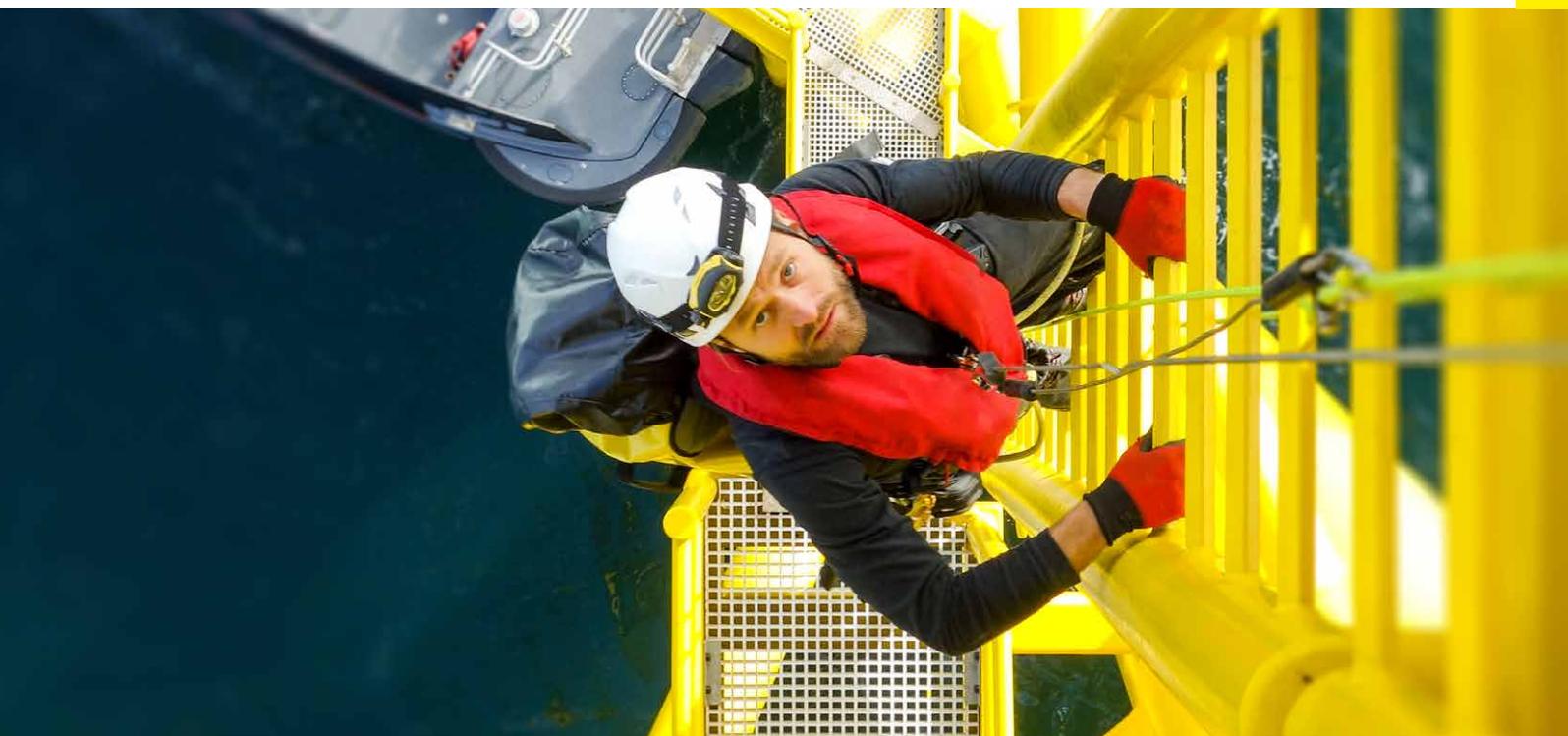
Finally, while two-thirds (67%) of employers say that all partners should be fully trained in Health & Safety and be capable of following emergency procedures, just under half (45%) say they constantly monitor procedures and processes for improvement.

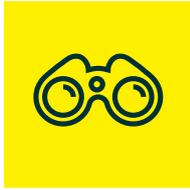
“Safety is only essential to those who are alive. Focusing on safety as a company is a fundamental activity while pursuing growth, the ability to be agile, and concern for your fellow colleague and bottom line. Many times, companies see safety as a cost vs. an investment. In the market today, organizations are in a constant race to the bottom when it comes to quotes and looking at future opportunities. One of the more significant expenditures in business is insurance. Insurance is based on risk. Reduce risk, reduce cost. Reduce cost, increase agility. Increase agility, increase opportunities. Increased opportunity, increase headcount through wins.

It all ties together. As we move toward the world of lump sum bids and racing toward the bottom dollar, we must look at how we spend and how we keep people at work... Safety. Suppose you truly operate in the world of safety first, quality second, and production as a by-product. In that case, you will be (through the reduction of EMR and TRIR rates and people not missing work due to injury or illness) a more agile and profitable company, which is a company anyone would want to work for as this results in higher wages due to lower operating cost and sustainability for the company which translated to job security.

**Safety keeps employees working
Quality keeps them safe
Production is the thing in which returns the investment on caring about people...”**

— Cody Duane Rosier, CEO & Founder at ZALEMO





Future outlook

Key insights

- The number of employers with a set objective to have more than half of their workforce be local talent has nearly doubled from 10% to 19%
- A significant majority (65%) believe that the Energy industry is constantly going through unpredictable cycles of boom and bust
- The number of employees receiving health plans and bonuses as part of their benefits package has risen by 18% and 15% respectively



Future Outlook



An industry in transition

Looking ahead, it's highly encouraging to see that a healthy majority of workers (58%) feel confident about the future of the industry as it transitions away from conventional Energy sources, but workers are under no illusions about the profound impact climate change is set to have.

Nearly two-thirds (63%) said that severe climate change will affect the future of the industry, while more than half (54%) said that the move away from Oil & Gas was being driven by climate-

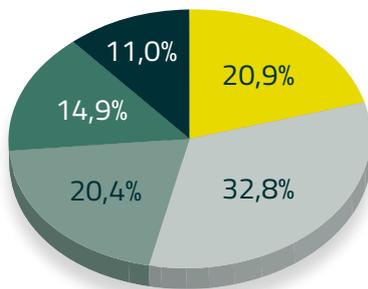
related fears. Six in ten (60%) also said that increasing interest in renewables and alternative Energy sources were behind reduced demand for Oil & Gas.

A significant majority (65%) also believe that the Energy industry is constantly going through unpredictable cycles of boom and bust, indicating that the process of transitioning away from conventional Energy is unlikely to be a smooth, linear progression.

THE BIGGEST CHALLENGES IN THE INDUSTRY STATEMENTS - AGREE/DISAGREE

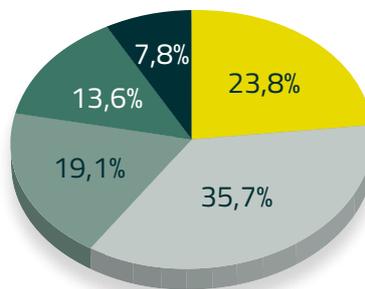


The world is moving away from Oil & Gas due to climate change fears



“Workers inside the industry know as well as anyone that, while conventional Energy still has a few good years left, the balance is shifting towards renewables, and so are becoming more strategic about how they’re planning their career paths. An increasing number of governments are setting net zero targets and

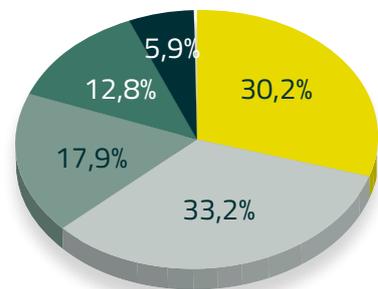
Increasing interest in renewable and alternative energies will lead to reduced demand for Oil & Gas



we’re seeing a huge amount of Venture Capital investment flowing into innovative, carbon-neutral companies which is allowing them to flex financial muscles they’ve not had until now.”

— Hari Singh, Sales Director at Oilandgasjobsearch.com

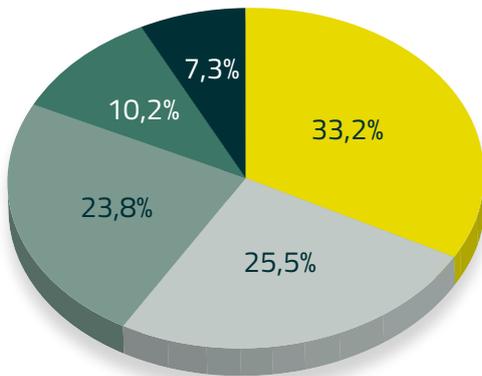
Severe climate change will have an impact on the future of the Energy industry



Future Outlook

THE BIGGEST CHALLENGES IN THE INDUSTRY STATEMENTS - AGREE/DISAGREE

I feel confident about the future of the industry



- Strongly agree
- Somewhat agree
- Neither agree or disagree
- Somewhat disagree
- Strongly disagree

Another positive sign for 2021 is that nearly two-thirds of employers (65%) expect their workforce to increase in the next twelve months, which could lead to substantial industry growth overall. Indeed, nearly a quarter (23%) suggest they will see the number of roles go up by more than 10%. A little more than a quarter (27%) believe they will remain the same, and less than one in ten (9%) think their staff levels will decrease.

EXPECTED INCREASE OF WORKFORCE IN 2021



Nearly two-thirds of employers (65%) expect their workforce to increase in the next twelve months, which could lead to substantial industry growth overall.

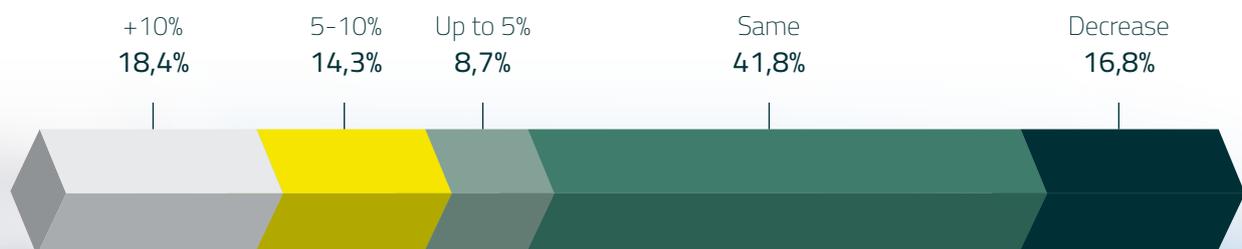


The future of remuneration

With skilled candidates in short supply and many workers considering their options, it's essential for employers to make sure they're remaining competitive in terms of remuneration. In 2020, around two fifths of all workers (41%) reported receiving a raise, with workers in Asia (50%), the Middle-East (45%) and Africa (44%) being significantly more likely to have received a raise compared to those in South America (33%), North America, Europe or Australasia (35% respectively).

On the other end, 17% of workers have seen their income decrease, up from around 10% in 2019. While the 7 points decrease from 2019 is not surprising given the economic hit of COVID-19, the trend is likely to be short-lived with larger salary rises expected in 2021 once the impact of the pandemic has subsided. More than half of respondents (52%) said they anticipate salaries will rise again in the next 12 months, highlighting the resiliency of the sector.

SALARY CHANGES IN 2020



Future Outlook

AVERAGE YEARLY SALARIES FOR EMPLOYEES IN 2020*

	REGIONAL AVERAGE	OIL & GAS	RENEWABLES	MINING	ALL**
North America	86,185.77	92,329.97	97,121.50	76,228.03	79,471.16
South America	45,865.36	47,726.94	47,793.78	45,874.64	38,467.40
Europe	61,589.70	69,407.49	61,972.30	49,857.18	52,536.60
Africa	31,170.14	32,723.57	32,209.99	29,535.28	29,509.30
Middle East	40,656.19	48,998.56	55,238.78	29,911.42	33,170.22
CIS	47,179.11	50,371.96	53,905.81	48,071.06	35,226.91
Asia	33,460.51	38,319.89	29,752.59	28,949.35	28,573.81
Australasia	79,293.00	95,166.40	75,672.78	77,802.12	62,832.96

AVERAGE DAILY RATES FOR CONTRACTORS IN 2020*

	REGIONAL AVERAGE	OIL & GAS	RENEWABLES	MINING	ALL**
North America	711.19	753.07	663.22	651.43	639.09
South America	689.15	701.22	714.75	634.19	692.79
Europe	674.34	677.79	631.2	714.93	618.18
Africa	568.84	544.86	552.96	542.25	664.59
Middle East	749.19	738.13	730.62	834.20	726.04
CIS	651.43	616.18	461.44	791.78	650.41
Asia	621.20	628.94	648.27	623.63	547.93
Australasia	713.91	826.43	623.16	677.12	519.30

* Rates quoted in USD

** Represents average salaries for professionals operating in all 3 sectors

Further details are available on demand. Contact us.

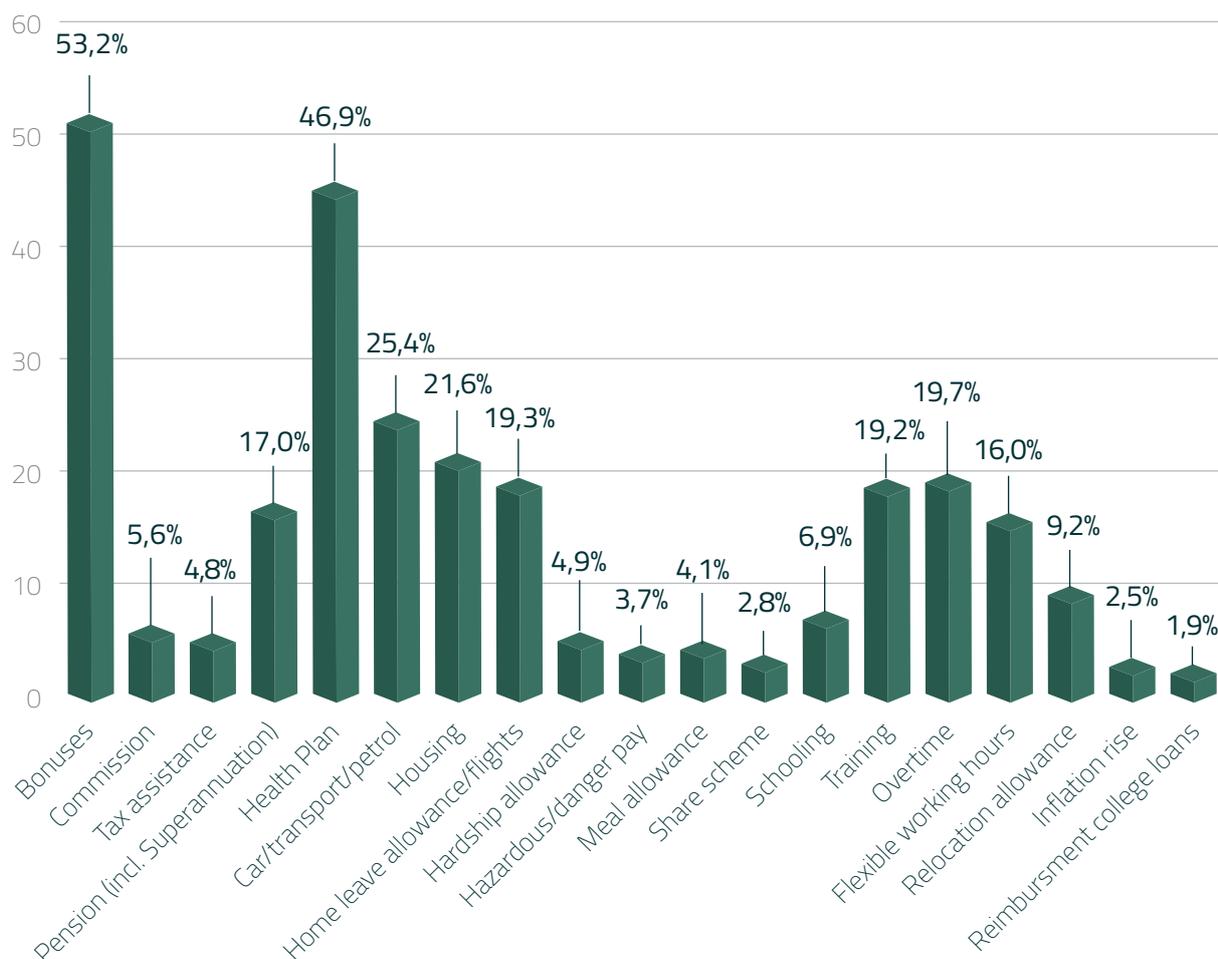
Three fifths of employees (61%) now say they receive benefits on top of their salaries, an uptick from 57% the previous year. Benefit packages diverge sharply by region with respondents in South America (70%), the Middle East (70%), and Asia (67%) significantly higher than Europe (46%) and Australasia (42%).

One of the most important findings from this research is that salary alone just is not enough anymore. Candidates are more conscious of the overall package – including what sort of training is

available and how a given role is likely to affect their long-term career progression – when deciding on a new opportunity, and many companies need to re-assess their offering to see whether it’s genuinely competitive in the current market.

Bonuses (53%) and Health Plans (47%) were the two most common benefits received - up sharply from 2019 in both cases - followed by a company car or other form of travel assistance (25%), housing (21%), and overtime (20%).

BENEFITS RECEIVED BY WORKERS IN 2020*



* This graph is highlighting results from a multi select question. As a result, the total response percentage exceeds 100%.

Empowering local talent

“The limitations on global mobility due to COVID-19 has had a profound impact on the way that many Energy employers operate, and we don’t yet know when – or even if – we will be returning to the same pre-COVID normality in the industry.

With so many companies impacted financially it may become essential for them to reduce travel budgets and the reliance on expats by recruiting, educating, and developing local talent. If this is the case, companies may become more reliant on bringing in only key experienced expats to undertake the training for the local workforces. This will result in an increased demand for services such as long-term visa’s and accommodation as opposed to relying on a heavy volume of travelling expats for short-term assignments, changing the scope of global mobility services.”

— *Shelley Lloyd – Global Mobility Specialist at Brunel*

With so many businesses already facing skill shortages, it’s essential to reduce reliance on expats by recruiting, educating, and developing local talent in key regions. Therefore, another key trend which is expected to grow significantly in the coming years is companies investing more in nationalisation/localisation initiatives.

While the overall number of employers with localisation targets hasn’t changed significantly since 2019 (78% compared to 82% in 2019), the number of companies with a concrete objective of having over half their workforce be local has doubled (19% up from 10%), indicating that companies which have adopted this approach are seeing benefits and have expanded their ambitions in 2021. However, creating and

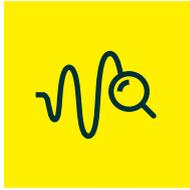
executing an effective nationalisation scheme is a complex, long-term investment as Karim Abdellaoui outlines:

“Building an efficient local workforce cannot be done overnight or by taking shortcuts. Companies need to immerse themselves in the local culture, build strong networks with governments to enable skilled overseas professionals to assist with knowledge transfer, and partner with educational institutions to ensure a steady flow of talented national graduates that will lead their business for the future.”

— *Karim Abdellaoui - Regional Manager ME & APAC at Oilandgasjobsearch.com.*

Crafting a successful nationalisation/localisation programme requires a lot of detailed planning. Companies need to identify the specific skills shortages that they wish to address, as well as how they intend to overcome potential challenges, such as managing the visa process for bringing in expats as trainers or securing necessary tax breaks from local governments. Strategies such as having representatives who speak the local language or understand local culture can make a huge difference in ensuring a smooth rollout of the programme.

There is a distinct geographic divergence when it comes to localisation initiatives, with Africa (28%), Asia (27%), and the Middle-East (20%) far more likely to adopt such measures than Europe (8%) or North America (7%). Indeed, employers in North America (48%) are by far the most likely not to have any form of localisation initiative, significantly higher than Europe (28%) and more than double the global average (22%).



Forecasting trends for 2021



The overall picture that emerges from the findings is, that while there are plenty of reasons for confidence about the future of the industry, there is also a great deal of uncertainty as to how these competing dynamics will play out. Nevertheless, there are some key trends to watch for as we move into 2021:

THE MOVE TO NET ZERO

Unquestionably, the biggest story over the next few years will be how the growth path to green Energy develops. Governments and international organisations around the world, including the UK, EU, and China have all announced plans to achieve net zero emissions within the next three to four decades. In the US, the new administration seems set to diverge sharply from its predecessor when it comes to Energy policy, which could be highly beneficial for American green Energy.

“The 2020 election could be a pivotal turning point for the Energy industry, with President Biden already committing the USA to rejoining the Paris Accords and transitioning to net zero by 2050. Governments around the world are taking stronger stances than ever when it comes to reducing carbon emissions, and it would not be surprising to see a great deal more funding made available for Renewables in the near future.”

— Alex Furlis, Managing Director at Oilandgasjobsearch.com

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DURABILITY OF CONVENTIONAL ENERGY

According to the International Energy Agency (IEA), under a sustainable development scenario, future production of oil and natural gas over the next two decades will still be worth around \$12tn. Transitioning away from conventional Energy infrastructure will also take a significant amount of time. Therefore, while Renewable Energy is set to rise, there is still plenty of life in the Oil & Gas and Mining sectors for the foreseeable future.

“A key factor in the prolonged health of conventional Energy companies is the investment in cutting edge technology, such as Artificial Intelligence, sensors and digital twins. Having ‘smart’ assets and oilfields is a key driver behind companies’ ability to extend the life of existing assets, reduce costs, and improve worker’s safety. These improvements are crucial to the on-going competitiveness of conventional Energy.”

A MORE DIVERSE INDUSTRY

Issues of gender and racial equality topped the agenda again throughout 2020, offering a reminder of the importance of diversity in all walks of life, including the workplace. Research has shown repeatedly that more diverse workforces are better for innovation, result in happier and more productive employees, and increase retention levels. Embracing diversity will be vital for companies looking to manage the on-going energy transition in the coming years.

“The extraordinary events of 2020, and the ensuing economic crisis, has brought focus to a host of cultural imperatives. Together we must challenge ourselves in our methods of recruitment and hiring processes. Always

100% focused on finding the best specialists we must strive to ensure we also consider the diversity of the workforce as a priority. Human relationships are based on our ability to connect with one another, with so much of the world now virtual, we must work harder to find those connections. We should all look to play a more responsible role when re-building the industry for the future and ensure we consider the right specialists with the right skills but pay close attention to cultures to ensure the industry has the right balance of expertise from every background.”

— Beth Bowen, Managing Director America’s at Brunel



Methodology and demographics

Over 22,000 people from 15 different sectors and 191 countries across the Energy industry took part in the survey, with more than 100 responses from 35 nations. All respondents answered the questions online between 26th June and 6th October 2020, and the research was conducted by 3Gem Research and Insights.

SECTOR OF EMPLOYMENT

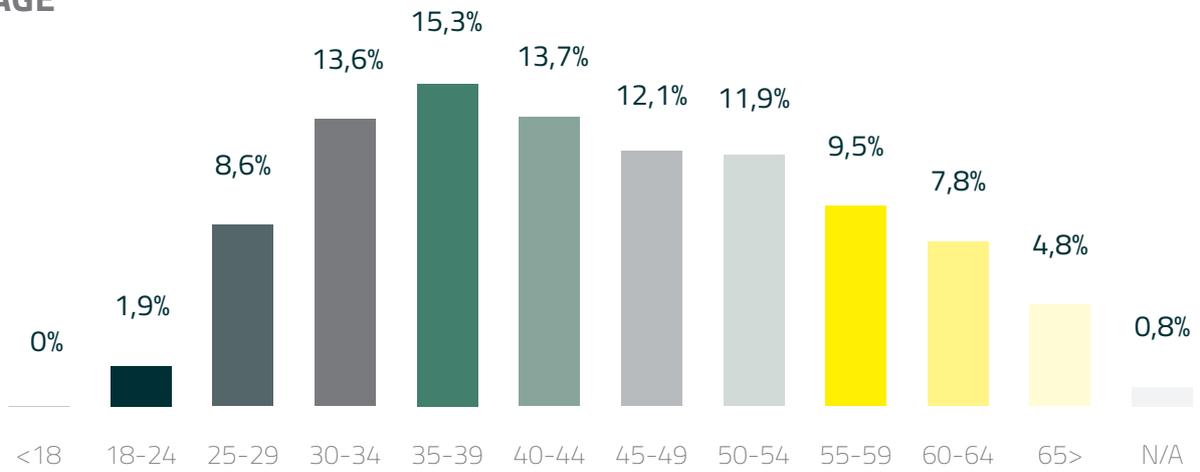
SECTOR	EMPLOYMENT*
Oil & Gas - Upstream	41,2%
Oil & Gas - Midstream	24,2%
Oil & Gas - Downstream	29,0%

Energy Outlook

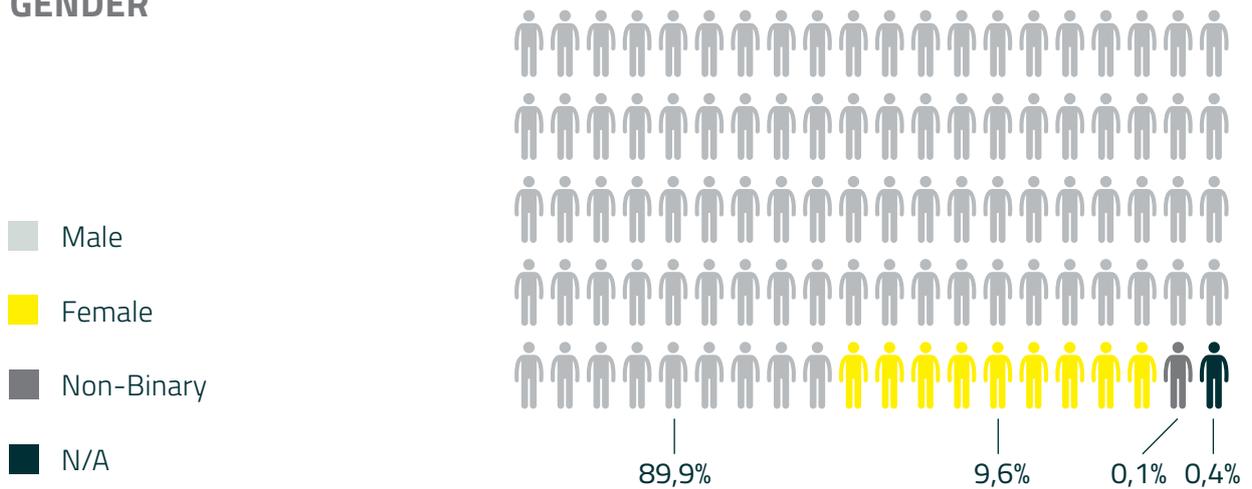
SECTOR	EMPLOYMENT*
Renewables - Biogas	4,7%
Renewables - Solar	8,0%
Renewables - Hydropower/Tidal	4,9%
Renewables - Windpower	6,5%
Mining - Concept	1,3%
Mining - Exploration	3,1%
Mining - Discovery	1,2%
Mining - Development (pre-construction)	2,7%
Mining - Construction	8,0%
Mining - Production (Operations & maintenance)	9,1%
Mining - Mine closure & rehabilitation	1,0%
Mining - Monitoring & evaluation	2,7%
All	24,0%

* This graph is highlighting results from a multi select question. As a result, the total response percentage exceeds 100%.

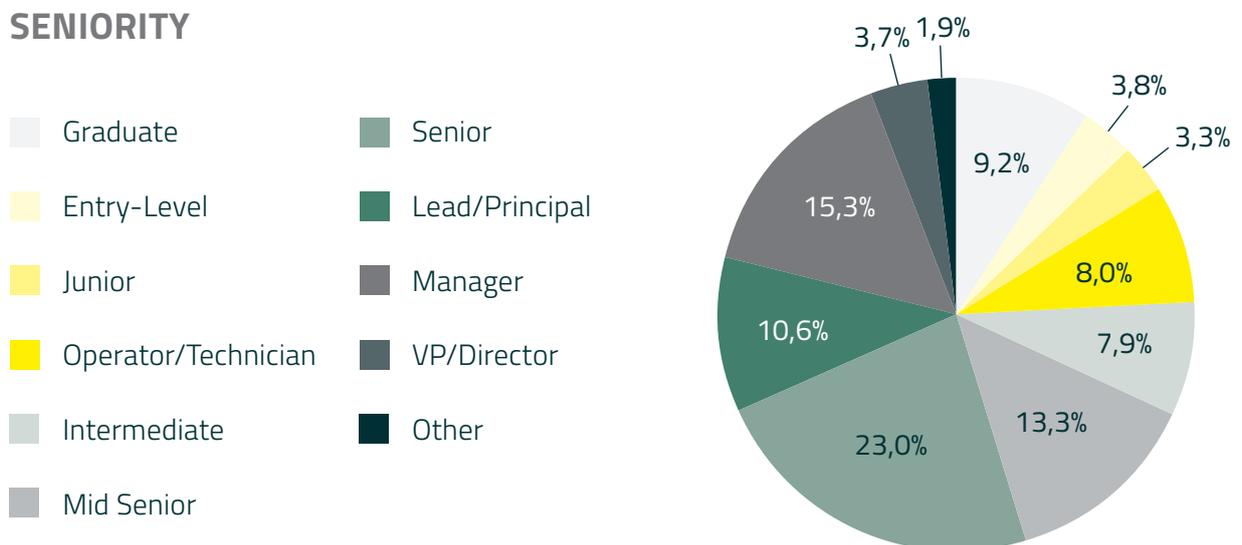
AGE



GENDER

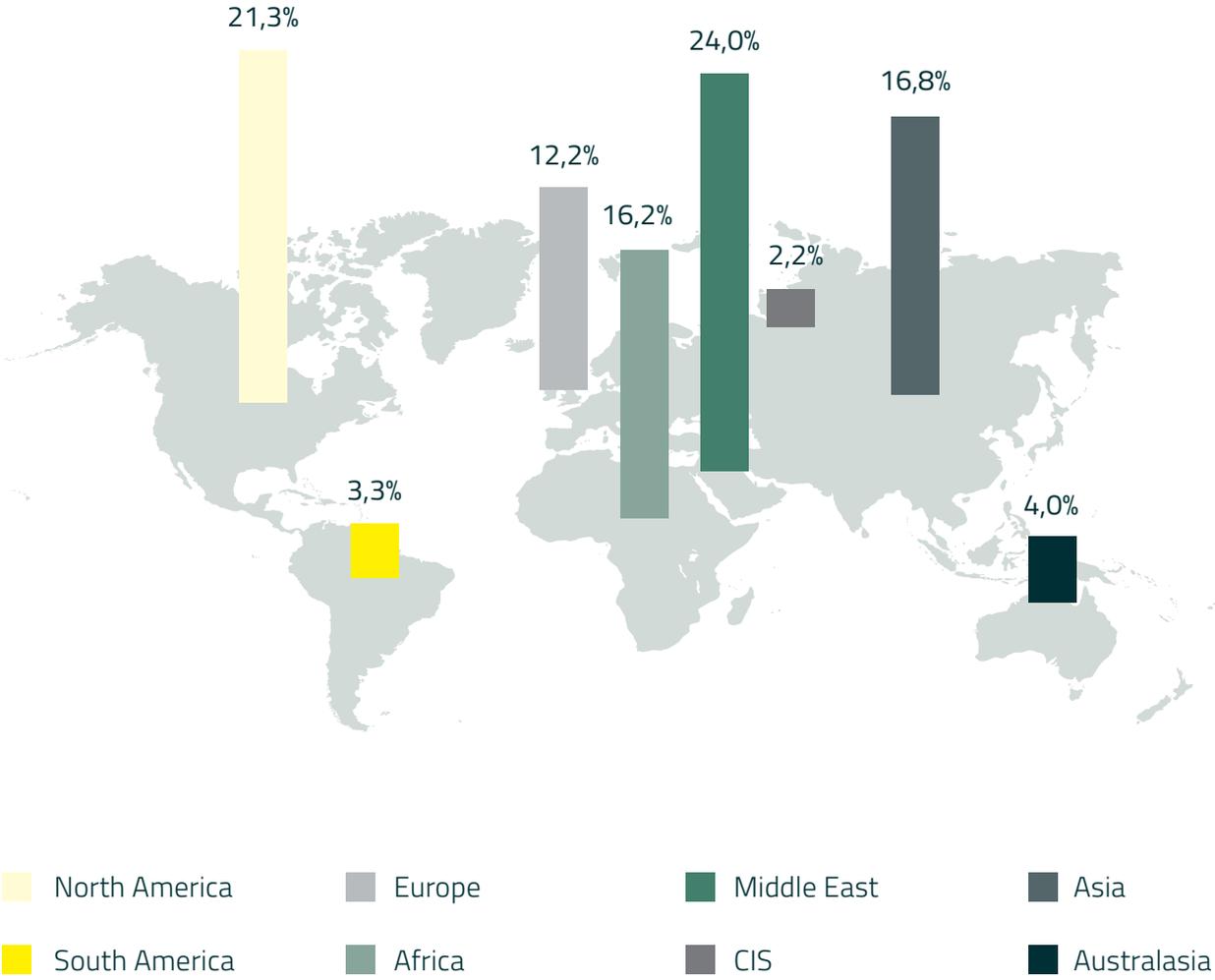


SENIORITY

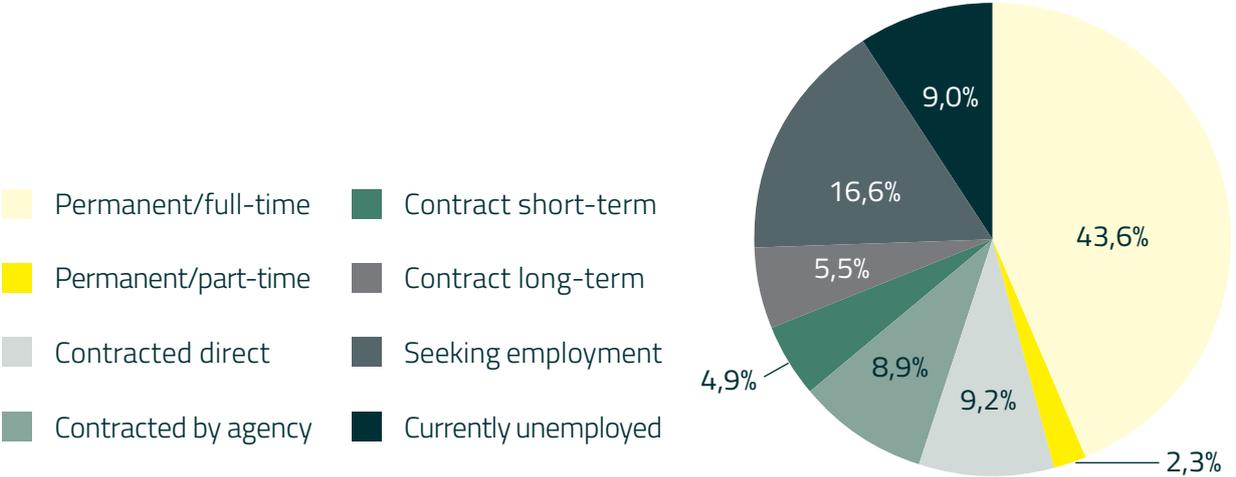


Energy Outlook

REGION



EMPLOYMENT TYPE



Contact

Brunel International N.V.

John M. Keynesplein 33
1066 EP Amsterdam
The Netherlands

Energyoutlookreport@brunel.net

www.brunel.net

Brunel

Oilandgasjobsearch.com

Ground Floor
Houldsworth Mill
Stockport SK5 6DA
United Kingdom

sales@oilandgasjobsearch.com
+44 (0)161 975 6026

www.oilandgasjobsearch.com

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